E/L 0952

NIMS ICS All-Hazards Public Information Officer Course

FEMA

Student Manual

March 2025
Version 1.0

FEMA Public Affairs Officer is interviewed by a local TV station in the Joint Field Office (JFO).

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Unit 1: Course Introduction

STUDENT MANUAL

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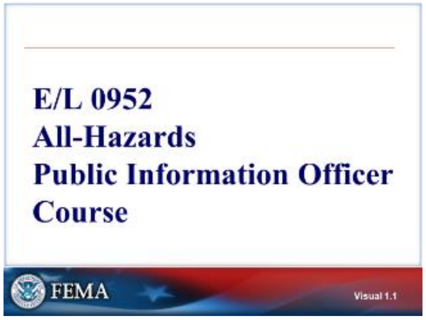
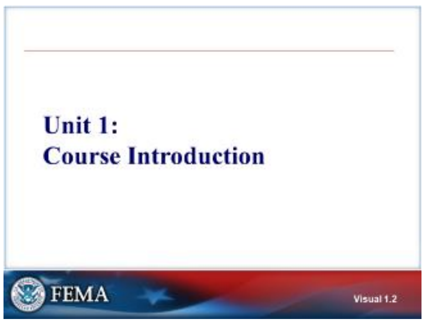


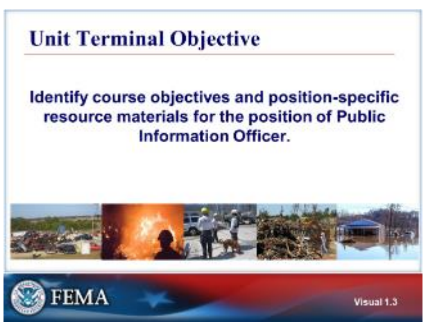
Visual 1.1

E/L 0952: ALL-HAZARDS PUBLIC INFORMATION OFFICER COURSE



Visual 1.2

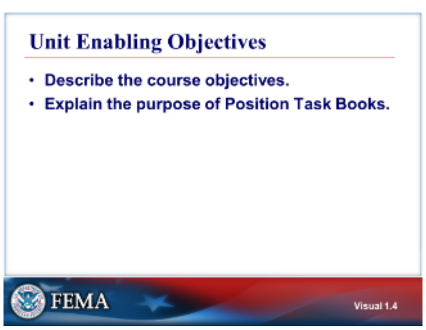
UNIT 1: COURSE INTRODUCTION



Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objectives and position-specific resource materials for the position of Public Information Officer.

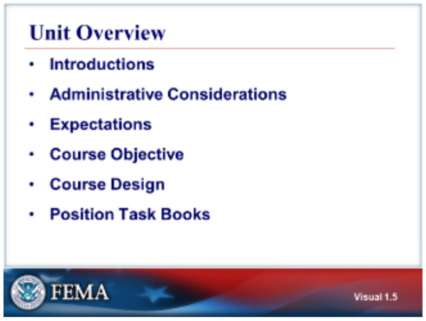


Visual 1.4

UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.

The Pretest and Final Exam are based on the Unit Enabling Objectives from Units 2 – 10.

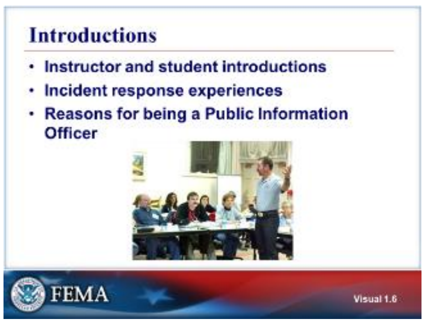


Visual 1.5

UNIT OVERVIEW

This visual provides a general overview of the topics to be covered in the unit.

Through this unit, students will learn the objectives of the course, be instructed on the use and purpose of Position Task Books and receive Public Information Officer versions of these resources.



Visual 1.6

INTRODUCTIONS

The instructor gives an overview of their personal experience as a Public Information Officer and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be a Public Information Officer.

After the introductions, the instructor will administer the Pretest.

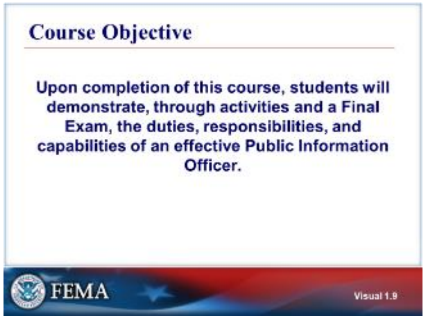
Visual 1.7

ADMINISTRATIVE CONSIDERATIONS

Visual 1.8

EXPECTATIONS

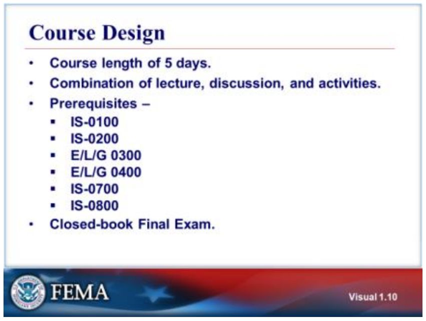
Share your expectations for the course.



Visual 1.9

COURSE OBJECTIVE

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective Public Information Officer.



Visual 1.10

COURSE DESIGN

The course is scheduled to be 5 days in length.

Through a combination of lecture, discussion, and activites, students, upon course completion, will be provided the knowledge to meet the objectives of the course. Student interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, Public Information Officer) in an all-hazards context.

Prerequisites - (Most current variants of all IS courses and ICS 300/400)

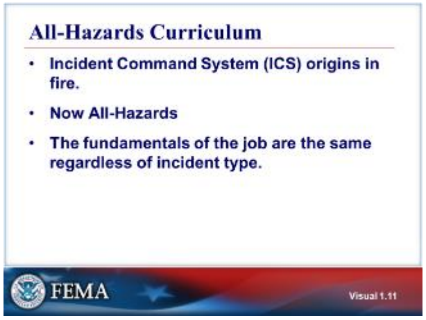
- IS-0100 An Introduction to the Incident Command System, ICS 100
- IS-0200 Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400
- IS-0700 An Introduction to the National Incident Management System
- IS-0800 National Response Framework (NRF)

Other recommended (not required) courses:

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- O 305 Type 3 AHIMT Training Course (US Fire Administration)
- O 337 Command & General Staff Functions for Local Incident Management Team (National Fire Academy

Closed-Book Final Exam - To receive a certificate of completion for the course, students must obtain a 75% or higher on the Final Exam. The Final Exam will be closed-book, one hour will be allotted for its completion, and the Final Exam’s questions will be based on the Unit

Enabling Objectives for Units 2 - 10. Unit 1 will not be tested in the Pretest nor the Final Exam.



Visual 1.11

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001, and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for preparedness, prevention, mitigation, response, and recovery through an "all hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

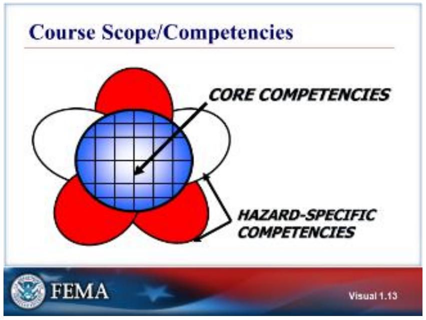
This curriculum was validated by a varied cadre of course developers with Public Information Officer backgrounds.

Given our personal incident experiences, each of us - instructors included – have a limited perspective (by no means All-Hazards).

A Public Information Officer needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Public Information Officer is the same.

Visual 1.12

DISCUSSION ACTIVITY



Visual 1.13

COURSE SCOPE/COMPETENCIES

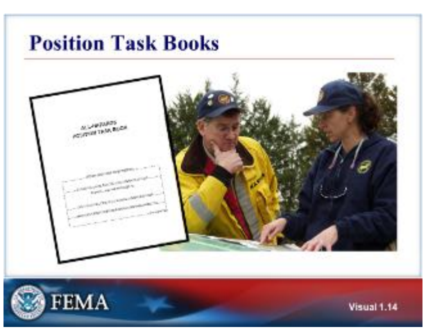
Competency is a broad description that groups core behaviors necessary to perform a specific function.

The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

- Core competencies are the competencies required of a Public Information Officer regardless of discipline.
- Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines.
- You cannot be competent as a Public Information Officer with only the center of the flower or only the petals—“The flower needs to be complete” to ensure qualification.

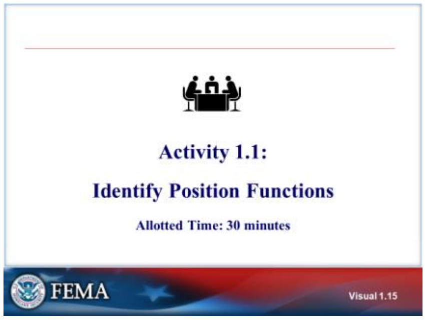
This course will help to establish core competencies (center of the flower) for the Public Information Officer position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Public Information Officer Position Task Book, discussed on the next visual.



Visual 1.14

POSITION TASK BOOKS

PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee’s ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

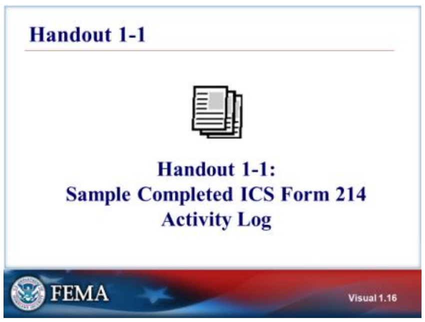


Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.

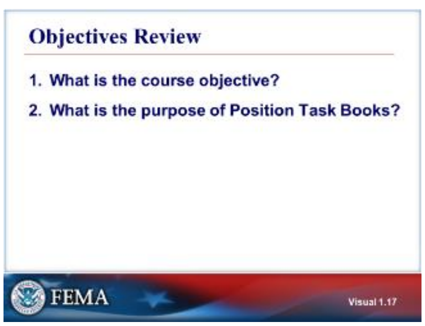


Visual 1.16

HANDOUT 1-1

The ICS Form 214 should document important factors, decisions, and elements such as the “three A’s” – Actions, Agreements, and Accidents:

- **Actions** taken to prevent hazardous activities.
- **Agreements** made with Supervisors or others to correct unsafe conditions.
- **Accidents** that occurred at the incident site.



Visual 1.17

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the course objective.
- Explain the purpose of Position Task Books.

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Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1
Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.
- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is includes as a separate PDF file in the course materials. NQS PTBs can also be downloaded from https://www.fema.gov/national-qualification-system. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at https://www.ahimta.org/ptb. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at https://www.nwcg.gov/publications/position-taskbooks.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 1.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

Handout 1-1: Sample Completed ICS Form 214 Activity Log

Refer to EL_952_HO_1-1_ICS_Form_214

Key points about information logged on the ICS Form 214.

The purpose of the ICS Form 214, Activity Log is to provide documentation of 'significant' activities you have worked on when on-duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident.

There is therefore a dual use for this documentation. First as your personal reminder list / memory jog; and second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.

2. 0800 Assigned Ed Gross to track down AREP from Tri-County Ambulance Service….
    a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or Tri-County Ambulance.
    b. Also, a documentation that we have tried to establish contact and have not yet done so.

3. 0930 Baker County Commissioner called…
    a. Noted who I informed and the assignment of responsibilities

4. 0945 Ed contacted ambulance AREP
    a. Noted completion of task assignment #2 above.
    b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.

5. 1200 SO told me…
    a. Any safety issue is potentially critical. Noted my involvement in this issue.
    b. Potential follow-up with both SO and AREP later on

6. 1300 Parker County AREP wants fire engines back
    a. Very significant issue
    b. Documented that I informed the two critical C&G staff about this development.
    c. May need to follow-up later.

Unit 2: Roles and Responsibilities

STUDENT MANUAL

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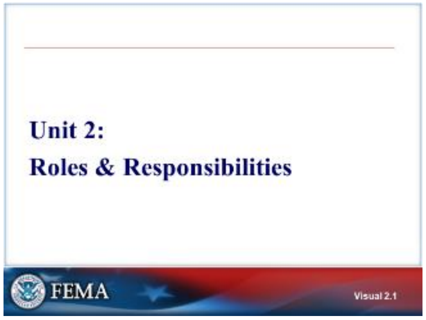
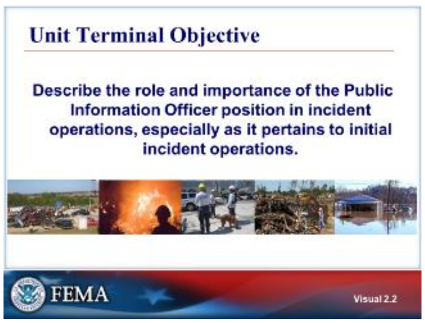


Visual 2.1

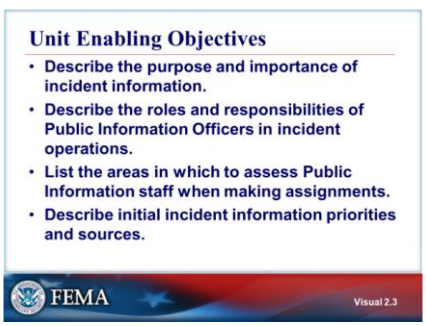
UNIT 2: ROLES AND RESPONSIBILITIES



Visual 2.2

UNIT TERMINAL OBJECTIVE

Describe the role and importance of the Public Information Officer position in incident operations, especially as it pertains to initial incident operations.



Visual 2.3

UNIT ENABLING OBJECTIVES

- Describe the purpose and importance of incident information.
- Describe the roles and responsibilities of Public Information Officers in incident operations.
- List the areas in which to assess Public Information staff when making assignments.
- Describe initial incident information priorities and sources.

The Final Exam is based on the Unit Enabling Objectives.

Visual 2.4

PURPOSE AND IMPORTANCE OF INFORMATION

Providing timely and accurate incident information to the public and the news media carries great importance, considering that public concerns can influence incident management.

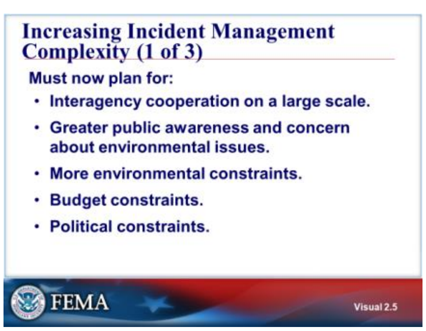
Wildfires, floods, earthquakes, and other types of incidents possess characteristics that arouse human curiosity, including:

- Crisis
- Drama
- Danger
- Conflict
- Suspense

If information about the incident is not readily available from the official source, the public and the news media will find someone else to talk to. The report that will result will most likely be based on incomplete or inaccurate information.

Incident managers now recognize that communicating effectively with the public and the news media during an incident requires the special skills, knowledge, and abilities of trained Public Information Officers.

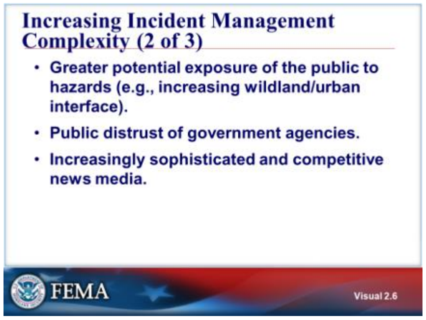
With the advent of social media, it is important that the information available to the public, and to news sources via social media, be accurate and timely. The information must be provided from a trusted source. The Public Information Officer can use social media as a means of providing pertinent information to the general public and to the media.



Visual 2.5

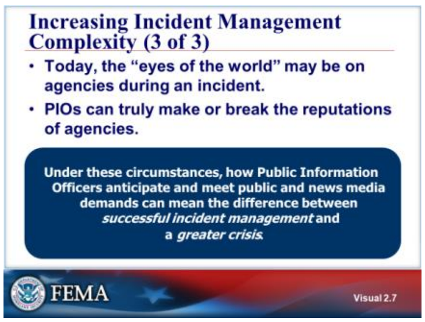
INCREASING INCIDENT MANAGEMENT COMPLEXITY (1 OF 3)

Due to increasing complexity in incident management, the incident information function has become more important than ever.



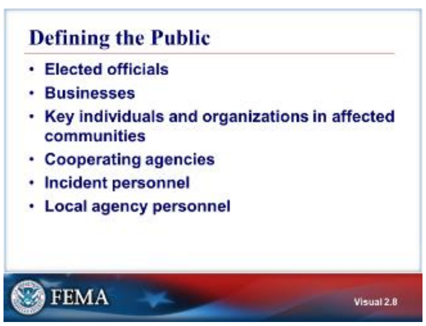
Visual 2.6

INCREASING INCIDENT MANAGEMENT COMPLEXITY (2 OF 3)



Visual 2.7

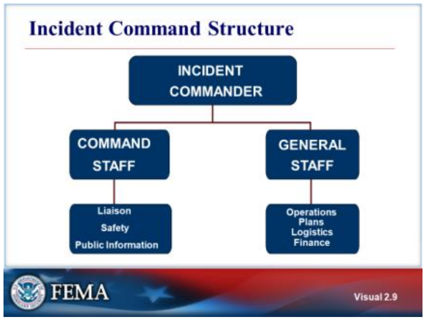
INCREASING INCIDENT MANAGEMENT COMPLEXITY (3 OF 3)



Visual 2.8

DEFINING THE PUBLIC

Public Information Officers have the responsibility to provide the public and the news media with prompt and accurate information during an incident. But, the responsibility of Public Information Officers does not end there: there are other constituencies who want and need information during an incident, including incident personnel.



Visual 2.9

THE INCIDENT MANAGEMENT ORGANIZATION

In the Incident Command System, Public Information Officers are integral members of the Command and General Staff on Incident Management Teams.

The FIRESCOPE Field Operations Guide contains Incident Command System organization charts and brief descriptions of each Incident Command System position, including Public Information Officers.

In the Incident Command System, Public Information Officers report to the Incident Commander as a member of the Command staff. If the incident grows to a Unified Command, the Incident Commander will tell the Public Information Officer to whom to report.

As an incident grows in size or complexity, the Incident Command structure also expands and a hierarchy develops within the Information function. The type of Public Information Officer assigned to an incident is based on its complexity. Factors that affect incident complexity are:

- Size
- Time length of the response
- Number and types of resources managed
- Jurisdictional boundaries
- Location
- Organizational complexity
- Threat to life and property
- Values at risk
- Political sensitivity
- Incident type
- Cost
- Topography
- Proximity of the closest media market

The local agency administrator/agency official, under whose jurisdiction the incident occurs, often assesses the level of incident complexity and develops a Delegation of Authority that enables the IMT the proper

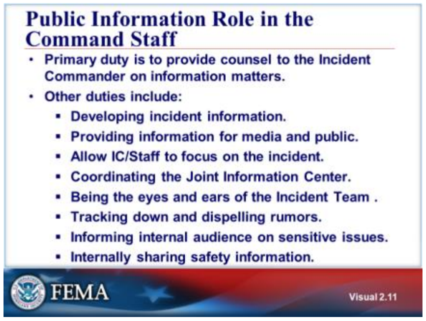
Visual 2.10

authorities to effectively manage the complexity of the incident.

HANDOUTS 2-1 AND 2-2

Refer to Handout 2-1: Expectations of Incident Management Team Members and Handout 2-2: Incident Management Teams.

These handouts provide supplemental information on the Incident Command structure and working on an Incident Management Team.



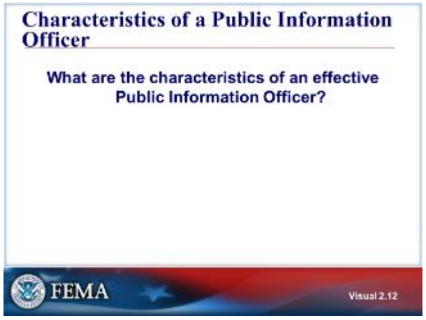
Visual 2.11

PUBLIC INFORMATION ROLE IN THE COMMAND STAFF

The Public Information Officer’s primary duty is to provide strategic advice and counsel on information matters to the Incident Commander and staff, not responding to satellite trucks and reporters (as many believe).

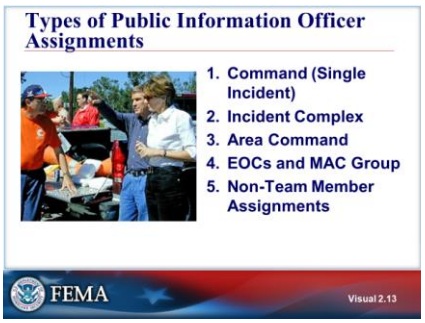
Public Information Officers have many other roles and responsibilities:

- Developing current, accurate, and complete incident information.
- Providing a central source of information for the media and the public.
- Relieving the Incident Commander and other incident personnel from pressures imposed by the media and the public.
- Coordinating the Joint Information Center.
- Being the eyes and ears of the Incident Team, meaning providing information to incident personnel, local agency personnel, and cooperators.
- Tracking down and dispelling rumors.
- Being alert to sensitive political, social, and environmental issues that relate to the incident and keeping the Incident Commander and other appropriate incident managers apprised of these issues.
- Sharing with the Incident Commander or other appropriate incident managers any information that might affect the performance or safety of agency personnel.
- Using the incident to communicate other key messages.
- Keeping individuals and organizations in communities affected by the incident informed.



Visual 2.12

CHARACTERISTICS OF A PUBLIC INFORMATION OFFICER



Visual 2.13

TYPES OF PUBLIC INFORMATION OFFICER ASSIGNMENTS

Visual 2.14

ASSIGNMENTS: COMMAND (SINGLE INCIDENT)

The duties of the Public Information Officer at Command (Single Incident) assignments include:

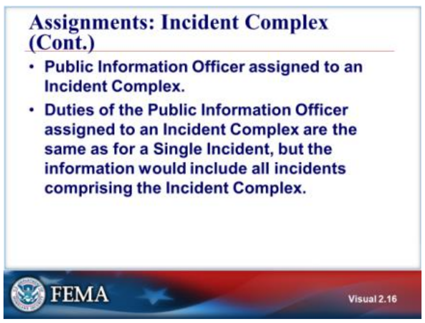
- Administrative:
  - Oversees the information function.
- External:
  - Communicates with the public via the media.
  - Maintains community relations.
- Internal:
  - Communicates within the Information Unit.
  - Communicates to the incident agency.
  - Reports upward.
  - Provides information to the internal audience.

Visual 2.15

ASSIGNMENTS: INCIDENT COMPLEX

An “Incident Complex” is two or more individual incidents, located in the same general area, that are assigned to a single Incident Commander or to Unified Command. A Complex operates as a Single Incident, but involves two or more incidents.

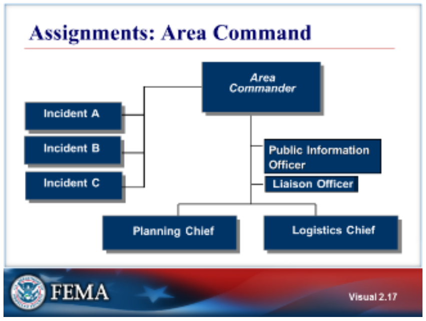
Incident complexes are commonly used in wildfire response when multiple fires occur within close proximity to one another.



Visual 2.16

ASSIGNMENTS: INCIDENT COMPLEX (CONT.)

The Public Information Officer role on a Incident Complex assignment is the same as on a Single Incident, but the information would include all incidents assigned to the Incident Complex.



Visual 2.17

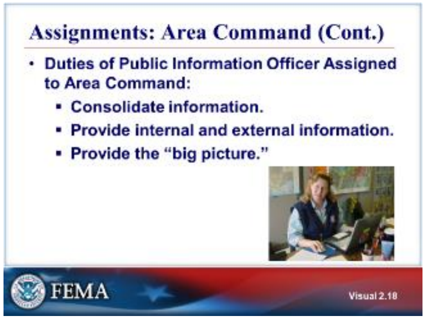
ASSIGNMENTS: AREA COMMAND

An “Area Command” (Unified Area Command) is an organization established to oversee the management of (1) multiple incidents that are each being handles by an ICS organization, or (2) large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to:

- Develop broad objectives for the affected area.
- Coordinate development of incident objectives and strategies for each incident.
- Allocate/ reallocate resources as priorities change.
- Ensure that Incident Commanders and/or Unified Commands properly manage incidents.
- Ensure effective communications and data coordination.
- Ensure that incident objectives are met and do not conflict with each other or with agency policies.
- Identify needs for scarce resources and reporting the needs to Agency Administrators directly or through a MAC Group or an EOC.
- For incidents that have a recovery dimension, ensure that short-term recovery is coordinated with the EOC staff to assist in the transition to long-term recovery operations.

Area Command can become a Unified Area Command when incidents are multijurisdictional. Area Command may be established at an Emergency Operations Center facility or at some location other than an Incident Command Post.

The Public Information Officer may manage multiple incidents; they may or may not be organized in an Incident Complex. The Public Information Officer also prioritizes the assignment of critical public information resources for allocation to the incident.

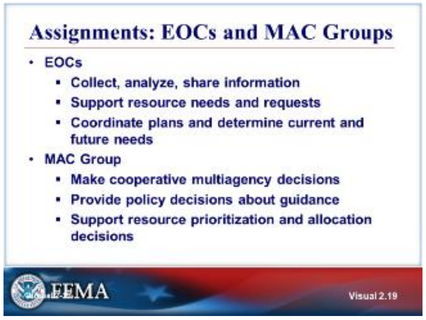


Visual 2.18

ASSIGNMENTS: AREA COMMAND (CONT.)

The duties of the Public Information Officer at Area Command include:

- Consolidate the gathering of information.
- Provide information for use both internally and for the media.
- Provide multi-incident perspective (the "big picture").
- Make sure the message is consistent because media will assail various sources on the incident.
- Provide strategic support to the Public Information Officers assigned to individual incidents within the Area Command delegation of authority.



Visual 2.19

ASSIGNMENTS: EOCS AND MAC GROUPS

Emergency Operations Centers

Emergency Operations Centers (EOCs) are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other EOCs. EOCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.

The purpose, authorities, and composition of the teams that staff EOCs vary widely, but generally, the teams consolidate and exchange information, support decision making, coordinate resources, and communicate with personnel on scene and at other EOCs. EOC personnel may support staff at an ICP, field personnel not affiliated with an ICP (e.g., personnel conducting debris removal or managing a shelter), or staff in another EOC (e.g., staff in a state EOC communicating with staff in a local EOC)

Primary functions of staff in EOCs, whether virtual or physical, include

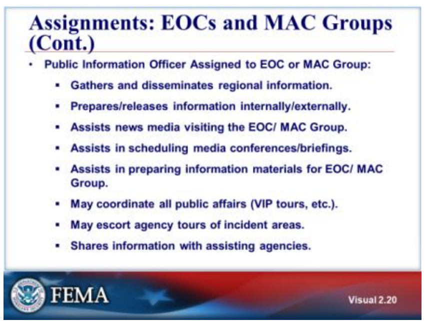
- Collect, analyze and share information
- Support resource needs and requests
- Coordinate plans and determine current and future needs
- In some cases, providing coordination and policy direction

Multiagency Coordination Group (MAC Group)

The words “multiagency coordination” mean just what they say: multiple agencies working together toward some common goal. Multiagency coordinating related to incidents can take place at several levels and within various forms of both command and coordination systems.

MAC Groups, sometimes called policy groups, are part of the off-site incident management structure of NIMS. MAC Groups consist of representatives from stakeholder agencies or organizations. They are established and organized to make cooperative multiagency decisions. MAC Groups act as policy-level bodies during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident (e.g., the Incident Commander). In some instances, EOC staff also carry out this activity.

- MAC Groups
  - Make cooperative multiagency decisions
  - Provide policy decisions and guidance
  - Support resource prioritization and allocation decisions



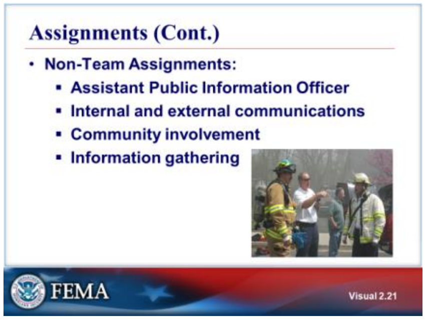
Visual 2.20

ASSIGNMENTS: EOCS AND MAC GROUPS (CONT.)

When working in an EOC or under a MAC Group assignment, the Public Information Officer is basically a protocol manager (leading VIP visitors, explaining to the media their function). He or she does not provide information that affects incident management.

Public Information Officer in an EOC or a MAC Group:

- Satisfies the need for regional information gathering.
- Prepares and releases summary information to the media and participating agencies.
- Assists news media visiting the EOC/ MAC Group facility and provides information on its function; stresses joint agency involvement.
- Assists in scheduling media conferences and briefings.
- Assists in preparing information materials, etc., when requested by EOC/MAC Group coordinator or an Incident Information office.
- May coordinate all matters related to public affairs (VIP tours, etc.).
- May act as an escort for agency tours of incident areas.
- Shares information summaries with assisting agencies.



Visual 2.21

ASSIGNMENTS (CONT.)

Assistant Public Information Officer is actually the most likely role an IMT Public Information Officer will assume on an incident, which is why there is a whole unit in this course devoted to this topic.

Community outreach and involvement can be the most critical part of the job.

Information Gathering: A PIO Role in Incident Information can be the identification of potential public information sources, monitoring of information from these sources, and evaluating information to determine if it is accurate and valid.

Visual 2.22

INCIDENT TRANSITION AND DELEGATION

For every incident, there must be a legal mandate that allows the team to do what they need to do (a basis for being on the scene). This mandate is commonly in the form of a written Delegation of Authority.

Visual 2.23

TEAM TRANSITION MEETING

This meeting is commonly referred to as an "inbriefing." Team transitions:

- The transition begins with a meeting soon after the team arrives.
- All members of the Incident Management Team participate, as well as selected representatives of the jurisdictional agency and the Agency Administrator or Agency Official.
- The agency delegates authority to manage the incident to the Incident Management Team.

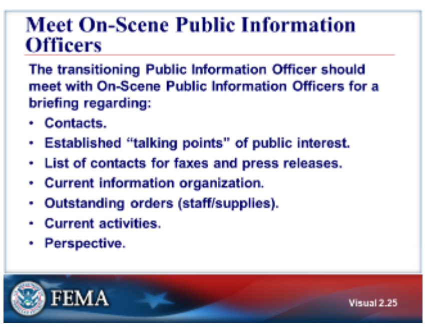
The Team Transition Meeting is one of the most important meetings and requires complete sharing and receiving of information. It can be a five-minute meeting or a sit-down meeting requiring several hours with the entire Public Information staff. The Team Transition Meeting will only be attended by Public Information Officers who serve on Incident Management Teams unless the Incident Commander or Agency Administrator requests that other Public Information Officers be present.

Visual 2.24

PIO DUTIES DURING TRANSITION MEETING

Public Information Officer's duties during team transition:

- Determine whether the local agency or the Incident Management Team will be the information disseminating authority.
- Determine key agency and media contacts
- Determine whether the local agency or the Incident Management Team will maintain contact with elected officials and dignitaries.
- Determine who will answer inquiries on sensitive local issues.
- Determine if the Agency Administrator and Agency Public Affairs Officer will be available for interviews or to participate in public meetings.
- Determine the level of community involvement that is expected or desired from the Incident Management Team.
- Determine the local agency's special documentation needs (such as photos/videos).



Visual 2.25

MEET ON-SCENE PUBLIC INFORMATION OFFICERS

The Public Information Officer transitioning into the incident should meet with on-scene Public Information Officers to find out what is happening. You should find out what information you can release and if you need Assistant Public Information Officers.

On-scene Public Information Officers are the key to "taking the local temperature."

Visual 2.26

INITIAL STAGES OF AN INCIDENT

During the first stages of an incident, Public Information Officers must:

- Quickly assess the current situation and respond to immediate public and news media demands for incident information.
- Analyze the incident's potential, project public and news media demands for incident information, and plan a course of action.

Responding to information demands:

- If the incident occurs on a Public Information Officer's home unit, he or she might be the only Public Information Officer working on it.
- If the incident is small enough, the Public Information Officer may be able to handle the information function right from his or her office with the help of one or two co-workers.
- A Public Information Officer does not need an elaborate setup, only a couple of telephones for incoming and outgoing calls, an easel chart, maps, basic office supplies, a radio or scanner, connectivity to the internet, and a television and/or radio to monitor news reports and incident messaging.

Visual 2.27

WHAT SHOULD BE INCLUDED IN YOUR GO-KIT?

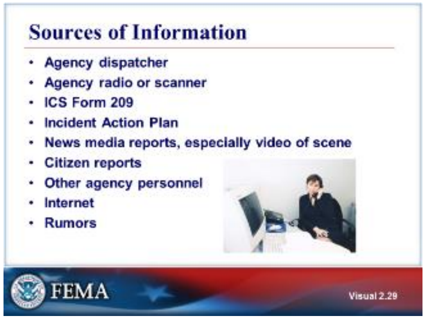
Public Information Officers Go-Kits.

- Have a pre-assembled Go-Kit, stocked with the supplies needed to get started, close at hand.
- You might also want to keep a bag packed with personal items, in case you are asked to go to an incident out of your area.
- Include enough critical information and materials to allow you to operate for the first 72 hours without support.
- Make sure you understand your agency's or the incident's requirements for transportation and any limits on weight of personal/work-related gear.
- Keep your kit updated with current information concerning Federal/State laws and safety guidelines.

Visual 2.28

HANDOUT 2-3: SAMPLE GO-KIT CONTENTS LIST

Refer to Handout 2-3: Sample Go-Kit Contents List.



Visual 2.29

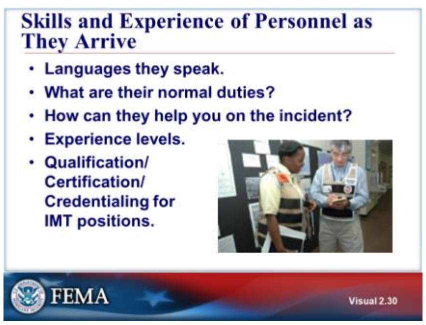
SOURCES OF INFORMATION

The agency dispatcher and agency radios/scanners are not usually the best places to get quality information.

Be careful of what you hear over the radio because:

- In early stages, it is risky.
- If it is a larger incident, look at ICS Form 209 Incident Status Summary. The ICS Form 209 is the official upward reporting form prepared by the Situation Unit Leader and approved/signed by the Incident Commander.
- Media may listen to scanners as well and overreact or misinterpret the situation.

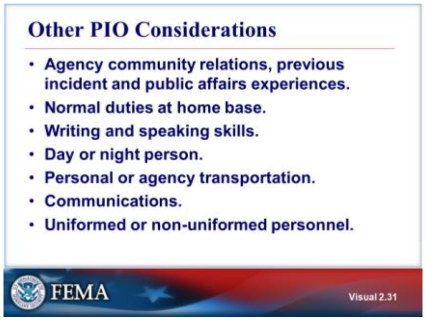
Understand and be aware of rumors, but do not believe them. Rumors tell you what the public might be thinking and/or what is being talked about in the media.



Visual 2.30

SKILLS AND EXPERIENCE OF PERSONNEL AS THEY ARRIVE

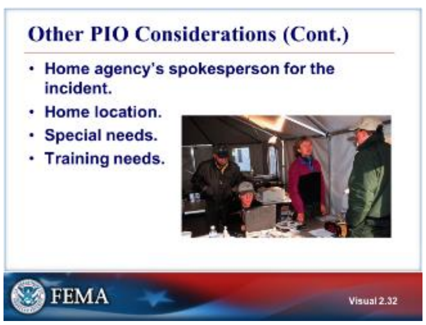
Recognize experience levels of personnel and delegate tasks accordingly.



Visual 2.31

OTHER PIO CONSIDERATIONS

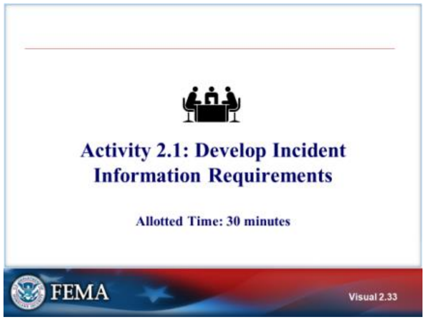
- Agency community relations, previous incident, and public affairs experiences
- Normal duties at home base
  - If you have a Public Information Officer who does not want to or is not used to doing an on-camera interview, do not make them; maybe try radio instead
- Writing and speaking skills
- Day or night person (you need to know when your staff is most effective)
- Personal or agency transportation
- Communications
- Uniformed or non-uniformed personnel



Visual 2.32

OTHER PIO CONSIDERATIONS (CONT.)

- Home agency's spokesperson for the incident.
  - For example, a spokesperson may be designated for specific issues surrounding the incident.
- Home location.
  - You may need to figure out how personnel get home or to the Dispatch Center.
- Special needs.
  - Order what you need but be realistic about what you might get.
  - For example, do you need a Political Protocol Officer because it is an election year?
- Training needs.
  - Is everyone's PTB signed?
  - Make sure your personnel get credit for training.

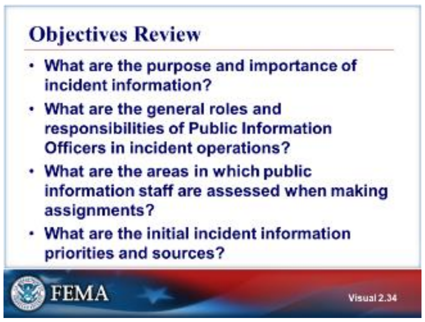


Visual 2.33

ACTIVITY 2.1: DEVELOP INCIDENT INFORMATION REQUIREMENTS

The instructor will explain Activity 2.1.

You will have 30 minutes to complete the activity.



Visual 2.34

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose and importance of incident information.
- Describe the roles and responsibilities of Public Information Officers in incident operations.
- List the areas in which to assess Public Information staff when making assignments.
- Describe initial incident information priorities and sources.

Supplemental Materials

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Handout 2-1: Expectations of Incident Management Team Members

I. Incident Commander

A. Incident Commander's expectations of all Command & General Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
3. Essential Elements of Information (EEI): Thorough, constant and effective sharing of information as taught in the 420 class.
4. No matter how bad things may be, maintain the incident action planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote NIMS and ICS and teach others how to use it.
6. Be an exemplary model of behavior and performance and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself; get adequate rest and nourishment.
9. Don't let setbacks or failure get you down. You didn't cause the incident; you are here to work with everyone else to bring order out of chaos, sometimes that takes a while.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

B. Incident Commander's expectations of Safety Officer

1. Be fully engaged in the incident action planning process and provide an appropriate and timely feedback.
2. Identify, manage, instruct and mitigate all hazards on the incident.
3. Keeps IC informed on trends/causes of accidents and illnesses.
4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

C. Incident Commander's expectations of Public Information Officer

1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
2. Coordinate with Liaison Officer in relations with Stakeholders.
3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.

4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.
6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

D. Incident Commander’s expectations of Liaison Officer

1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
3. Provide a positive impression of incident to other agencies/stakeholders.
4. Exercise effective leadership and coordination of the Agency Representatives.
5. Coordinate with the PIO in relations with stakeholders.
6. Keep other IMT members constantly aware of issues of cooperating/assisting agencies.

E. Incident Commander’s expectations of Logistics Section Chief

1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

F. Incident Commander’s expectations of Finance Section Chief

1. Advise and counsel all C&G staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by IC or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating agency representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative requirements are met.

G. Incident Commander’s expectations of Operations Section Chief

1. Recommend strategies to reach objectives.
2. Keep IC and other C&G members informed on planned tactics to ensure timely input and support by entire IMT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.

5. Insist that all known safety procedures be followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

H. Incident Commander’s expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established incident action planning process, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the incident action planning process.

II. Safety Officer

A. Safety Officer’s expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

B. Safety Officer’s expectations of Public Information Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

C. Safety Officer’s expectations of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating agencies.
2. Identify potential safety problems regarding above.

D. Safety Officer’s expectations of Logistics Section Chief

1. Supply personnel/equipment needs.
2. Coordinate with Medical Unit.

E. Safety Officer’s expectations of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident/injury information from Compensation/Claims Unit.

F. Safety Officer’s expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.

3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

G. Safety Officer’s expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types and status.
3. Be included in briefings.
4. Provide updates/feedback on safety responses.
5. Provide information on personnel/resources availability.

III. Public Information Officer

A. Public Information Officer’s expectations of IC

1. Approve press releases in a timely manner.
2. Cooperate with media requests.
3. Cooperate with public information meetings.
4. Provide direction on his/her media expectations.
5. Provide direction for social media messaging.

B. Public Information Officer’s expectations of Safety Officer

1. Summarize safety issues.
2. Provide a daily report of any accidents/injuries.

C. Public Information Officer’s expectations of Liaison Officer

1. Identify key agencies, their roles, and any issues.
2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.
3. Help with communication strategy.

D. Public Information Officer’s expectations of Logistics Section Chief

1. Review Communication Plan.
2. Provide transportation.
3. Provide facilities and communication equipment for information office, both at ICP and other locales.

E. Public Information Officer’s expectations of Finance Section Chief

1. Provide current incident costs.
2. Provide press-worthy items.

F. Public Information Officer's expectations of Operations Section Chief

1. Provide information on resources, special activities, status of incident.
2. Be open to allowing media access.
3. Provide press-worthy items.

G. Public Information Officer's expectations of Planning Section Chief

1. Summarize development of incident.
2. Provide information on resource status.
3. Help with communication strategy.
4. Provide press-worthy items.

Liaison Officer

A. Liaison Officer's expectations of Incident Commander

1. Advise and counsel on issues presented by assisting and cooperating agencies.
2. Provide overall mission and direction.
3. Show willingness to engage with stakeholders when necessary.

B. Liaison Officer's expectations of Safety Officer

1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.
2. Provide input on "safety readiness" of above.

C. Liaison Officer's expectations of Public Information Officer

1. Mention cooperating and assisting agencies and organization in press releases.
2. Distribute information material so it can be given to above.
3. Provide coordination/notification of public meetings and press conferences.

D. Liaison Officer's expectations of Logistics Section Chief

1. Provide transportation, facilities, and communication equipment.
2. Provide status of ordered resources.
3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.

E. Liaison Officer's expectations of Finance Section Chief

1. Report excessive hours.
2. Report injuries and/or accidents to non-agency personnel.
3. Provide information on agency specific pay-offs.

F. Liaison Officer's expectations of Operations Section Chief

1. Ensure safety and welfare of all personnel.
2. Share information and rationale on use of other agency personnel.
3. Establish availability of special resources that may be available from cooperators for Operations utilization.

G. Liaison Officer's expectations of Planning Section Chief

1. Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations.
2. Coordinate with status of above resources, e.g. planned demobilization.

Planning Section Chief

A. Planning Section Chief's expectations of IC

1. Provide incident objectives.
2. Provide Planning Meeting schedules/operational periods.
3. Provide deadlines for IAP.
4. Review and approve IAP.

B. Planning Section Chief's expectations of Safety Officer

1. Participate in Strategy/Tactics Meetings and preparation of 215A.
2. Continually update team on safety issues.
3. Participate in IAP (Safety message and 204's).
4. Participate in Operational briefings.

C. Planning Section Chief's expectations of Public Information Officer

1. Provide times of press briefings.
2. Coordinate with information on ICS Form 209.
3. Review information in press releases for accuracy.

D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Provide information regarding any issues of above.

E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirm status of all resource orders.
2. Provide feedback on resource availability.
3. Timely submit Communication, Medical, Facility and Transportation Plans.
4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.

F. Planning Section Chief's expectation of Finance Section Chief

1. Provide fiscal input to the Incident Action Plan.
2. Provide daily cost estimates.
3. Provide financial/cost benefit analysis information.

G. Planning Section Chief's expectation of Operations Section Chief

1. Provide strategy and tactics.
2. Provide timely notification of resource needs.
3. Provide necessary info for maps, etc.
4. Provide information needed to complete 204s.
5. Provide debriefing from field at end of shift.
6. Be on time and prepared for meetings.

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Handout 2-2: Incident Management Teams

Thomas E. Tarp

California Department of Forestry and Fire Protection

Introduction

CONGRATULATIONS! You have been selected to be a member of an Incident Management Team. This could be a new assignment, or you could be a seasoned veteran. Regardless, to be so selected you must have demonstrated that you have the knowledge, experience and leadership felt necessary to manage some of the most complex emergencies. For many, this will be considered the pinnacle of their fire service or resource management career.

What you probably were not told about this appointment was some unique associated roles coming your way. Simultaneously, during an actual emergency, you will be considered a hero and a villain, an emergency management expert and a great waste of taxpayer money, a savior to some and a dunderhead to others. You may also assume the positions of dictator, saint, reverend, executive, grand inquisitor, teacher, student, leader, follower, drill sergeant, politician, mother/father, as well as many others. Throw in very long work hours, more than just a little stress accompanied by too much caffeine, and it's a wonder you don't lock-up both mentally and physically. But you won't. Besides, it's not good for the image.

There are a couple of other things this appointment brings that probably were not explained either. There is an implied expectation that you will apply your training, knowledge, and experience to the best of your abilities while performing within the team setting. The other is never voiced but always expected; you will aid in the development of others encountered during a deployment so that one day they, too, can be expected to assume the responsibilities as you have. Give them an honest shot of your best and you will be personally surprised with the positive results.

There will be times when you will be blazing new trails in emergency management both for yourself and your team. There is also the chance it will be a new trail for your agency as a whole. Not much pressure, right?

Whenever an individual is faced with new and difficult challenges, some "experts" say we mentally revert to a past situation that comes close to mirroring our current problem and we base decisions and actions on that experience. It has been expressed in terms of each of us having a visual carousel in our brains with all past experiences cataloged as individual visuals. When confronted with a new challenge, we mentally hurry through the carousel looking for a situation that comes close to what is in front of us and pull successful actions from the visual to rectify whatever we are facing. As you face new challenges while on your Incident Management Team assignments, you will be tapping into your private visual collection continually. Is it current and full?

One purpose of this essay is to hopefully add some visuals to your carousel based on the experiences of past Incident Management Teams. It is doubtful that any "correct" answers will be provided; in fact, that won't even be attempted. And for very good reason.

Just as each emergency is different in demands it places upon you, your reaction to challenges presented during incidents will also be different. The fact something worked well for one but, quite possibly, will not for another is determined by each individual's perception of a problem, finding a solution that meets his/her individual needs and different methods of actually applying resolution. Just as importantly, some situations do not have "correct" responses.

Mistakes or errors will happen to all of us. Hopefully, you will not have to make some of those accomplished during past deployments. There are more than enough new ones out there to stumble through that you should not plow old ground others have explored. One intent of this essay is to demonstrate some of those past experiences and their lasting impacts.

This material is presented only for your consideration when confronted with a new challenge. Some of the items detailed have successfully met the need on past incidents. Some are thoughts about what <u>should</u> have been applied.

None of the material presented is to be construed as policy, procedures or regulations condoned by any agency. Only thoughts on methods, processes and directions drawn from past experiences are offered for your consideration. If you happen to develop a few new visuals for yourself along the way, so much the better.

Team Make-up and Procedures

Some basic procedures are needed to streamline and codify team operations during times of emergency stress. By identifying certain performance standards prior to the crunching of time during an actual incident, all members will be able to react with less confusion and in a more professional manner. Some of the areas to consider are:

Written operating procedures. Different Incident Commanders (ICs) may expect different operations to be performed within a team setting. This is acceptable. However, team members scurrying around trying to figure out what and how to perform is not. IC's should take time to write out basic operating guidelines so members know what is expected.

How an IC expects the team to work. This will include meeting schedules and acceptable timeframes (i.e., planning meetings lasting no more than 30 minutes requiring everyone to be ready for the meeting). Also included are acceptable get- away times for a dispatch, communication procedures while responding, which team member(s) go to the responsible Emergency Command Center and retrieve what information, as well as other basic information on what an IC feels is necessary for the most professional performance by the team. Detailed directions could easily become over-kill. Team specific guidelines should be developed and endorsed by all team members. Buy-in is paramount.

Position specific expectations the IC has for all team members. We all know what position training delineates for each role; this reinforces and places additional specific responsibilities on a position. These types of expectations, when stated, give a person clear direction to meet. These can be as detailed as felt is necessary by an IC so that he/she is comfortable all areas of concern are clearly assigned to specific team personnel. It would be helpful if position expectations also included the IC's own role so that all personnel understand what that person sees as the primary responsibilities of his/her command position. Position statements should also include direction to those personnel the IC expects/requires written summaries for addition to the team's Narrative Report.

Explanation and examples of Performance Rating that will be used by team members. It is highly recommended that each IC mandate a rating process for all team members as well as personnel who become assigned to an incident. Specific responsibilities delineated in team guidelines should be individual rating factors for the specific position.

Pre-Incident Communications. Intra-team communications are key to a smooth operating group during an incident. ICs will find communications during incidents will flow smoother if members have routinely shared information prior to a deployment. An IC should take the lead in facilitating this flow. With the Internet electronic mail system, this could be as simple as messages to the team as information becomes available that could impact their performance during an incident. Developing a team phone list with all member's pertinent numbers including cell, pager and fax will greatly assist personnel with communicating. One thrust of these communications is to keep all members apprised of changes and news, but another is to develop the group into more than a collection of people. The word "team" comes to mind; the goal is best team interactions possible.

<u>Continuing personnel development</u>. Neither an IC nor the agencies can afford placement of personnel onto an Incident Management Team that are neither experienced enough or willing to perform at a high level during complex incidents. Reasons should be obvious. Therefore, it is incumbent upon all ICs to facilitate an environment within their respective teams that provides the best “hands-on” personnel development possible. After all, who is better suited to become the next major incident planning section chief than personnel who have repeatedly and successfully worked a unit-level position in a team setting within the planning section? Just being exposed to the dynamics of another position during an actual incident has to be some of the best training agencies can provide. This exposure should include development of selected personnel for the IC’s own role. Some ideas to consider:

- Other qualifications; e.g., situation unit leader also qualified as a food unit leader or finance section chief as a safety officer with accident investigation experience.
- Keep all allocated trainee positions full for each deployment. Each team member should strive to make a trainee assignment as meaningful as possible for students. Once a trainee has demonstrated knowledge and abilities to perform that person should become eligible for placement onto an Incident Management Team and another person afforded the trainee slot to develop their skills
- Assure that currently assigned personnel have all necessary position training for their position. Require new assignees to meet these standards.
- Become proactive in recommending advanced position training for those team personnel who successfully perform their positions and demonstrate abilities for future roles.
- Members become much more valuable when cross-trained in multiple functions. Knowledge of the other jobs is required.
- Have a “Team Building” atmosphere. Encourage the command and general staff to delegate responsibilities and authorities where appropriate. This will require the IC to do the same.
- Encourage/require functional leaders to “step-back” as incidents allow so that subordinates may perform as a well supervised “lead person” (i.e., the situation unit leader becomes the acting planning section chief during stabilization/mop-up of an incident, etc.). Team members must consider “mentoring” as key important roles.
- Encourage team personnel involvement as instructors of training for those positions that they are qualified. A person naturally becomes more proficient when giving instructions than receiving them.
- Require performance ratings for all team members during activations. One theory of such ratings is to identify a person’s preparedness for advancement as well as identification of areas requiring improvement.

<u>Post-incident critiques for team members only must be performed</u>. This should become a standard team process. Identification of areas that went really well and those requiring

improvement, what material items are necessary for the next activation and additional training requirements of members are but a few of the desired outcomes. Build towards an improved response for the next activation.

Professionalism. One goal all team members should strive to attain is bringing the highest level of professional management possible to an incident. This concept is difficult to define in that there are as many thoughts on what a "professional" management group is as there are people to ask. Clearly, your agency expects and has the right to accept nothing less than a group performing management tasks during an incident in a manner that will bring only highest respects from all observing persons. Some items to consider for developing a professional atmosphere:

- Team members know their jobs, roles and required interactions. Obviously, this will entail all members to be position literate and also to understand what is needed to communicate and perform well within a team setting. Being literate of other functions will reinforce the timely and essential transfer of proper information. Written team guidelines further describe specific tasks, communications and relationships that are expected of them.
- Identification of team members. Any person around an incident, including those not attached but interested, should be able to easily identify the incident's management group by name and position. Rapid procurement of standard identification items; e.g., hats, name tags, vests, etc., must be done as new members come onto a team.
- Punctuality in all actions. If a planning meeting is set and advertised for a specific place and time, the meeting must begin at that time and place, regardless of who is missing. This will aid in setting the "tone" for all observed actions conducted by a team. It clearly tells all: "this group means to approach the profession of complex incident management in a businesslike manner". All other actions must also be punctual and purposeful. Routinely, a person will only be late for one such meeting if there is a standard method of recognizing tardiness.
- Team members are approachable and open to input. This sounds fairly simple, but it is not an action always seen. The troops out on the lines have been there. Team members need to listen to what they have to say. One approach could be a directive announced during Operational Briefings that all persons assigned above a certain position (division/group supervisor, as an example) must report to a designated location upon relief for debriefing. However, if this is announced, someone from the management group must be at the location until all debriefings are received.
- Incident Action Plans (IAPs) are available to all that need them. Is it correct for a management group to determine personnel below a certain level of the organization (division/group supervisor, as an example) doesn't need one? Watch what happens when there is a serious accident and investigators ask survivors if they knew the overall plan of action or communications for the incident. If time or machines don't allow timely reproduction to meet this demand, posting copies of it allows anyone interested enough to review it.
- Timely and meaningful interaction with the responsible jurisdiction or agency: When invited, an Incident Management Team is a guest expected to perform a mission. By

transferring information to the responsible jurisdiction throughout the incident, questions that always seem to arise after the fact should have been covered during the incident for those persons left with its aftermath. This communication will not be limited to the IC's position. Team members must consider themselves an "extension" of someone from the responsible jurisdiction; find out who this is and develop a rapport. This is the person(s) you want pleased at the end.

- Orderly and complete paperwork. Time records, documentation package, fiscal records, a team's Narrative Report are just a few written documents which will be available forever to tell history a team came, they conquered, and they left. Make sure you go down in history correctly! Addition of internal audits and/or settlement of a cost apportionment only adds to the possibility your historical documentation will be received by a vast number of people. Don't let an excellent job performed under adverse conditions be judged later by substandard documentation.
- Visual presentations are used. Posting the current Incident Action Plan as well as the next operational period (when available), news from the world outside the incident, meeting schedules and required attendees are but a few to consider. How about posting directions to drop points, Medical Plan, and updated Safety Message, vehicle-parking directions, menu of the day, etc.? Think of visuals as a tool: a team does not have time to tell everyone on an incident everything, but everyone is expected and wants to know everything. Assume they can read!

Transitioning

What is involved when transitioning an emergency incident to an Incident Management Team? Actual definition of the transition should be: "a process to familiarize a group of persons to a situation in progress as well as setting agency strategic priorities for its control." For an Incident Management Team, this situation is routinely some major complex emergency incident and this familiarization is to give real-time knowledge of the incident along with local operating procedures for the team. Pretty straightforward, right?

Think about the act of transitioning an incident to a team. It hasn't been a good day with all control actions working splendidly or you wouldn't be there. Not only is the incident not going well but also there could be tremendous amounts of property loss, injuries or deaths associated with it by the time the team arrives. You normally will be dealing with an agency administrator who may or may not have been part of the decision to activate your team and has an unfathomable amount of details and/or possible political pressures to deal with while wanting only one thing from this group, all who might be strangers: MAKE IT BETTER! All an Incident Management Team wants is all necessary pertinent information, official authority to perform their mission and to go to work; the faster the better. Obviously, if a transition isn't done efficiently, something important could easily be lost. Missed items at this point will be detrimental to the incident, impacting a team's efforts and recovering them could be difficult. A rapid transition could well be the worst action taken on an incident.

To avoid "dropping the ball," transitions should be approached in a clear and systematic manner that transfers the most information possible. Documentation of this transfer is required for later reference. These documents will become the cornerstone to an Incident Management Team's actions and written history of the incident.

Teams should also view the transitioning process as an opportunity to make that lasting "first impression" upon the responsible agency. Don't miss this opportunity.

So, with all the hazards identified, how is a transition done to minimize adverse impacts? Some issues to consider:

<u>An Agency Administrator Briefing to Incident Management Team or a similar transition form provides a good basis to transfer items proven necessary on past deployments</u>. The form's questions also require a responsible agency to contemplate items that might otherwise go by the wayside. Yearly review of this form's make-up should be undertaken by team ICs to incorporate new information items that have surfaced as needed on recent incidents.

- Most federal agencies use an Agency Administrator Briefing to Incident Management Team form or a similar version. States and other departments may have a different version of the form or no form at all. When responding to an activation, the IC may want to call the responsible agency to see if they use a transition form. If no transition form is used by the responsible incident jurisdiction the IC may suggest they consider using one and fax a copy, followed with confirmation it arrived. During these deployments, teams should expect the form to be incomplete and lacking a depth of information. It is not unusual for the IC/team and agency administrator to jointly fill out the form. This may require some education (for both parties) and negotiation. There could be instances where the form will not work at all. However, it can serve as a guide to develop some other mechanism of pertinent information transfer and documentation.

<u>A formal transition takes place at a specified time and location with the completed form</u>. Negotiation by an IC may be necessary on timing of this. A vast majority of team members need to be present for the transition. Travel times for some members could require transition to be delayed beyond a responsible agency's expectations. This will be especially true on incidents where agencies expect a team to assume command upon arrival of the first member. It will be incumbent upon the IC, with the agency administrator's assistance as necessary, to negotiate a realistic timeframe that allows proper personnel to arrive.

- The team should set a professional tone for the briefing by being punctual, identifiable, prepared and attentive
- All team members should be in well-marked Personnel Protective Equipment (PPE) or their agency's work uniform with issued team identification clearly displayed
- Team members should form a group close to the agency speaker, command and general staffs to the front, with notepaper and, hopefully, a copy of the completed transition form available. If a completed form is not available, a blank form can serve as a guide for team members to generate questions pertaining to their specific roles. It

is not unusual to have many people other than the Incident Management Team and key agency personnel present. Determine who everyone is and their role.

- An agency administrator briefing should start with introductions of the key agency personnel by name, title and incident function. Teams should introduce themselves by name and position.
- Routinely, the agency administrator conducts the briefing with an overview of the incident's history, projections, resources status and conditions. However, a team should be prepared to assist this effort.
- After the agency administrator briefing, the IC should negotiate a question period for team members to retrieve necessary information that might have not been dispensed. It may be best for the IC or planning section chief to facilitate this portion, going through team functions ("resource unit leader, any further questions?", etc.). Team members need to be prepared with questions restricted to pertinent issues only.
- Prior to the briefing, the agency administrator and IC should have set an actual time for team actions to begin on the incident. This should be a portion of the briefing. If not mentioned, this will be one of the questions to bring out.
- Collect any written materials or displays presented to the team by the agency administrator, regardless of their value.

TIP! Team members should view the agency administrator briefing as the opportunity to make a lasting "first impression" on the requesting agency/jurisdiction. This could quite possibly be the first meeting the agency administrator has ever had with any member. As an old saying goes, "first impressions are lasting impressions." Take every opportunity to leave the impression that a first-rate professional management group is there to perform a required mission.

The Initial Attack Incident Commander (IAIC) will need to brief the team. The most current incident situation status should be available from this person and his/ her staff. Many times, this briefing is conducted concurrently with the agency administrator briefing. This has pluses and minuses but is normally something a team cannot control. Expected outcomes should be:

- The team will need the best incident information available, e.g., what has happened, what has been attempted, and any projections of incident size, resource status, locations and serviceability. Situation maps, weather forecasts, traffic maps, and Incident Briefing Form, ICS Form 201 if available, should be obtained.
- The team will need direction on future involvement of agency personnel currently on the incident. Do they stay to be incorporated into the incident's structure or are they to be released and when? This is decided between the agency administrator and IAIC.
- Teams can leave a lasting positive impression if a request is made to have a "local" person assigned to them for the purpose of local knowledge availability. Routinely, they will want the IAIC to stay assigned and available to the team. This person had the agency's trust to manage to this point; an assumption must be made he/she is the best available.

TIP! A word of caution: information from the IAIC could be less useful than one might believe. Some become withdrawn and “beat” because the incident escalated to the point of having to bring in a team. A lot of negativity could be present and this could sway a team without them even seeing the situation.

Team members must assemble as a unit for the purpose of affirming dispensed information and conduct a strategy meeting upon completion of the briefing.

- Confirmation of received information and materials should be done so that all team members start on the same footing. Just as everyone seems to hear an item differently, group knowledge could be disjointed. Do we all have the same information and, if not, where do we get differences ironed out? Take some time to confirm that what information you have is the same information everyone else has.
- Based on known status at the time, a general strategy for the team must be set to facilitate actions. This could be as simple as all functions checking on actions to this point that will affect their roles, or it could be setting a time for the first planning meeting should the team be assuming immediate command.

A signed copy of the Delineation of Roles and Authorities – Administrator’s

Instructions (Delegation of Authority) should also be given an Incident Management Team, along with the Agency Administrator Briefing form. These documents clearly set team actions into motion. Roles and authorities become extremely important for team non-agency incidents as well as for non-wildland fire incidents (mobilization centers, etc.). Things to consider:

- When an Incident Management Team is requested immediate contact should be made by the Team IC with the agency administrator to explain the transitioning process including the Delegation of Authority. Remember, some jurisdictions don’t routinely transition incidents to teams, and this could easily be the first such occurrence. Any expectations that our routine will be known and smoothly take place could be severely shaken.
- Special attention should be taken when a team activation is for an assignment other than assuming command of an incident. Team deployments that are intended to provide management for a part of an incident should trigger an alert to have very specific roles and authorities identified. As an example, during a major multi-county flooding incident, a team is deployed to manage the care and housing of evacuees only and will not participate in the overall management of response to the incident. A team would need their specific roles defined and a clear understanding of their authorities.

TIP! When response is to a non-wildland fire agency, an Incident Management Team will routinely find that requesting jurisdictions will not be familiar with the capabilities of what they have asked for. However, there is an expectation that a team will know all and the jurisdiction will normally be willing to participate in and provide anything the team suggests.

One of the best ways to demonstrate professional leadership during times of responses to another jurisdictions is to “walk” the jurisdiction through the Transition Briefing (w/form) and assist with the completion of the Delineation of Role and Authorities-Administrator’s Instructions. Time taken at this first meeting will reap benefits throughout a deployment.

TIP! This is also time to determine if all of the jurisdiction’s key personnel are involved with delegation to a team. There is nothing worse than to discover later that someone forgot to tell the county sheriff that an Incident Management Team is being brought in to manage a flood within the county. Not only is a sheriff the highest elected peace officer in the county, but he/she might not necessarily ascribe to the notion that assistance is needed at all. More importantly, they are usually armed! Count the noses and ascertain if all key folks are involved.

TIP! This may be the first, last and only opportunity to gather information before the team assumes an incident. Go slow. Be thorough. Try not to let key players get away before you have gotten all of your questions answered.

That First Operational Period

That first operational period faced by an Incident Management Team is a kaleidoscope of efforts. Each team function is furiously gathering, exchanging, and disseminating information, formulating plans and structuring their specific jobs with needed staffing. Initial/extended attack troops need relief and retrofitting, new line folks need to go out under direction, incident facilities need development, long-range planning begins and an in-depth view of all safety aspects of the incident is required. These and many other tasks must be undertaken beneath the pressures of interagency coordination and the ever-watchful eye of media. Not much happening, right?

The state of the Incident Management Team is also a composite of effects. Personnel are routinely working extended hours. They have hopefully gotten their direction and written authority after participating in a Transition Briefing. The incident’s setting could be unfamiliar to them. Personnel currently working on the incident may have limited information. Resources and materials of all types are invariably still “en route”. Mentally, the team knows what to do and desires to do it. Physically, frustration will set in when demands outdistance ability to supply.

Experience will assist in limiting this frustration. Once you’ve lived through a “first operational period,” the next is taken in stride. Some details felt to be critical have proven to be less so. Shortages have been compensated for. Information lacks have become expected.

While it is not acceptable for a team to just throw their hands up in disgust, knowledge that an initial start-up of team operations could be a little rough should be learned. One of the strongest points of an experienced Incident Management Team is ability to recognize and adapt to situations thrown at them. Professionally bringing control to chaos during a start-up is one of the brightest attributes and lasting impressions a team can impose on an incident. Some tools to consider for coping with this “first operational period” are:

- Recognize and expect shortages. Not resources, but information of all types will be in short supply. ETAs of ordered resources/supplies, situation reports or maps with little useful information, announcements of important person visits, accurate reports of resources currently assigned, timely reports of past injuries, losses or costs will all be among the missing. EXPECT THEM! Develop a sense of adaptation to work around them.

Team Guidelines can lessen chaos. Directions to specific functional roles to gather the best available information PRIOR to arriving can attempt to shortstop the “it’s lost in the system” syndrome. Consider if time/travel allows:

Directing a team “logistics” person to routinely go to the responsible agency dispatch center. Their mission is to:

- Get copies of all agency documents utilized while gathering resources and supplies.
- Ascertain exact procedures and identification of contact person(s) for the continuation of ordering/confirmation with pertinent contact methods and numbers.

Directing a team “planning” person to the responsible agency dispatch center. Their mission is to:

- Retrieve copies of any agency incident situation and resource status documentation developed from the start of the incident.
- Obtain copies of any news releases, incident cost calculations and weather forecasts/projections.
- Get any information available concerning past incidents within the general area of the current one.
- Determine exact procedures for situation updates and other dispatch contacts desired with contact person(s), methods and numbers.

Assign a team “operations” person to personally recon the current situation. This may be done rather than attending the Transition Briefing as long as another operations representative is present for the briefing. Hands-on review of current strategies, resources and projections will greatly enhance a team’s ability to produce a useful Incident Action Plan (IAP) when called upon to do so. Provide multiple briefings for “late” resources. If suppression resources are limited, continue to work on part of the incident where they will do the most good.

A pitfall all team members need to be aware of and recognize is the ease of working themselves beyond usefulness during the first operational period. Commonly members have been working at regular assignments when activated for a team response. Travel is conducted to the incident, a transition takes place and the team goes to work. A team routinely assumes an incident in time to brief and get the second day’s operational period to the line. Work continues through day two to prepare facilities, accomplish planning and generally organize a large incident. Even if the incident does not enlarge significantly during day two, team members work all of that day to get their functions staffed and performing well.

Studies show that “burn out” occurs at about hour 11 when under stress. Efficiency, production, and safety become real concerns. Team functions require a mental state capable of simultaneously performing multiple tasks. Everyone has a point of diminishing return with regard to the ability to cope with demands placed upon them. Not only can a forgotten item become lost, personnel can be left in unsafe situations and needs go unmet. Team members can become exhausted without getting dirty. All members must recognize this fact.

Some items to consider for safeguarding against over-extension of team personnel:

- Team positions having a second person assigned will require a conscious division of workload. Team ICs may have to monitor this division to assure it is working. The person not “on” must attempt some rest in an effort to relieve his/her partner at the appropriate time.
- Use of twenty-four hour operational periods has proven to ease compression of time for some functions; i.e., logistics, planning and operations. Not that the workload goes away, only more time is available in an operational period to accomplish it.
- Team guidelines can require certain sections to have deputy positions filled whenever the crunch of an incident is expected to exceed a certain operational period (beyond the team’s second).

Experience will teach to expect the unexpected. Being dependent on others will always leave the possibility of letdown. Ordering more assistance is not always an answer either. Availability, travel times or other incidents can severely impact accumulation of more staff. The best word of caution could be to have another plan available when chips don’t all fall together.

A common practice during that now famous “first operational period” is a tendency. to overestimate production. While this happens less in the Operations, others do fall prey. Our system builds this, i.e., the kitchen’s ETA is 1100 hours and an unknown breakdown delays it until 1600 which impacts feeding of troops going out, etc. Overestimation can fell any team member in their quest to accomplish their function

Teams should consider the possibility of overestimating their own production, especially during that first operational period. Is it really possible to draw together a current IAP, be working on the next and correctly look at contingency planning? Can necessary facilities be developed, communications organized and drop points marked with available staff? Can each member realistically accomplish all required actions within that “first operational period”?
Some items to consider:

- While developing Incident Objectives, ICS Form 202 for that first operational period, an IC could list specific objectives/goals for non-operations functions, e.g., logistics develop a 2,000 person camp; finance/administration assure all contracted equipment time is started, etc. This prioritizes actions and accomplishments. It also implies recognition of limited resources. A posted visual display of this could be helpful.
- Individual function heads must prioritize specific work to be accomplished.

Functional staffing is routinely still short and only so many "things" can be accomplished; what is most "important"? List them and get them done in that order. Should an individual's priorities impact other team functions (and, THEY ALL WILL!) this must be shared with the other team members. A full team meeting four to five hours into that first operational period works excellent for this intra- team sharing of information about projected shortfalls and accomplishments.

- Recognize when the impossible just takes a little longer to accomplish. Most challenges faced by a team when organizing an incident can be successfully met in numerous ways. Be adaptive and creative while guarding against expending precious time on a scheme with marginal chances of success. A standard "book" answer is not always needed or required.
- Rely on past experiences (mental visuals) to meet significant challenges. There is a depth of collective knowledge when an Incident Management Team is assembled. That first operational period team meeting could produce problem solving suggestions from a most unlikely source if members are made aware of a mate's difficulty and feel free to offer assistance. Use someone else's visual when necessary.

TIP! Learn to recognize the abilities of other team members. You could and should have cross-trained folks at your disposal. That information officer might also be an outstanding logistics section chief. The strongest attribute of real good management teams is an openness to share ideas and work. Too many times a person's focus becomes so narrow chasing their individual challenging demons that they forget that there are a lot of folks on a team, all with the common goal of making the entire production work. Share your needs and ideas. Each incident will impact each team member differently. That information officer might not have a lot to do on this incident due to its extremely remote location and, therefore, could be of assistance to logistics. At meetings have team members brain storm and prioritize what needs to be done. Encourage team members to help out where help is in short supply.

Communicating

During an Incident Management Team deployment, proficient communication becomes extremely important. This includes not only internal incident communications that utilize radios, phones and face-to-face to transmit information used towards control of an incident, but intra-team communications as well as off-incident transfer of information. Effectiveness of communications will directly impact a team's success and impression they leave behind.

Basically, communications can be broken down into three major categories:

- Intra-team
- Intra-incident
- External

Unsuccessful accomplishment of any category will impact a team and incident adversely. A variety of methods exist to avoid this.

<u>Intra-team communicating is the essence of team interaction and requires a conscious effort by</u>

all members. It is not that people are excessively introverted but, some do find it extremely difficult to share thoughts and ideas before a group. Some avenues to consider:

- Sincerely welcome new members to the team.
- Efforts must be expended to maintain an intra-team atmosphere that advocates smooth and healthy communications. This is easier said than done. Many obstacles can lead a member to be reluctant to participate.
    - Agency affiliation: Some team members may be hesitant to actively participate in open team communications until it becomes obvious their input is welcome and, yes, needed. Personal discussions with the IC or other team members could help; it may take repeated team interfacing for a person to loosen up enough to participate. All team members need to be aware of this situation and ready to rectify it
    - Rank: Unfortunately, some folks will hesitate to participate because they are outranked. An IC should make it crystal clear that, in a team setting, all collar brass was checked at the door; every member is just that a member! Your only "rank" is that afforded to your team position. Again, this may take repeated demonstration by all team members to loosen up the rank consciousness.
    - Abilities: A person might be self-conscious of what they perceive as a lack of experience or knowledge compared to other team members, subscribing to the theory of not demonstrating this lack by opening their mouths. Again, the team atmosphere will need to recognize that there are as many different levels of experience as there are members and that's OK. Besides, those with loads of experience had to start somewhere too.
- Team guidelines can describe and structure team operations in a manner that clearly requires and promotes communication's importance to team intra-actions.
    - Team structure requires numerous meetings

      Transition Briefing
      Strategy Meeting
      Planning Meeting(s)
      Operational Briefing(s)
      Daily Team Meeting(s)
      Demobilization Planning
      Meeting Transition Out Briefing
      Post Incident Team Meeting (critique)

    - It would be advantageous to discuss meeting processes in team guidelines. Expectations on length, contents, students, and required interactions as well as need for documentation should be explained.
    - Continually drive home the idea that gathering, exchanging and disseminating information is a shared responsibility of all team members. Assure a clear process to accomplish this is understood and expected of and by all.
    - Position specific expectations within team guidelines could list those types of information required by team members. This alerts members to the nature and detail each other member expects from them.

- Team ICs and functional section chiefs should monitor conduct of meetings and member's participation to assure an open working atmosphere is cultivated and maintained.

TIP! Meetings by team members coordinate a vast majority of team management efforts. They are required BUT, the abundance of them can become overwhelming for personnel attempting to accomplish something (such as managing an emergency). A watchful eye should track all meetings to eliminate unproductive or counterproductive time. Having a clear posted agenda with outcome expectation, along with member's knowledge of the expectation of their punctuality and preparedness, should maintain the businesslike team attitude. A team member assigned as the team's meeting facilitator (team guidelines) or "Sergeant-at-Arms" could also help. Leave the rabbits for after the incident. Every team meeting should start with, "the purpose of this meeting is _______".
The following people must be present ______, ______, ______, ______.

TIP! Teams should develop a standard procedure for documenting all meetings. Too many key decisions and directions develop during meetings that seem to require later review. Bring in a scribe or delegate this task via team guidelines.

Intra-Incident communications are obviously key to transferring information for the purpose of control. However, even as much as this type of communicating is performed by our troops day-to-day, there are areas for improvement during major incidents.

- Keep the incident's troops informed. We have all been on incidents where no one outside of the incident management's upper echelon had any idea what was going on or projected. Really makes you feel that there was a rudder on those ships, huh? Routinely updated bulletin boards and single page briefings within the base are but two of the ways to accomplish the task of informing the troops. Decide early how and by whom this will be accomplished, then make it happen. Utilize visual displays within the ICP as much as possible. If someone can locate their needed information without asking, a manager's time is not spent answering questions.

TIP! Each team should have some pre-developed "standard" documents available from personal word processing systems that can be used as needed. Motel policies, personnel standards of conduct, and release priorities are but a few of the documents consistently used incident-to-incident. Teams will develop more upon each activation. Availability will assure use.

- An IAP that cannot be read is less than worthless. Its construction wasted a lot of valuable time and, except for meeting certain personal needs in a biological sense, it isn't worth carrying. Recognize that IAPs must be reproduced; reproduction requires a clean original. At present, the cleanest way to develop an IAP worthy of reproducing is to employ the InciNet and other computer systems. Get one and use it! To meet the need prior to the system's arrival, copies of this program are available for personal computers (laptops) which should be in every planning section chief's possession. If an IAP must be handwritten, find someone who can write legibly and produce the best IAP possible. IAP maps are also a problem to reproduce; the GIS mapping system cranks out great maps in 8-1/2 x 11 inch format that can be reproduced with outstanding results. Use it!

- As a communications plan develops, assure all pertinent information is on each Assignment List, ICS Form 204 of the IAP as well as the Communication Plan, ICS Form 217. Complex incidents require complex communication plans. The Assignment List, ICS Form 204 reflects the Communications Plan specific only to the assignment of resources to that division/group. However, reassignment of personnel about the incident during an operational period affords everyone information needed to properly communicate. Likewise, LCES information developed should also be on each specific Assignment List, ICS Form 204 for the same reasons. Build in flexibility while keeping troops informed
- Each IAP should include a listing of staff cell phone numbers. Begin building a cell phone/pager directory early and update it with every new IAP. Teams should have one started in their portable word processor prior to an activation. In areas with adequate cell phone coverage (or made to have adequate coverage when you brought in that portable cell), radio traffic will be freed up for important operations-based communications. Use the radio for operations messages so that others can eavesdrop.
- Operations leaders (chiefs, directors, supervisors and leaders) must be cognizant that certain communications should <u>NOT</u> be conducted via cell phone. It is entirely possible to isolate a large segment of an incident's organization by not using common communications methods for information needed by many. For instance, if one division had a blow-up condition and reported this via phone only, would adjacent divisions (or anyone else on the incident) have all information necessary to them? Certain items need to be heard via common communication methods.

- Operations leaders and incident dispatchers need to maintain radio discipline on the incident. Not only will this eliminate untimely use of congested airwaves, it should maintain a professional sounding incident for all those listening (like an agency administrator or the media).

TIP! In areas of highly concentrated cellular telephone coverage (heavily populated or with major transportation routes) cellular companies have portable cells as well as large numbers of portable phones available. FCC licensing for these high use areas normally contains a clause that requires companies to provide this service to responders without cost (including the cost of the calls made) during times of disasters. Check with your logistics folks to assure they know how to access this service when needed.

<u>External communications are those made from the incident to the outside world</u>. This will include, but not be limited to, briefing the agency administrator, working with the agency dispatch center, tracking down vendors for specialized items, or transmitting cost information to an appropriate source. These and many other communications will say volumes to legions about the team and its personnel. Therefore, team members need to be aware of the expectation that all communicating will be of the highest professional level. Some items to consider:

- The most off-incident reviewed and discussed document a team will produce during a deployment is the Incident Status Summary, ICS Form 209. Accept this fact. Completeness, accuracy and timeliness are paramount. There are deadlines for the ICS Form 209 that must be met as this document is used to allocate resources to your incident. It must be on time.

TIP! There are currently many documents required to be transmitted off an incident throughout its life. ICS Form 209s and cost estimates are but a couple. Assure you know them all. Reconfirm early during the incident with the receiver a timetable and method to be used for each. Entirely too much time can be wasted by too many people tracking down late or incomplete documents.

- Agency administrator briefing times and methods will normally be set during the Transition Briefing. The IC or deputy will routinely do these. Regardless who does them, reviewing the latest intelligence just prior to the event will allow transmission of the best information while making a professional presentation. Agency administrators want the best "feel" for the incident that the experience of a team can give him/ her. Being forthright and honest can ease the making of off-incident decisions.

TIP! Awareness of the importance that is to be given external communication by all team members will go a long way to having the team perceived as a structured and accomplished group who can meet deadlines in a professional manner while facing many difficult tasks.

TIP! Some have found that local Internet providers have been known to provide access for use of an incident free of charge. Check on it if this could be of value

So, You're in Unified Command Now What?

It is common for significant incidents to involve more than a single jurisdiction. This is an accepted fact and management of these types of incidents has been addressed under the Incident Command System's provision of Unified Command. What impacts can an Incident Management Team expect under Unified Command? What are some of the pitfalls and what are some "tricks" to making it work?

When transitioning into an incident which is being managed under Unified Command, some <u>immediate</u> alert bells should loudly sound.

<u>Is this legitimately a Unified Command Incident</u>? Unified Command was designed to "allow all agencies with responsibility for the incident, either geographical or functional, to manage an incident." Do you have such an incident? If not clearly understood, ask your agency administrator for clarification. You need to know when an agency is including (or pacifying) a cooperator in Unified Command when in reality the cooperator has no jurisdiction or functional responsibility for the incident.

<u>Has a single ordering point been established</u>? The quickest and longest lasting way to adversely impact a Unified Command incident is to have involved agencies continue processing orders for additional resources/supplies through their normal channels. Incident personnel delegated as

having overall incident responsibility for their agency (Incident Commanders) must immediately agree what method (single point) will be used for such ordering, advise their respective agency, and assure all incident personnel from their agency know of and abide by this decision.

<u>Is this a cost share incident?</u> This will be a tough topic to broach. However, it is one that needs an immediate answer. Some agencies do cost sharing as a matter of policy; others will not have a clue what this is about. With "...responsibility for the incident..." should come some expectation of financial support for that responsibility. Impasse on this subject must be referred to your agency administrator immediately. If there is to be a cost share of the incident, some tools are necessary:

- Have cost share technicians been ordered? Very seldom will personnel from the team's finance/administration section have time or expertise required to produce an agreement necessary for cost sharing. Get the help you need. A technician should represent each agency involved.
- Do you have on-hand necessary maps accurately delineating each agency's area of responsibility? If not, get them. If you are not intimately familiar with the areas, have your agency administrator or a designee verify the map's accuracy. This is important!

OK, so all of the immediate bells went off and you got satisfactory answers to the first issues. Now what? To proceed smoothly, some preliminary actions, which are different from a single agency incident, are necessary.

- Establish Unified Command's objectives for the incident that meet all involved agencies' needs. This could be understood as necessary by your counterparts or it could be an entirely new concept. Availability of a blank Incident Objectives, ICS Form 202 could aid in this effort. Keep the development clearly as objectives, not tactical actions. Good luck!
- Establish the management staff who will fill "lead" section chief and officer roles. A team IC can be intimidating here as he/she just showed up with a whole fleet of highly regarded personnel who normally operate as a high-performance team. Should all agencies elect to use the Incident Management Team intact, this job is done. However, should another agency feel it is necessary to insert staff from their agency into the management structure, things can become a little more complicated, but there are a couple of avenues to consider:
- Keep the bulk of the Incident Management Team intact as "lead" person in each function while negotiating for a limited number of "deputy" roles for other team members. Normally emphasis will be for another agency's person in an operations section chief role. Can your team function correctly if the team operations section chief becomes a deputy? This will be a question each team IC will have to answer for themselves and their team. Make sure your agency administrator reviews any negotiated staffing settlement.

- Should qualified personnel from another agency be available to fill all "lead" roles, your entire Incident Management Team could become deputies. This will need to be immediately reviewed with your agency administrator; he/she might not have brought you in with this in mind. The issue is thrown back to the administrators from all involved agencies for settlement. It's not the best avenue for a team, but it could be the only way to settle it.

- Establish information release procedures for the incident. All agencies on the incident will need to agree to a single source for development of information released. The information section may well have personnel from all involved agencies but released stories must all be the same. This can become the second leading source of problems within a Unified Command setting if left to chance.
- Agreement on incident facilities, location, purpose and size must be mutual.

The ICs come out of their meeting and announce the outcome of their agreements. Now what? All team members need to consider some thoughts:

- Regardless if the Incident Management Team is to be the "lead" group or if the team is the only command structure present save the other agency(s) ICs; team attitude will set an everlasting tone for the incident. There is a new player in the position of leader; could there be several? Now what? Team intra-actions must continue as normal. React equally to all ICs. This is easier said than done with some. There will be some agency specific needs which might have to be met by staff. While just what they need is more to do, these are the "little" things which could derail a Unified Command with the best intentions. Any questions concerning conflicts of direction should be immediately referred to the team IC for rectification. All team members must want the other agency IC(s) to say after the incident that "the team took me in and accepted me as a full member."
- Be open and honest with your counterparts. Whatever command structure agreed to will have to work and work well. The attitude and cooperation by the Incident Management Team cannot become a basis for problems.
- Realize that you may be training your counterpart in his/her functional role. Incident Management Teams have qualified and experienced personnel assigned; other agencies may find it hard to match up person-for-person. All team members should expect being relied on to pass along some of this hard-earned experience. It can become a full-time task. Remember, you may well be developing a future member of your team.
- Remain approachable and open to input. For many of the same reasons as providing on-scene training to counterparts, team members must demonstrate untiring desire for input and interaction. By setting an example of cooperation, a team will stimulate and maintain a desire in all to work together in a common cause.
- With minor exceptions, all management functions must be collocated. This includes the Incident Command Post (ICP). We have all been on incidents that clearly had multiple ICPs yet were called "Unified Command." Not True. Get it together and assist keeping it together.

A few hard-earned thoughts which could make future Unified Command incidents easier for a team:

- Establish agency specific finance/administration personnel within this section. This may only need to be a deputy to the section chief, but assures proper procedures and documentation are followed for each agency.

- Establish agency specific time recorders within the incident's finance/ administration section. These people work and report to the finance/ administration section chief. However, specific time recording requirements of each agency will be met.
- Establish agency specific compensation/claims personnel within the finance/administration section. Depending on which agency's jurisdiction a claim might generate from, the process for submitting claims could be different. By having a person from that agency handle the claim from the start, settlement delays will be avoided. Again, these people would work for and report to the finance/administration section chief.
- Should you be involved in a cost share agreement, consider:
  - A division-by-division percentage split is required for each operational period of the incident. This assigning of percentages is done by the ICs. Whenever ICs do this, it should be done in private with the cost share technicians, only. Too much pressure is implied to an IC if someone from his/her agency is present/observing; especially a superior.
  - Operations section chiefs have an important and pivotal role in cost share agreements. They will be required to verify, at the end of each operational period, where each resource was actually used during that operational period. This should be made known early so they may employ whatever means necessary to track resource use. Should there be air resources involved, air operation branch directors will be required to do the same. Tell them.

Some Other Things to Consider

Some issues have arisen over the course of past Incident Management Team deployments that warrant consideration, should there be a need for visual development by you. Something similar could surface again:

<u>Two agencies each have an Incident Management Team assigned to an incident</u>. Complicated? Yes. Impossible? Not necessarily. Think about:

- An incident is large enough geographically to require excessive travel times to encircle. While not specifically outlined in ICS, splitting a large incident into two separate areas/zones with clearly defined boundaries can work. <u>However, there can only be one set of incident objectives!</u> Objectives are negotiated between two zones so all needs are met. Although workable, this is not an ideal situation to be in. This setup really calls for an Area Command to be established to coordinate two efforts and prioritize resource usage.
- Agency administrators jointly negotiate that one team will be primary or lead and the other will perform as deputies. Hopefully, team ICs would be consulted on workability of such an arrangement. This is the second-best alternative.
- One team works one operational period, the other works the following. This is not good. There is too much loss of command continuity as well as too great of a chance for details to "fall through the cracks." Stay away from this if at all possible.
- One team is released from the incident at the direction of the agency administrators. This is the best solution and reduces a wasteful commitment of resources

Your position on a statewide priority list during a time of multiple incidents is very low. Resources (especially those of a normally limited nature) are going to be very few and far between. Expect over-using the resources you do have and long delays on orders. Even items like the Incident Base will be limited at times. Plan accordingly. Your creativeness and flexibility will be tested. DO NOT resort to hedging reports of your situation should nothing current or predicted exist which could change your priority. These embellishments seldom work as you hope. Live through it and see how the team's collective imagination produces results. After all, some incident has to be on the bottom of the list; it's just your turn. Consider using nontraditional approaches such as large numbers of rental dozers; making local government engine crews into a fire crew, etc.

You have a significant incident near a major center which attracts a lot of attention. The team's information section is doing a good job, however, expect repeated requests to interview the IC. In today's world, the media eventually want and need to hear from "the person in-charge." Consider an organized news conference to fulfill this demand. Advertise a conference time which will meet a majority of deadlines of the media present, find an area of adequate size, get good visual aids, brief the presenter(s) on the latest status/possible question areas and do it. Reporters from most major media sources understand this format and process. However, the team's information officer should facilitate the conference by opening with an explanation that there will be a situation overview and a question/answer period; all to be accomplished within a set timeframe. The information officer should be ready to "rescue" the IC(s), if necessary

You have an incident with a significant number of structures destroyed. Lucky you. While firefighters did their best, the incident "took" xxx number of structures. Now what? Consider:

- Specific instructions to the entire information section should be: their theme is to be; "firemen SAVED xxx (number) of structures, unfortunately, the fire DESTROYED xxx (number). . . Firemen DONOT lose structures; we save them!
- You will need to organize a triage group to rapidly count foundations. Media want a number and will harass the information section until given one or will develop their own from any talking source around the incident.
- Determine as soon as practical the identification of those structures destroyed. Addresses, assessors plot maps or anything else, which will positively locate the structures, will aid in this. Assuming the area has been evacuated and residents have not been allowed back due to on-going control activities, you can set in place some processes to ease this situation for the citizens involved.
- As soon as operations can work around limited traffic, announce availability for firefighter-escorted trips during specified times for owners of known destroyed structures. Proof of residency should be required.

- Have agency vans or other suitably marked agency transportation available. Assign compassionate agency fire personnel in uniform with PPE to function as escorts. Outfit the affected citizens in well-marked PPE. Take them to their structure. Reason; too many experiences with this situation have shown that people, even though it is confirmed for them that their structure is destroyed, HAVE to visit the site for personal closure. When performed correctly, this service will generate rave reviews and leave a lasting impression.

- Discuss this sort of action with a local mental health department or other appropriate agency prior to implementation. They routinely have excellent suggestions and counselors available for this type of traumatic undertaking.
- Consider having Advanced Life Support available during such an operation. This has proven worth the effort as reaction to individual trauma can be overwhelming for some; plan for it.
- The media will want to record these returns for human interest. You cannot stop them unless they are considered a hazard to on-going operations (difficult to do if you are taking citizens in). Information could have them elect a representative to travel with the escorts/ victims in your vans to get a story that they will share. Or, selected victims amenable to media attention could provide this coverage. Check on it. Also, check those that aren't and protect them.
- You have a need for damage assessment for structures destroyed. Place an order for this specialized resource when you have some idea of numbers. It could take a while to assemble the necessary staff to do the job correctly. Consider tapping the county assessor and/or building departments for resources necessary to perform assessments; they have methods we don't, familiarity with what is an inhabitable structure, and resources (plot maps, etc.) which could speed the process. Know what you want from damage assessment; count, photos, prevention information, etc.

<u>You have to recommend evacuation of citizens from the incident</u>. Alert bells should be loudly sounding now. Consider:

- We don't order evacuations; this is a law enforcement function and they have the responsibility. However, they don't have knowledge of incident spread that you do and will be relying on you to trigger the need.

- Get the highest-ranking responsible law enforcement agency official you can. Install him/her into your command structure as a "branch director law enforcement" (put the name on the organization chart quickly). Responsibilities are evacuation, traffic control and security as well as their routine duties. Make this person feel a part of the incident's organization by involvement throughout your planning process and IAP implementation. Make sure this person understands you consider him/her as the law enforcement head for the incident that is working within your structure.
- Bring in the county emergency services coordinator (or someone with these responsibilities; different titles exist). This person has (or should have) pre-planned evacuation centers located, contacts with appropriate social response organizations (Red Cross, etc.) and mass transportation contacts. Develop an appropriate level within your organization for this person and delegate necessary responsibilities. This will be fairly easy in those locations with an active disaster planning effort. It is likely an Emergency Operations Center (EOC) will be established.
- If evacuees are placed into incident generated shelters, have your information section place a team information officer into each shelter. Evacuees will need periodical updates of the current and projected situation. A uniformed person

from your staff is best.

- Negotiate early with your law enforcement branch director procedures to be followed once your situation allows reoccupation of the area. Make sure all staff know how this will be announced and what preparatory steps are needed. Law enforcement makes the actual evacuation; they should announce and coordinate reentry.
- There can be pressure (even unvoiced pressure developed within the team) to get people back into their residences as soon as possible. Guard against inhibiting operation's efforts and/or possibly needing to evacuate again (very bad)! Human nature will want to get folks back in quickly; just don't make it too fast. By the same token don't delay unnecessarily. The occupant can help the operation by being present.

<u>Community relations is a broad term for efforts to meet the need of local citizens and elected officials to be informed/involved with your emergency mitigation job</u>. This is an unexplained, but inherent mission each management group has and one the fire service as a whole has never done well. Consider the following:

- Your incident is burning or seriously threatening to burn (or flood, or...) within a community. Citizens have a right and expectation to be informed <u>BY THEIR FIREFIGHTERS</u> what is happening and being done versus getting this information from the media or word of mouth. One avenue is to organize public briefings within the affected community.
- Coordinate any of these efforts with local elected official (city council person or board of supervisors for the affected area). They need to be afforded the opportunity to be present and/or participate with these briefings.
- Depending on the incident's magnitude or "feel" for community concern, the first such briefing within specific areas might need to be done by the IC(s) with assistance from your information section. Repeat briefings at a location can be delegated to information if this is felt to be appropriate.
- Daily updated single page informational handouts developed by Information and dispersed from places of community gathering and with IAPs are generally well received. Announce in the last one to be published that future issues will not be done.
- Long-term or damaging incidents will generate a lot of interest by elected officials. You have a responsibility to brief them also. Consider the following:
  - Make sure firefighters themselves know the big picture and can provide accurate information to the public, the media, and officials.
  - Check with an appropriate source to determine if the entire group of community elected officials (city council/board of supervisors) would entertain a briefing during a public comment section of their organized agenda. This assumes their regular meeting day would be of benefit (incident is still active). Recommend the IC(s) make these presentations.
    - Visual displays will greatly assist in such presentations.
    - Don't get too technical. These are laypersons, not firefighters. They will be most interested in damages done, projections for

control and problems encountered.
- If you are unfortunate enough to have an incident that remains active through another scheduled meeting, see if they would like an update briefing.

- Invite the elected official(s) to attend your Planning Meetings and Operational Briefings. We do not operate in secrecy; invite them and assign a knowledgeable staff to escort them through the processes. If they do attend, announce their presence to the group so your folks know who is in the room.
- If you have a final package of incident maps, damage assessments, rehab plans, team narrative report and the like, have enough packages developed for presentation to the elected officials who have interfaced with you during the incident.

TIP! View the need to meet expectations of citizens and elected officials in the context of; these are your "customers." We have a responsibility to meet the expectations of our customers. DO IT! This might all seem to be a real waste of the team's valuable time, but we do have a responsibility to keep citizens/elected officials informed. The benefits of expanding this effort will be generally well rewarded. Agency folks left behind after a team mitigates the incident will enjoy an improved respect for the fire service.

<u>Very Important Persons (VIPs) Visits.</u> Incident visits by interested important people will happen. VIPs could be just about anyone; politicians, government department heads, etc. Be prepared for them! Some will be invited, some will appear unannounced. Regardless, teams should have internal procedures in-place and known by all members to deal with these important visitors (team guidelines?). Consider the following:

- A team function is designated as responsible for VIPs. Routinely, this falls to information. It really doesn't matter who, just so long as there is a function responsible and staffed to handle these folks. The goal is to brief the VIPs on the incident's history, what is projected and what problems exist. Visual aids in a briefing area will make this much easier. Dependent upon the visitor, ICs may be expected to make this presentation.
- Tour incident developed facilities with VIPs. Without disturbing work being conducted, orientations to the planning section's efforts will usually amaze folks seeing this activity for the first time. The same is true with the finance section. Of course, a tour of facilities isn't complete without trying the kitchen.
- Requests for tours to the front lines can be expected. If practical, go with appropriately marked PPE and in agency marked vehicles. Expect and plan for over-flight requests; these are appropriate when correctly licensed aircraft are available and such movement does not interfere with operations.
- Upon their departure, ask if a follow-up personal briefing is of value for them. A simple phone number exchange will allow rapid transfer of information to them and could limit return visits

<u>Accountability is an often discussed and noble issue, but one which is difficult to see results</u>

with. In a team setting, accountability has to start with the team. Team guidelines have laid out specific expectations; did they get met? Your agency administrator laid out expectations (strategic goals/objectives) for the team; did they get met? Section chiefs laid out expectations for their subordinates; did they get met? How do you know? We historically have done poorly when recording job performance with proper documentation. Be a part of a force to change this trend!

- Team members with written guidelines know what is expected of them. Performance ratings should have these expectations incorporated as rating factors. If met, say so. If not, explain why performance was less than adequate. Improvement for a next deployment is the goal.
- Routinely, agency administrators will be very satisfied with a team's performance when the incident is successfully controlled. Sometimes, to the point of embarrassment. However, do they really review your documentation, ask for final cost figures, demand reviews of accidents/injuries or feel free to discuss on-going political problems in an incident's aftermath? No, but these are the issues that administrators deal with. As a last professional gesture, what would an administrator do with a performance rating sheet listing these types of issues handed to him/her by an IC? It might be worth doing just that to watch their expression. If you get one honestly filled out, it will make a great learning tool for the entire team.
- Section heads must feel it's an obligation of their position to honestly rate subordinates. The team should decide early (in their guidelines) to what level of the organization performance ratings would be required. Once done, make the forms available and have a central location staffed for their collection. Distribute off the incident under direction of agency policy or the agency administrator.

Substandard or non-performance is not a frequent occurrence, but one that will need to be faced. If performance impacts the incident detrimentally; release and send them home. Follow with immediate contact to their home supervisor advising of the situation and reason for early return. Follow it with written documentation. Include all pertinent facts. You had better be right as this is about the biggest action you can take against a professional and one that may take follow-up action after the incident. But hey, that's what you get the big money and title for.

TIP! Personnel problems must be referred to the IC immediately. Some tough decisions have to be made. Is the transgression or act sufficient to warrant future punitive action? If so, recommendation is that a specific investigator for the occurrence be requested. Current personnel assigned to the incident already have a job and/or might not have expertise to perform and document a needed investigation properly. Get specialized help when needed.

TIP! Teams should have base/camp rules of conduct available in their portable word processing. This will need to detail acceptable/unacceptable conduct and attire for personnel to adhere to. Post on bulletin boards and include in IAPs as deemed appropriate. Then BACK IT UP!

Your incident has numerous resources from the state's Mutual Aid System assigned. A common situation but one that does have implications associated with it.

- Require a conscious and periodical review by operations on the effectiveness and value of these resources. On many occasions, we can look back and confidently say these resources were held too long. These have, at times, become a security blanket in case "something goes wrong". In many cases, their true value ended 24 hours previously. Monitor.

- Why do we continue to associate "structure protection" needs with Type I engines? In many locations, these monsters have limited applications. Nearly as many Type II and III engines are available through the system and these lend themselves better for many more applications. Think about it when ordering
- When you have enough advance knowledge of need, request those state-owned engines available through the system. They are cheaper and have adequate capabilities for most applications. Response times can normally be the limiting factor.
- Demobilizing a large collection of mutual aid resources can become a nightmare. Plan early and staff up. The vehicle safety inspection portion takes a while.

<u>You have stabilized the incident and begin planning for demobilization</u>. As the primary thrust to accumulate resources was driven by operation's needs, this section has primary responsibility to generate information on their future needs and scale-back of the incident. One tool to assist in this "crystal ball" projecting is a matrix developed by operations. The matrix lists different types of resources to be used, each operational period out for a minimum of three days and projected needs of each type of resource for each subsequent operational period. Operations should review this matrix often. With exception of the following operational period, numbers can be modified as each operational period completes their assignment and the needs change up or down. Armed with this type of information, the team can begin demobilization planning and proceed. Plan early, review often and demobilize resources that are not needed

What's Coming Your Way Next?

What is on the horizon for Incident Management Teams? Who knows. However, if recent deployments are an indicator of the future, things will be interesting. New challenges exist and possible assignments for situations yet unknown surely will test skills of current and future team members.

The adoption of the Standard Emergency Management System (SEMS) guidelines by the State of California could impact teams deployed to that state. Incident management and coordination have been given new emphasis. Availability of trained/experienced Incident Management Teams is becoming known by many jurisdictions that previously had very little knowledge of or exercise in emergency management. Most are attempting to train and learn a system that will routinely be exercised annually or when "the big one" hits. Many have already demonstrated and acknowledged limited ability to function proficiently due to a lack of continuous application of these skills. With these specialized skills available on demand, many jurisdictions will look to Incident Management Teams to fill their occasional needs. What will this entail?

New types of incidents will need to be managed. Large scale Hazmats, civil disturbances, earthquakes, floods and, yes, an occasional tsunami will all impact California and possibly other locations. Who knows what other calamity will jolt nature's playground for disasters. However, all will require massive amounts of resources for mitigation. Will managing these effectively be that much different than a wildland fire? No, only the actual application of these resource's skills will be somewhat different. In other words, effectively dealing with large numbers is not any bigger deal than what we routinely do; only the application will differ. What can a team expect? Consider:

- Teams will not normally have knowledge or training in many areas needed; dealing with large numbers of displaced citizens (both short and long-term), addressing water and air pollution concerns on a large scale, restoring basics of life needed to survive like emergency drinking water systems and food as well as many other aspects. What to do?
- Get the most knowledgeable technical specialist for areas where the corporate knowledge of the team is lacking; just like on a wildland fire incident. Then listen to them!
- Develop interpersonal skills that will be necessary to coordinate and interact with personnel from many agencies and jurisdictions. This is not as easily accomplished as you might think. You will have inherent problems with some because of the “what do a bunch of wildland firefighters know” syndrome. Show em!
- You will not have that warm fuzzy feeling that you have done this particular type of incident a hundred times to fall back on. However, you will have tested emergency management skills exceeding those around you. Use em!
- Expenditure of dollars will be a nagging hindrance to feeling free to accomplish what is needed. “Where is all of this money coming from” will become a steady nightmare.
- Pressure to perform without a hitch will be ever present. This could be voiced or personally felt by individual team members. Effects might become overwhelming. Teams should discuss this and recognize its symptoms.
- Possible concerns for team member’s personal property and family could surface. Were member’s residences within an affected area? Deal with this straight away
- Teams need awareness of, but avoid, intra and interagency political wars. Our presence at non-wildland fire incidents will incite some while soothing others. Regardless, you have a job to do; just do it and leave the infighting to the real wheels.
- With new types of incidents will come new types of assignments.
- You might not be in charge of the big picture; a portion or role could have been delegated, e.g., managing the receipt and distribution of relief supplies, restoration of water supplies, etc.
- You could be working for another management organization (team) on a portion of the overall incident that may or may not be experienced/ knowledgeable. Expect it.

<u>With expansion of emergency response coordination and management under SEMS legislation comes the requirement for Emergency Operation Centers (EOCs) at various levels of government</u>. Training continues for personnel for EOC staffing. A problem with this system is that a majority of the personnel will perform these EOC duties as an additional responsibility to their normal job. Many have only limited knowledge of performing in an emergency response mode. Fewer have actually performed on emergency incidents. Obviously, many agencies will look toward Incident Management Teams for assistance based on known capabilities and input from their counterparts throughout the states.

Many jurisdictions and various levels of government have already discovered the abilities and availability of Incident Management Teams. This knowledge is being shared and expanded within those circles. What will a team face while filling a request to function within an EOC?

- A clear delegation of roles and authorities will be required. This should be a must even if the team has to assist in developing them (and you should/will). You could be operating in an arena without benefit of legal backing; may not be legislated to do some of the roles as expected on wildland fires. Get your delegation right and in enough detail to cover you and the agencies you represent.
- A team could be delegated to act as the sole management representative of the responsible jurisdiction. Delegation would need to be very specific and complete. Ramifications from an indiscriminate delegation could become monumental. This could equate to being delegated responsibility for a fire emergency.
- A team could be requested to perform as “shadows” or deputies within an EOC with responsible jurisdiction personnel filling all “lead” roles. The easiest way to visualize this scenario is a team would be performing a “training” mission of walking the other personnel through the para-military organization of ICS and developing team building skills of the personnel. True delegation of authority would never leave the jurisdiction, but a team will need clear definition of their expected role.
- A team could be delegated portion(s) of large incidents to manage. Again, very specific delegations would need to be documented

Handout 2-3: Public Information Officer Go-Kit

Supplies needed to function in the information role will vary by incident. Following are some suggested items that should be in the travel bag, daypack, and office bag. Travel and weight requirements may also vary by agency.

TRAVEL BAG

___	2	sets	Fire shirt/pants Nomex
___	2	sets	Field uniform agency (if required)
___	2	sets	Casual civilian clothes
___	6	pair	Heavy wool socks
___	1	Ea.	Parka/sweater, wool or Nomex fleece
___	1	Ea.	Toiletries, towel, etc.
___	1	Pair	Shoes to wear in camp
___	1	Ea.	Alarm clock w/batteries
___	1	Ea.	Sleeping bag, sm. tarp, sm. pillow, heavy duty tent w/fly and pegs
___	1	Ea.	LED flashlight w/batteries
___	1	Ea.	Small sewing kit
___	1	Ea.	Laundry soap
___	1	Pkg.	Moist towelettes
___	1	Ea.	Personal medication
___	1	Ea.	Practice fire shelter

DAY BAG (PACK)

___	1	Each	Hard hat
___	1	Each	Fire shelter (based on incident)*
___	1	Each	Sunglasses
___	1	Each	Water bottle
___	1	Pair	Leather boots 8” tops w/Vibram soles
___	1	Each	Multi-purpose tool
___	1	Each	Small First Aid kit
___	1	Each	Cruiser vest
___	1	Each	Agency two-way radio, programmable w/chest carrier (bra)
___	1	Pair	Leather gloves
___	1	Each	Rain gear
___	1	Each	Lip protection, sunscreen
___	1	Each	LED headlamp
___	1	Each	Camera, digital w/batteries
___	1	Each	Insect repellant & head net
___	1	Each	Cell phone w/extra batteries

OFFICE BAG (INFO KIT)

___	2	Ea.	PIO pin-on name tags	___	1	Box	Binder clips, small
___	1	Ea.	Med. duty stapler Arrow JT-21	___	1	Box	Paper clips
___	1	Box	Staples	___	1	Box	Push pins
___	1	Ea.	Staple puller	___	1	Pkg.	Felt-tip markers, large
___	2	Ea.	12” ruler	___	1	Pkg.	Felt-tip markers, small
___	3	Roll	Scotch tape w/dispenser	___	2	Ea.	Pencils, mechanical
___	1	Roll	Painters tape	___	1	Dz.	Pens, retractable
___	1	Ea.	Masking/duct tape	___	1	Box	Rubber bands
___	2	Ea.	Map of incident location	___	1	Pkg.	Labels, file folder
___	1	Ea.	USA map, State road map	___	6	Ea.	File folders
___	2	Box	Map pins	___	2	Ea.	Envelopes, large w/stamps
___	1	Ea.	Clipboard	___	2	Ea.	Envelopes, small w/stamps

___	1	Ea.	Post-It-Note pads, asst. sizes	___	2	Ea.	Reporters' notebooks
___	1	Ea.	Agency & media directories	___	1	Ea.	Ruled tablet
___	1	Ea.	AM/FM radio w/batteries	___	1	Ea.	Incident Response Pocket Guide
___	1	Ea.	Pocket dictionary	___	3	Ea.	Fire Time Report OF-288
___	1	Ea.	Scissors	___	1	Ea.	Fire Information Handbook
___	1	Roll	Flagging	___	2	Ea.	Telephone message pads
___	1	Ea.	Claw hammer*	___	0	Ea.	General msg. ICS Form 213
___	4	Ea.	Information Office banners	___	0	Ea.	Activity Log ICS Form 214
___	1	Ea.	Agency logos	___	1	Ea.	Correction fluid
___	1	Ea.	Pre-made bulletin board titles, i.e., Weather, 209's, Situation Report, News				

*Obtain at Incident Camp

Activity 2.1: Develop an Information Action Plan

Activity 2.1 Overview—Unit 2

Purpose

The purpose of this activity is to provide students with an opportunity to develop incident information requirements, with an emphasis on the assessment of Information Team members.

Objectives

Students will:

- Determine incident information needs
- Conduct an assessment of Information Team members' skills, experiences, and training needs
- Assign PIOs to tasks and determine how many more PIOs will be needed

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the scenario on the next page and develop incident information requirements. Each group will present their findings to the rest of the class.

Rules, Roles, and Responsibilities

Insert rules, roles, and responsibilities for this activity. Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson
2. As a group, develop incident information requirements that includes (at the least):
    a. Identification of the information needs for the incident
    b. Identification of the tasks with corresponding personnel assigned
    c. An explanation of the assessment of Information Team members
3. Look for further explanation of the directions in the scenario on the next page.
4. Record your incident information requirements on an easel chart.

The group spokesperson/team PIO should present the incident information requirements to the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 2.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 2.1 Scenario

You are the PIO on a team headed by Incident Commander B. Lundquist. Your team has been assigned to southern Mississippi to provide hurricane aftermath relief. While on the one hand glad for the assistance, the community is getting anxious and impatient with the recovery efforts. In the midst of your team's labor, you are notified of a traffic incident involving a strike team engine (assigned to your incident) and a local school bus. There are fatalities at the scene.

You receive a quick briefing from two people involved in the incident, a highway patrolman and a local fire department investigator.

The highway patrolman, Lt. Harold Evans, informs you he was called at noon today to respond to a major accident on Mississippi Route 49 at the Wiggins intersection, about 35 miles south of Hattiesburg. He observed the following:

- An accident involving a school bus and a fire engine
- Three people were dead at the scene: two children from the school bus and one person from the fire engine
- There were at least two other major injuries and several more minor injuries
- The school bus had about 40 children on board and the fire engine had four

Both vehicles were totaled. Furthermore, Lt. Evans reports that all four people in the fire engine smelled of alcohol. Blood tests were requested.

The local fire department investigator, Gordon Holbrook, reports that he checked for skid marks at the scene and found that the school bus tires had skidded about 15 feet, but there were no skid marks from the fire engine. The bus driver, who survived with minor injuries, reported that the fire engine did not stop at the stop sign.

The media has arrived at the scene and is demanding an explanation for the incident.

Your task is to determine incident information needs; assess the PIOs' skills, experience, and training needs; assign PIOs to tasks; and determine how many more (if any) PIOs will be needed.

Your group's incident information requirements should include the following elements:

1. Identification of the information needs and priorities for the incident
2. Identification of tasks with corresponding personnel assigned
3. Explanation of assessment of Information Team members

Hint: Address the "who, what, where, and why" when determining and developing your plan.

The "who" will identify the specific team member assigned to a task; the "what" will represent the needs of the incident; the "where" will identify where they are needed most; and the "why" is based on the assessment of the information team members.

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Unit 3: Incident Information Operations

STUDENT MANUAL

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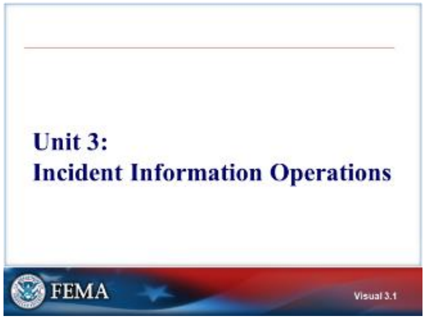
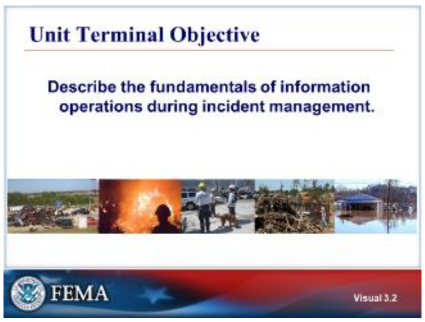


Visual 3.1

UNIT 3: INCIDENT INFORMATION OPERATIONS

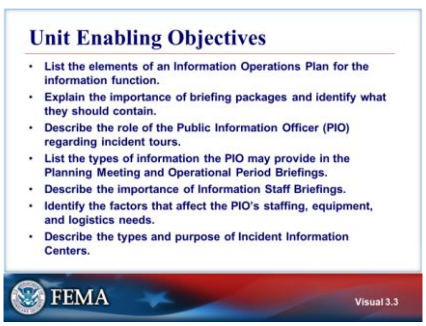
The unit will address elements of an incident Information Operations Plan, with a focus on the handling of media and public tours. Briefing packages as well as staffing of the PIO’s Information personnel are outlined. You will learn about the Planning Meeting, the PIO’s role in this meeting, and the importance of briefing the Information staff. Finally, Incident Information Centers (and Joint Information Centers) are addressed.



Visual 3.2

UNIT TERMINAL OBJECTIVE

Describe the fundamentals of information operations during incident management.

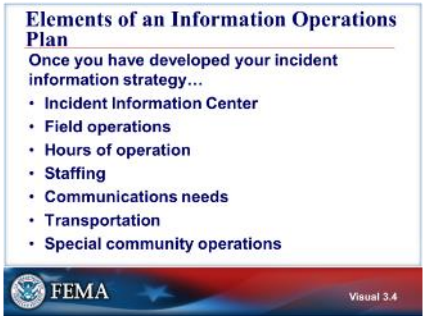


Visual 3.3

UNIT ENABLING OBJECTIVES

- List the elements of an Information Operations Plan for the information function.
- Explain the importance of briefing packages and identify what they should contain.
- Describe the role of the Public Information Officer (PIO) regarding incident tours.
- List the types of information the PIO may provide in the Planning Meeting and Operational Period Briefings.
- Describe the importance of Information Staff Briefings.
- Identify the factors that affect the PIO’s staffing, equipment, and logistics needs.
- Describe the types and purpose of Incident Information Centers.

The Final Exam questions are based on the Unit Enabling Objectives.



Visual 3.4

ELEMENTS OF AN INFORMATION OPERATIONS PLAN

An Information Operations Plan ensures that everyone is on the same page, receiving the same information. It is the blueprint for how information management will be conducted. An Information Operations Plan can range from 2 to 22 pages, but most people like them short. The Incident Commander (IC) approves this plan. The IC will pass it back to the Agency Administrator (AA), who will want to know the plan.

Once you have considered various incident scenarios and the probable level of public and media interest (incident information strategy), you can begin to develop an Information Operations Plan. This is the plan for the entire incident—not for just one Operational Period (unless it becomes necessary to change the plan). For a major incident, the Information Operations Plan should address the following:

- Incident Information Center location and size effect
- Content requirements for a kit to operate for up to 72 hours
- Field information operations (if different than those of the Information Center)
- Hours of operation (after determining the information needs and schedule of the media, agency administrator, etc.)
- Staffing, day and night operational periods (after identifying who prefers day or night operational periods)
- Communications equipment needs (cell and regular phones, fax machines, laptop computers, digital camera, Internet connection, etc.)
- Adequate transportation for the terrain
- Special community operations (for example, evacuated residents will have a greater need for information, and non-English speaking/special community concerns)

Visual 3.5

INCIDENT TOURS

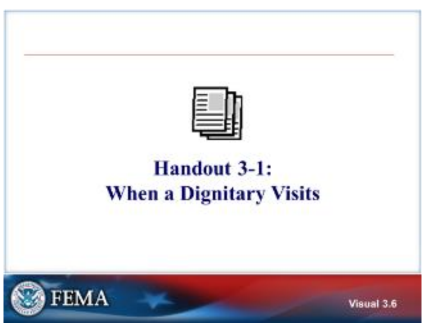
High-profile parties that may request a tour of the incident.

While it is not necessarily the PIO’s duty to lead the tour, he or she should oversee all aspects of it. These tours for key audience members (as identified in Unit 2) should be well planned and should operate under strict protocols. Handout 3-1: When a Dignitary Visits Your Incident (next visual) may be used as an aid for these events.

These tours are one of the most important things to share with the rest of the Incident Management Team (IMT). This is such a time-consuming role that it may be someone’s entire job.

This is also an area that blurs the responsibilities between the Liaison Officer and the PIO. The decision as to whose responsibility it is needs to be made and coordinated within the team.

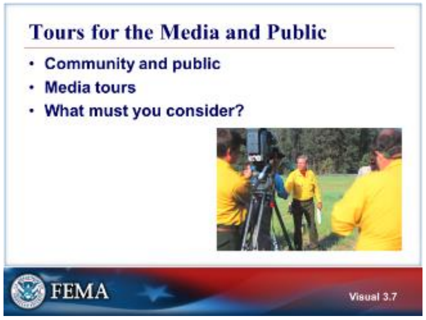
Before the high-profile party arrives, be sure to go over all the things you will say “no” to. As a PIO, you need to be willing to say “no” to these parties if it maintains their safety and preserves the incident objectives. Consult with the IC to determine how much information you are allowed to provide the members of the tour.



Visual 3.6

HANDOUT 3-1: WHEN A DIGNITARY VISITS

Refer to Handout 3-1: When a Dignitary Visits.



Visual 3.7

TOURS FOR THE MEDIA AND PUBLIC

In the case of some incidents, safety or travel issues (such as no roads) may provide a challenge to providing access to the public and media.

The PIO has concern for the media's access, but ultimately may not be able to grant it. Nevertheless, information updates regarding access should be sent out every day (for example, "Access to fire will be difficult today because of wind, but we are trying to…").

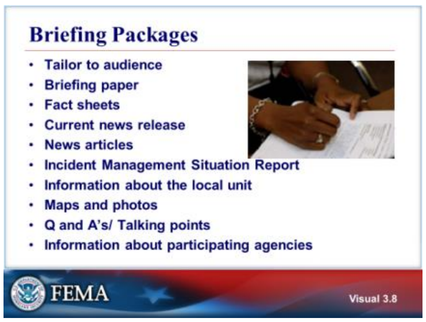
Community and Public Tours

- Establish a schedule for tours.
  - You may want to post a sign for the next scheduled tour.
- Assign responsibility.
- Stay in camp (except under special circumstances as, for example, when a VIP may get a helicopter tour of the incident or landowners may be able to get a tour of their affected land).
- Notify affected incident personnel at briefing and share the schedule.
- Notify and include the Agency Administrator as necessary.

Media Tours (large groups to the incident)

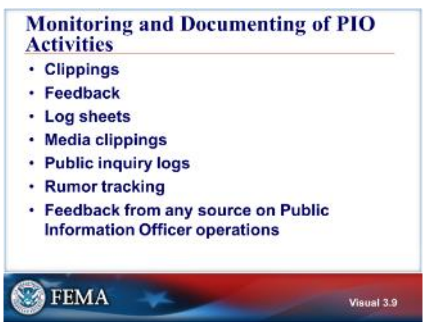
- Plan for transportation (such as 4x4s with qualified drivers).
- Prepare for a Safety Briefing given by qualified personnel.
  - Consider having the Safety Officer provide the Safety Briefing.
- Notify Security of visiting groups.
- Conduct a verbal Situation Briefing.
- Disseminate a press kit.
  - The press kit should include the Incident Action Plan (IAP), maps, definitions, press releases, fact sheets, key messages, etc.

- Clearly identify tour guides so they are recognizable to the tour group and incident personnel.
- Coordinate with the IC and Operations:
  - Maintain radio contact.
  - Communicate your location.
  - Test equipment.



Visual 3.8

BRIEFING PACKAGES



Visual 3.9

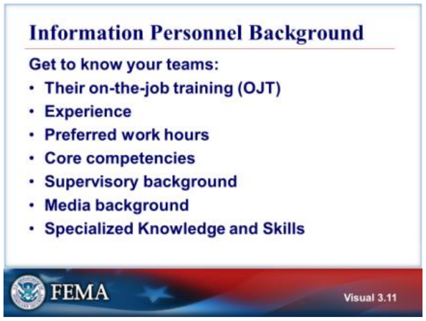
MONITORING AND DOCUMENTING OF PIO ACTIVITIES

Visual 3.10

DEMOBILIZATION PLAN

The Demobilization Plan must be written, communicated, and available to the Information personnel.

The Demobilization Plan is dynamic, so review it and look for updates regularly.

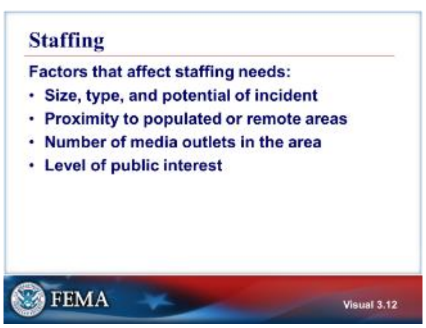


Visual 3.11

INFORMATION PERSONNEL BACKGROUNDS

The PIO should be aware of the Information personnel's backgrounds regarding:

- On-the-job training
- Experience
- Preferred work hours
- Core competencies
- Supervisory backgrounds
- Media backgrounds
- Specialized Knowlledge and Skills
    - Writing
    - Video
    - Radio
    - Computer
    - Graphics
    - GIS
    - Web
    - Information gathering
    - Language skills



Visual 3.12

STAFFING

Factors that affect public information staffing needs will vary based on numerous factors such as the incident location, size,length, complexity, media involvement and public interest.

When ordering personnel and equipment place resource requests as early as possible. Give as much detail about the assignment as possible, such as hotel versus tent accommodations, climate, terrain, whether they need to bring a laptop computer, cell phone, vehicle, etc.

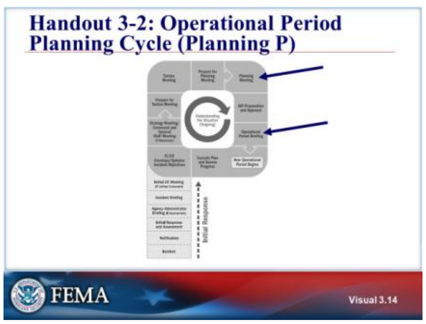
Visual 3.13

STAFFING (CONT.)

When bringing people in, always consider their safety.

Training

- Meet with trainee and Incident Training Officer early in the incident to discuss training needs
- Provide a good experience for the Information staff by rotating job assignments, vary their assignments, and try to expose them to new challenges
- Have the individuals who have more experience or skills in a certain area mentor and train the beginners or less experienced personnel



Visual 3.14

HANDOUT 3-2: OPERATIONAL PERIOD PLANNING CYCLE (PLANNING P)

Refer to Handout 3-2: Operational Period Planning Cycle (Planning P).

Visual 3.15

THE PLANNING MEETING AND OPERATIONAL PERIOD BRIEFING

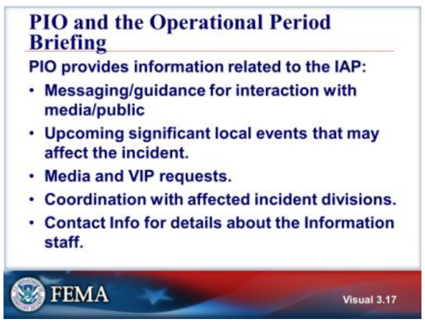
The PIO is expected to attend Planning Meetings.

This is a key opportunity to gather new information and update the current information pertaining to the incident. The Planning Meeting will also provide information on actions that have been planned for the next operational period.

Visual 3.16

GENERIC PIO RESPONSIBILITIES IN PLANNING MEETING

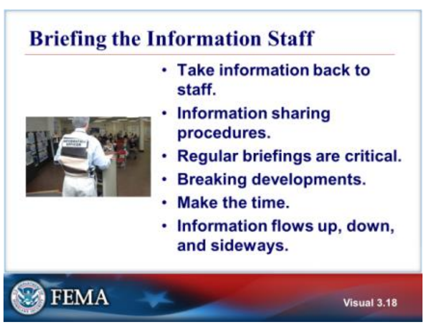
A specific responsibility of the PIO is to discuss information issues



Visual 3.17

PIO AND THE OPERATIONAL PERIOD BRIEFING

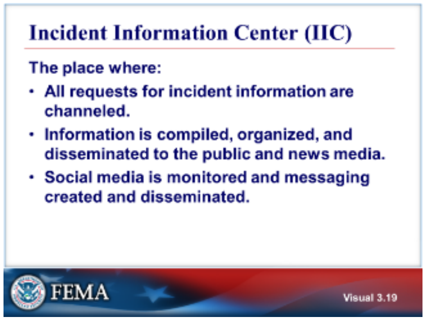
By the time the Operational Period Briefing occurs, the “biggest hurdles have been jumped” (that is, the biggest decisions have been made), so it may be appropriate to have media at the Operational Period Briefing. The media’s attendance must normally be approved by the Incident Commander.



Visual 3.18

BRIEFING THE INFORMATION STAFF

Have stand-up discussions with the Information staff. This approach makes people speed up and be concise. Ask people to explain their day or current things going on, and try to do it in about 1 hour



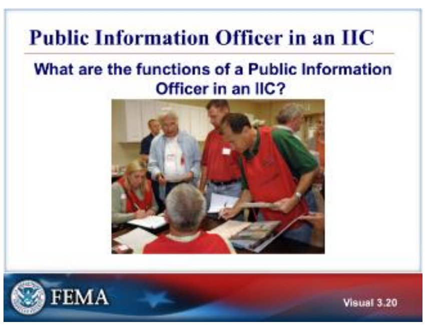
Visual 3.19

INCIDENT INFORMATION CENTER (IIC)

Incident Information Center (IIC).

- It is the official place and source where all requests for incident information are channeled, which relieves dispatchers and other incident personnel from the responsibility of responding to requests from the public and news media.
  - It is typically located near the phone bank.
- It is the place where accurate and timely incident information is compiled, organized, and disseminated to the public and news media—a common point of focus.
- It is the place where social media is monitored and messaging created and disseminated.

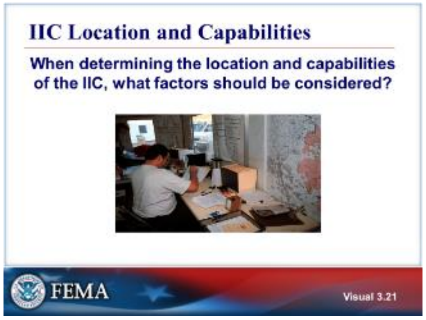
An IIC should be established when it becomes evident that the incident is likely to continue and there is going to be sufficient public and news media interest to require an expanded operation.



Visual 3.20

PUBLIC INFORMATION OFFICER IN AN IIC

What are the functions of a PIO in an IIC?



Visual 3.21

IIC LOCATION AND CAPABILITIES

The IIC should be located in a place where:

- An adequate number of direct line telephones are already in place, or can be readily installed.
- The ICP can be reached within a reasonable amount of time.
- The media and public can find it.
- You will not interfere with dispatchers and other incident personnel and they will not interfere with you.
- There is sufficient floor space, wall space, lighting, and access to tables and chairs.
- Computers, a copy machine, a fax machine, and internet connectivity are in place or are readily available.
- There is room to expand the operation if and when it becomes necessary.
    - If you are setting up the IIC for a unit or agency other than your own, check to see if there are any preexisting arrangements; there might be a facility already reserved and equipped to function as an IIC.

When setting up an IIC, it is important to:

- Arrange the room carefully to allow for foot traffic and maximize wall space.
- Situate the tables and chairs so information posted on the walls can be seen easily.
- Space telephones far enough apart so they will not interfere with one another.
    - Locate a phone reserved for internal use only apart from the other phones.
    - If necessary, provide a separate space and bank of phones for the media and the public, preferably in a different room.
    - In some situations, you may have to allow the media and public to use phones in the IIC.
- Post a map of the incident, preferably one with an acetate overlay so it can be updated, and an

incident status board (blackboard style or acetated overlay) where they can be easily seen by Information Officers using the phones.

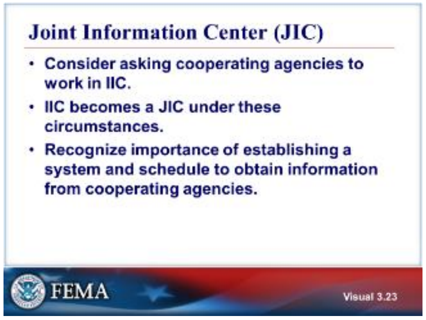
- Post a sign outside the IIC to direct the media and public.
- Post a bulletin board with incident information and a map outside the IIC to reduce foot traffic inside.
- Schedule IIC operating hours to accommodate the needs of the news media.
  - On some incidents, and in some media markets, it may be required to staff the IIC 24 hours a day.

Visual 3.22

SUPPLIES AND EQUIPMENT FOR IIC

Supplies can be ordered through the proper channels during an incident, but it may be several hours or even days before they arrive. It is much more efficient to have essential supplies assembled ahead of time and stored either at the facility that will serve as the IIC or in a kit that can be transported.

Equipment can also be ordered through the proper channels during an incident, but again it is preferable to have it assembled ahead of time and stored at the facility that will serve as the IIC. If you are asked to serve as a PIO for a unit or agency other than your own, try to gather as much equipment from that unit or agency as possible as soon as you arrive.



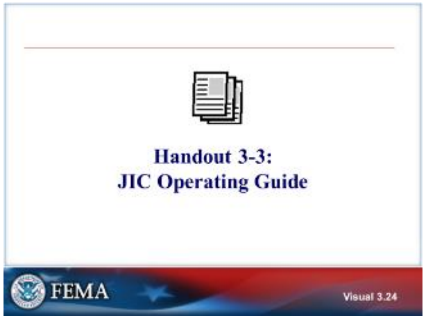
Visual 3.23

JOINT INFORMTION CENTER (JIC)

During emergencies, the public may receive information from a variety of sources. The JIC provides a location for organizations participating in the management of an incident to work together to ensure that timely, accurate, easy-to-understand, and consistent information is disseminated to the public. The JIC comprises representatives from each organization involved in the management of an incident. In large or complex incidents, particularly those involving complex medical and public health information requirements, JICs may be established at various levels of government. All JICs must communicate and coordinate with each other on an ongoing basis.

The National Incident Management System (NIMS) describes the following characteristics of a JIC:

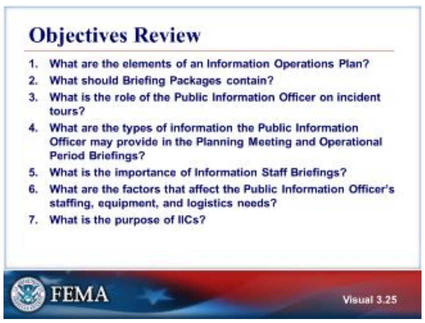
- A JIC may be established at each level of incident management—local, State, regional, national—as required.
- The JIC includes representatives of each jurisdiction, agency, private-sector entity, and nongovernmental organization involved in incident management activities.
- While collocating PIOs in a single location is ideal, the response system should accommodate multiple JIC locations when circumstances of the incident require it.
  - For example, multiple JICs may be needed for multiple, related incidents or a single, complex incident spanning a wide geographic area or multiple jurisdictions.
  - In other words, every Emergency Operations Center (EOC) has a JIC.
- Each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs, as well as with other appropriate components of Incident Command.



Visual 3.24

HANDOUT 3-3: JIC OPERATING GUIDE

Refer to Handout 3-3: JIC Operating Guide (Sample).



Visual 3.25

OBJECTIVES REVIEW

Unit Enabling Objectives

- List the elements of an Information Operations Plan for the information function.
- Explain the importance of briefing packages and identify what they should contain.
- Describe the role of the Public Information Officer regarding incident tours.
- List the types of information the PIO may provide in the Planning Meeting and Operational Period Briefings.
- Describe the importance of Information Staff Briefings.
- Identify the factors that affect the PIO’s staffing, equipment, and logistics needs.
- Describe the types and purpose of Incident Information Centers.

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Supplemental Materials

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Handout 3-1: When a Dignitary Visits Your Incident

The following steps may be used when responding to a request for a tour or initiating an invitation for a tour.

1. Determine which elected officials should be invited to tour the incident in coordination with the Agency Administrator (AA), Incident Command (IC), and local Public Information Officer (PIO).
2. Initiate the contact. Invite the officials to visit and provide them with incident information.
3. Notify the IC and security manager of the impending visit.
4. Confirm departure and return times and the specific areas the tour will cover.
5. Arrange for appropriate vehicle or vehicles.
6. Work with Air Operations Branch Director (AOBD) to arrange for appropriate aircraft, if needed. (Note the Federal laws that restrict use of public aircraft for this purpose.)
7. Assign a tour guide from the PIO Section who knows the area and can answer questions about the incident.
8. Provide all appropriate safety gear and present Safety Briefing.
9. Provide the tour guide with a list of dignitaries, showing the proper names and titles.
10. Determine whether security will be provided. If security personnel will be accompanying the dignitary, determine if they will be traveling in the same vehicle.

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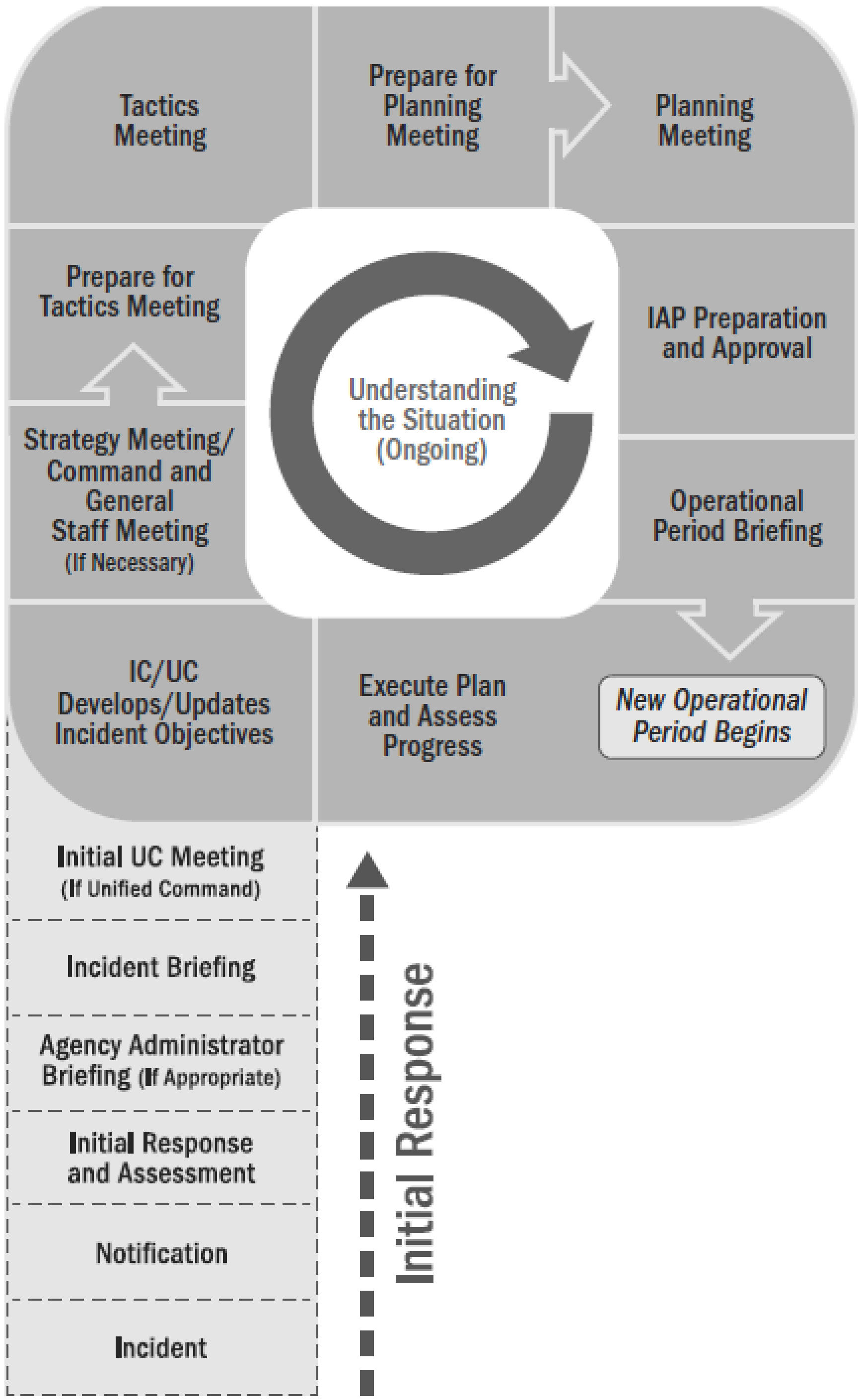
Handout 3-2: Operational Period Planning Cycle (Planning P)



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Handout 3-3: JIC Operating Guide (Sample)

JOINT INFORMATION CENTER OPERATING GUIDE - JULY 17 2003

______________________________ JIC Team Leader

______________________________ Reviewed by

______________________________ Recommended by

______________________________ Approved by

Table of Contents/Outline

I. Introduction

The San Bernardino National Forest Supervisor, on behalf of the Mountain Area Safety Team (MAST) and the Multiagency Coordination Group (MAC Group), requested assistance for development of an operating guide for implementation of a Joint Information Center. This active MAC Group has been composed of the agency administrators, however, this could evolve into the more traditional MAC Group whereby administrators delegate authority to their designees on their behalf. Mike Dietrich issued this request via a resource order for Judith Downing-Team Lead, David Olson, and Ken Palmrose. These three are the JIC Planning Team.

The critical reason for establishing this Joint Information Center is to respond to a major wildfire in the San Bernardino Mountains. These lands within San Bernardino County are always an area of high fire danger. However, in addition to this fire history, drought conditions along with insect infestations have caused fuel conditions to become extreme. This raises the potential for an escaped wildfire to threaten life and property. This center would also be available to respond if other types of incidents occur, natural disasters like flash flooding, earthquakes, etc.

Earlier in July, team members either personally met or had extended telephone conversations with numerous agency representatives. These meetings and/or telephone contacts provided much needed background information concerning the need for clear- cut JIC operating principles, guidelines, and recognizing interagency/organizational relationships, and meeting all agency and organizational expectations.

The Team arrived on July 9th and met with Mike Dietrich. On July 10th, the JIC Planning Team took an abbreviated tour of some of the areas of high mortality, met with ranger district representatives, and settled into their work site at Del Rosa Work Center.
On July 11th the JIC Planning Team met with the MAST Public Relations Team. MAST representatives provided their views of the JIC staffing, operation, management, and activation. Recommendations were made concerning Incident Management Team/MAST/Agency relationships with the Joint Information Center operation.

The discussions and meetings noted above, along with ongoing dialogues with various MAST and agency/organization members provide the basis for this draft Joint Information Center Operating Plan.

We propose, as agreed upon by the MAC Group, to establish a Joint Information Center to be located in Building Number 3, DFAS, at the corner of Mill Avenue and Tippecanoe, in San Bernardino, California.

II. JIC Definition/Purpose

A Joint Information Center (JIC) (sometimes referred to as a Joint Interagency Information Center) is an information facility that is the single point of contact during an ongoing major incident. Its primary customers are: the public directly affected by an ongoing incident; the general public, all agencies, organizations, individuals, and entities involved in or affected by the incident; elected and appointed officials at every level, and finally for all media whether local, regional, or national/international.

Implementing this Joint Information Center ensures emergency information is "spoken with one c1ear voice meeting the information needs of those mentioned above and has been coordinated and approved through the appropriate chain of command.

The JIC, which normally works for the IMT (Incident Management Team)," could see a somewhat different chain of command if the incident becomes a Presidential Declared Federal Disaster. The overall incident response then includes the Federal Emergency Management Agency (FEMA). The JIC could then be managed by FEMA or could remain as originally implemented. However, FEMA involvement could change the relationship between JIC and the IMT and some of the operations and responsibilities.

The JIC will have representatives from every agency/organization as represented in the MAST Incident Action Plan (IAP) as a minimum, adding JIC members as the complexity of the incident so dictates.

The Joint Information Center as described in the following draft document is designed to be responsive to a major wildfire comparable to the Oakland Hills catastrophe,

On rare occasions, such as when requested by FEMA, the JIC could also take on a role within the Disaster Recovery Center (DRC), providing information support to disaster relief agencies, organizations, and volunteer groups within the DRC who deal directly with the disaster victims and survivors.

III. Mission

"The Joint Information Center, through its cadre of agency, organization, and volunteer information officers will be the focal point for providing accurate and timely coordinated information concerning any wildfire within their jurisdiction. The overall goal is to provide a single point of contact where the public and the media can receive information. Part of this goal is providing JIC information to reduce or eliminate the loss of life or injury amongst members of the public and the firefighting community. JIC personnel are committed to aiding in the reduction of human suffering and providing whatever assistance they can/or the length of the wildfire catastrophe."

IV. JIC Organization

A. Roles/Responsibility Introduction

The Joint Information Center will report directly to the Multiagency Coordination Group (MAC Group), a group composed of participating agency administrators from the San Bernardino National Forest, California Department of Forestry and Fire Protection, San Bernardino County Fire. The MAC Group has recognized early on there must be one central place for information dissemination and coordination, where *all* participants are speaking with a single voice.

The JIC Center Manager, (sometimes referred to as the JIC Lead Information Officer) will receive general direction from the MAC Group. This direction is usually limited to non-operation matters and is based upon general concepts with broad overview. Matters affecting all agencies, as well as emerging issues that could affect the JIC operation will be referred to the MAC Group for guidance and/or resolution.

The Joint Information Center will encourage training opportunities whenever possible during activation. This encouragement applies to all agencies, organizations, and individuals who may be interested.

There will be a JIC Center manager responsible for the day-to-day operation of the center. If deemed necessary by MAC Group, there could be co-leads and/or a deputy Center Manager.

The JIC will contain six service areas. These are: 1. Community Information, 2. Media Relations, 3. Political/Elected Officials, 4. Disaster Services & Law Enforcement, 5. Internal Communications, and 6. Web Management. Each of these sections has specific areas of responsibilities both as JIC duties and also for those entities they represent. Each section will have a Section Manager or Lead information officer. One key day-to-day activity of this section Lead IIO wil1 be the coordination "up and down" the line of his/her respective service area. Specific staffing, roles/responsibilities, and coordination requirements are spelled out in more detail in chapter VII.

RECOMMENDA TION, Each Section Leader will develop protocols and document the daily coordination activities within his/her agency, organization, or volunteer group outlining all key contacts at all levels of their units. The very first contact should help determine whether subsequent contacts should be hourly, daily, every other day, or wildfire activity dependent. E.G., for the USFS, protocol might dictate a phone call as high as the Secretary's office, FS WO Office of Communications including Joe Walsh media manager, Rose Davis at NIFC, to South OPS, key individuals in the Regional Foresters office, RS Public Affairs, and of course the forest and ranger district level.

RECOMMENDATION, The MAC Group, in concert with members of the MAST PR Team should make their recommendations and/or selections for the JIC Section Leaders immediately. This will provide early opportunities for these Section Leads to develop their individual coordination protocols both from a political standpoint and also internally within the JIC. This would also provide opportunities to have staffing identified for each section before JIC activation.

V. JIC Activation

A. Appointing the JIC Manager

The following summarizes how the JIC manager will be activated from initial attack through JIC activation and into the incident through recovery. It has been recommended that an interim JIC Center Manager be identified before the JIC is activated. This could be based upon recommendations from the MAC Group and the MAST PR team. This person would most likely be interim and would be available for immediate activation 24 hours a day seven day per week at a moment’s notice. The interim lead could also be the permanent lead if directed by the MAC Group.

After arrival of an Incident Management Team, the IC, Team IIO, MAST PR representatives, interim JIC Manager, and MAC Group representatives will get together and take a look at the JIC Manager position. This group will then make the decision whether to bring in a permanent JIC lead," agree upon who this individual is, and place the order or retain the incumbent.

B. Transition Process

1. Initial Attack to IMT Arrival

When a wildfire breaks out in the MAST area of the San Bernardino National Forest, jurisdictionally, the Initial Attack Lead Information Officer for vegetation fires outside of Lake Arrowhead has been the USFS. A co-lead between the USFS and San Bernardino County occurs on fires inside Lake Arrowhead. In the Running Springs and Crest Forest Districts, the leads have been with their respective Fire Chiefs with the USFS as co-lead.

Identification of the initial attack Lead UO is important in the Joint Information Center establishment process. It is very important the three current agency Information Officers, from the County, CDF, and USFS know in advance which of them has the "'initial attack lead." This would enable them to know where to respond in the field or if all three should respond as they have one in the past.

RECOMENDATION: This is a question that needs resolution immediately. Who should be the lead IIO during initial attack? Should this decision be based upon jurisdiction where the fire starts?

As the fire goes beyond initial attack the Forest Service, County, and CDF all activate (to whatever extent is necessary based upon the incident) information centers dealing with that first "onslaught" of publics and media.

RECOMMENDATION: The three agencies will not have information centers that are of the scale of the JIC. Ibis means the large information centers with heavy resources for the three information centers, or place resource order for additional phone banks, computers, copiers etc. Use local resources to respond to this initial media/public onslaught at all three locations. This may include dropping phone lines at info centers containing the traditional public contact lines. Switch to the JIC as activated. One of our primary goals is to have the JIC activated and operating within 6 hours.

Everyone has agreed the timing of the JIC activation should err on the side of immediacy. The MAST PR team members with traditional information centers in the past have agreed to "roll" initial attack information resources over to the JIC immediately upon JIC activation.

RECOMMENDATION: The JIC will be activated at the same time ANY incident management team is ordered by the Agency Administrators. If the interim JIC Manager and Section Leads have been pre-identified, they will be ordered at the same time.

The JIC will operate under the overall guidance and direction of the MAC Group. This will help ensure a smooth information flow amongst all entities, provide a timely venue for the resolution of issues, and finally, MAC Group oversight would enable agency leadership to see and understand firsthand interagency coordination accomplishments. MAC Group members will rely heavily upon the abilities of whoever is the Joint Information Center Manager.

If for some reason the incident does not materialize into a "project" fire, all individuals involved with JIC activation wil1 have the advantage of on-the-job training in the process of JIC activation.

When the JIC is activated, a JIC Manager (Lead JIC Information Officer), either with a co-lead or by his/her self will report onsite immediately.

2. IMT Briefing

RECOMMENDATION, The Delegation of Authority, as provided in FSM 5132.03, should out1ine the authorities of a1l incident information entities including the role of the JIC. If Unified Command has been agreed upon by the involved agencies, operational procedures that meet each agency's needs will be discussed and if appropriate documented in said Delegation of Authority.

This briefing may also include other members of the MAC Group. MAC Group attendees may wish to express their Incident Information and JIC concerns and needs at this time or provide them in writing.

3. IMT Team Briefing-JIC

RECOMMENDATION: Immediately fo11owing the transition meeting, the IMT, Forest PAO, and the three Mast PR Team members will meet with the JIC Lead JIO and discuss the roles and responsibilities of the JIC. Additionally, Unified Command and MAC Group roles will be discussed as these roles relate to the operation of the JIC, including staffing, and designation of a JIC Center Manger or

IJO. This is especially critical, since as mentioned previously, the JIC will operate under the direction of the MAC Group.

It is important to underscore the fact that the JIC will work directly with the IMT much the same as has occurred historically with traditional information operations, and wil1 act as a conduit for approved incident information.

During this meeting, it has been previously agreed that this group would discuss the interim JIC Manager position (during initial attack). Would the interim JIC Leader remain, and if so in what role? What are the thoughts of the IMT IJO on who should fill the lead for the Joint Information Center both in the short and long-term?

Discussions should also center on releases of information concerning evacuations, injuries and fatalities (public and within the firefighter community). Another critical outcome of this meeting is to reach a common understanding concerning information release, press conferences, media management, and approving authorities.

VI. JIC Sections and Implementation

JIC Center Manager(s)

Roles and Responsibilities

The JIC Center Manager is the overall Lead Information Officer. The JIC Center Managers(s) could end being designated as a lead spokesperson for non-tactical operations of the incident. The Center Manager will insure staffing, under unified command meets the needs of the IMT, the public, and the agencies/organizations.

For example, immediately identify the number of co-leads needed for a 24 hour operational period at the JIC Manager level and the Section Lead level. The JIC Manager(s) are responsib1e for the coordination and management of the center. It will be their responsibility to ensure staffing levels are adequate, equipment needs are being met, health and safety issues are resolved, and the needs of the IMT are being met. The JIC manager(s) will take broad direction from the MAC Group.

Community Information Section

The Community Information section will share and disseminate information of interest to local and regional communities related to wild land fire activity within San Bernardino County that involves lands within towns, county, state, and federal jurisdictions. It has six primary responsibilities:

1. Respond to citizen inquiries - Serve as another primary immediate contact for regarding the incident. Refers as appropriate requests for information to other JIC sections, or an IMT.
2. Coordinate with IMT's - Coordinate 1th IMT to determine roles and responsibilities for personal or indirect contacts at the community level. It is anticipated the IMT Information Officer would fulfill the "trap line" role and arranging community meetings. Assist the IMT with phone trees, development of 800 number(s), or other agreed upon community contacts tasked to the JIC.
3. Web Based information- Coordinate with the JIC website manager to provide a centralized and consistent information source for the community on fire related actions and activities.
4. Fire Safe Councils -Utilize established phone/e mail "trees" to directly communicate summarized information obtained from an IMT or other sources.
5. Volunteers - In conjunction with IMT or Unified Command partners list and coordinate the placement of volunteers.
6. Internal Agency/Organizations - Ensure information developed is distributed to the JIC Internal Information Section.

Staffing

Upon activation, the Community Information Lead wil1 coordinate with the JIC Manager and/or an IMT on a preliminary staffing level of IO with a preliminary full staff level at 15. Staffing levels will consider all agency/partner representation when possible.

As a minimum, staff with a specialist officer, federal (USFS), state (CDF), San Bernardino County Fire, San Bernardino County Sheriff, and a Fire Safe Council representative at initial activation. Consider adding a social science specialist at initial activation. Further staffing will occur as determined by the IMT in consultation with the JIC manager.

The Community Section Lead should be a qualified Incident Information Officer or Public Affairs Specialist with extensive wild land fire background working in community environments. The MAST public affairs group suggested these as leaders:

- Tricia Abbas (USFS)
- Laura Dyberg (Fire Safe Member) Steve Ferris (CDF)

Roles and Responsibilities

- The JIC community section lead (Manager) ensures accurate and approved information is coordinated with the IMT prior to public dissemination of incident information.
- The Manager and staff has delegated authority to talk directly with community contacts and public inquiries upon an agreed upon system at the IMT transition meeting. Guidelines for direct interaction are to use approved information from IMT and/or statutory agencies, direct cal1ers to the IMT or proper authorities as appropriate or refer the caller to another section.
- Provide logistical support to the IMT for community meetings, or other community events.
- Directly provide communities with information as appropriate outside the incident's delegation of authority area
- Use a fax/e-mail list or phone tree to forward incident updates directly to key community contacts, within the IMT delegated area.
- Establish connections with mental health disaster advisors and other social scientists.
- Develop an agreement or protocol for involving a Critical Incident Stress Team with JIC personnel if such needs become necessary.
- Develop a volunteer directory and volunteer placement needs. Coordinate this with other appropriate agencies and JIC Sections.

Coordination

Close coordination with the IMT, Disaster Assessment Team, and Evacuation Centers/Shelters, TIC Disaster Service Section, State/County OES, and agency line officers or directors is essential.

The Section manager coordinates very closely with the IMT Information Officer on community relations to meet their needs and avoid duplication of community information. A task list for each day's planned community events is developed or information is transmitted between the IMT and JIC community section. Any questions about community events or situations should be facilitated through the IMT Information Officer.

Facilities and Supplies

RECOMMENDATION - Establish ASAP through Fire Safe Councils a phone tree contact list, or other source's mailing lists for direct information feeds. Use this as a reference guide at the JIC.

RECOMMENDATION - Develop a Desk Guide on community key contacts by end of July using the input of line officers, agency administrators, MAST Public Affairs representatives, agency staff, etc.

RECOMMENDATION - Immediately develop JIC workstations for a minimum of 11 personnel with an expansion capability of 15 workstations. Establish a primary phone line, an unpublished phone line, and a rolling ring system for the public number.

Reports

All reports, fact sheets or other information should be concise and approved by the JIC manager prior to public release.

Briefings and Hearings

The IMT will have responsibility for any community briefing or hearing. JIC will provide support to them. JIC may recommend community briefing sites or times.

Media Relations Section

The Media Relations section is a primary media contact for information summarizing or highlighting wild land fire activity within San Bernardino County. Each agency represented will respond as a JIC Information Team member. It has 5 primary responsibilities:

1. <u>Coordinate with IMT Incident Information Officer</u> - JIC will serve as a support unit for an IMT Information Officer. Information dissemination is through coordination with that Information Officer, but JIC has delegated authority to issue news releases independent of the IMT.
2. <u>Coordinate with Emergency Service sections</u> - Serve as a support for County Sheriffs, Law Enforcement agencies, road management agencies, and Office of Emergency Services sections. Information is gathered from those units based on their approval of releasable information. It is summarized and disseminated through consultation with the Information Officer or the MAC Group.
3. <u>Respond to media inquiries</u> - Provide the media with current approved information received from the Incident information Officer or other statutory agencies.
4. <u>Video Contractor</u> - Coordinate with the IMT and provide supervision for a video contractor to document an event.
5. <u>Daily Summarized Update</u> - Prepare and disseminate to other JIC sections and MAST partners a daily-summarized update regarding the current incident status.

Staffing

Upon activation, the Media Relations Lead will coordinate with the JIC Manager and/or the IMT Information Officer on an initial and adaptable final staffing level of agency/partner representatives.

RECOMM ENDATION: Minimum staffing upon activation will include an information office, federal (USFS), state (CDF), San Bernardino County Fire, and San Bernardino County Sheriff Information Officers. *A* full minimum staff should consist of 6 information officers through a 24- shift period. Further staffing will occur as determined by the IMT information officer in consultation with the JIC manager.

The lead Media Relations officer should be a qualified Incident Information Officer equal to a Type 1 qualification with extensive wild land fire experience and ideally with structure loss expertise.

The MAST public affairs group suggested the following potential leads:

- Jim Wilkins (CDF)
- Karen McKinley (USFS)
- Pat Boss (USFS)
- Rick Voght (CDF)

Roles and Responsibilities

- The media relation's lead officer (manager) ensures accurate and approved information is coordinated with the IMT Information Officer (or designated staff) prior to public dissemination of incident information.
- JIC has delegated authority to develop regularly scheduled and timely news releases for periodic dissemination through fax/email lists.
- New releases are developed based upon approved statutory agency guidelines, and have either the IMT Information Officer, MAC Group or on site JIC interagency representatives review a draft news release. The release will be transmitted without such a review if time constraints warrant.
- Press conferences may occur at JIC through the direction and leadership of the IMT or agency administrators (MAC Group).
- JIC media staffers have delegated authority to respond independently of the IMT or interagency cooperators to any media reporter through telephone, television interviews or e-mail requests.
- Utilize research scientists, develop background reference material, and develop feature stories with IMT review and concurrence.

- The section manager will ensure that MAST partners have established "roll-over" procedures for transferring media callers from their facility to the JIC. JIC will ensure that MAST partners receive timely news releases and fact sheets, so they can respond to media inquiries if necessary with consistent information.
- South Ops will receive news releases or requested information to facilitate coordination and consistent information. South Ops will share information with the JIC as appropriate.
- News releases will be provided to all JIC section leaders.
- For US Forest Service representatives, WO Media Desk approval is not needed for interviews with national media during fire emergencies.
- Talking points, however, should be coordinated though the IMT and MAC Group.
- Obtain and supervise a video documentation team during an incident.

Coordination

Close coordination with the IMT, MAC Group, Disaster Assessment Team, Evacuation Centers/Shelters, State/County OES, and South Ops is essential. The JIC manager or media relation leader will establish communication channels with these and other appropriate agencies to coordinate information releases.

Fatality Event

Consult the guidelines provided in the Agency Administrators Guide to Critical Incident Management (PMS 926/NFES 1356), a publication of the National Wildfire Coordinating Group (NWCG). Coordinate communications regarding a fatality event with the JIC manager, IMT and MAC Group for specific procedures and assignment of roles/responsibilities,

Structure Loss

The Damage Assessment Team, IMT or MAC Group will provide information to the JIC manager as quickly as possible regarding extent of structure loss. 1f information is not immediately available, the JIC manager will provide the name/contact information, which the media can call to determine the status of structures. The IMT and JIC will work closely together when planning release of information about structures.

Evacuations/Road Closures

The statutory agency will take the lead through its JIC involvement with coordinating the release of current information. The lead statutory office must confirm information prior to the release of public information.

Facilities and Supplies

RECOMMENDATION - Immediately develop JIC workstations for a minimum of 10 personnel. Establish a primary phone line, two unpublished lines, and a rollover system for the public number. Obtain a programmable fax machine immediately.

RECOMMENDATION - Publicize to media and cooperators the JIC telephone number and likely staffing schedule for large incident activity.

RECOMMENDATION - Immediately develop desk guides of media contacts obtained from MAST Public Affairs representatives.

RECOMMENDATION - Immediately prepare the JIC media section to replicate the San Bernardino National Forest media center so if can become immediately operational. Include televisions, recorders, cable service, and radio scanners, fax machines, telephones, and cordless handsets, and erase boards, maps, computers/printers and office supplies.

Political/Elected Officials Section

This section supports an IMT and the MAC Group to provide information to county, state, and federal elected officials and agency leaders. Information is disseminated using approved incident updates, referrals to statutory key contacts, and briefing papers through coordination with a Unified Command or MAC Group organization. It has 4 primary responsibilities:

1. Clearinghouse - Provide timely information to the agency directors, and Congressional, State, and County elected officials or aides. Close coordination is essential between IMT, Agency Directors, Unified Command, South Ops, and/or the MAC Group.
2. Briefing Reports - Develop and provide approved briefing documents to either inform or respond to information requests.
3. VIP tours- Provide support for IMT on coordinating and developing VIP tours.
4. National/State Briefings - Be the lead to alert federal, state, and county high level elected officials, agency executive directors or agency headquarters information offices with breaking news or significant issues. Specific protocols will be designed as the incident evolves.

Staffing

Upon activation the JIC elected official section lead officer will coordinate with the JIC manager and/or the MAC Group or IMT Information Officer on an initial the appropriate staffing level of agency/partner representatives.

RECOMMENDATION: Minimum staffing upon activation will include an information specialist, federal (USFS), state (CDF), San Bernardino County Fire (OES) Information Officer. Staffing as the incident progresses is subject to expansion based on the agencies involved in the incident. These staff members will need to work closely with the other JIC sections regarding road closures (CALTRANS), evacuation (SHERIFF) and fatalities (CORNER).

The elected official section leader should be a qualified incident information officer should have an understanding of wild land fire, but most importantly ability to understand and communicate politically sensitive issues.

Potential 1eads are a Forest Service Public Affairs Officer, San Bernardino County Fire (OES) PAO, CDF PAO or Legis1ative Affairs Officer, or a County PAO.

RECOMMENDAT10N: The MAC Group make's an immediate decision on a section leader, and/or co-leader.

Roles and Responsibilities

- The Lead officer (manager) ensures accurate, timely and approved information is coordinated with the IMT Information Officer (or designated staff) and/or the MAC Group for dissemination to elected officials.
- Prepare briefing papers and responsive letters for submission to elected officials through coordination with the MAC Group.
- Coordinate IMT support needs for VIP/elected official's visits. IMT's have primary responsibility for coordinating on-site visits. JIC would support that event as requested.
- Directly call or meet with elected officials (coordinate with IMT's and MAC Group) to resolve issues, clarify information or be responsive to inquiries.
- Each JIC agency representative develops and documents protocols for coordination at all levels of their organization and their political contacts. Ensure prompt notification occurs for breaking and significant issues.
- South Operations will continue to transmit information to key federal and state inte11igence outlets. JIC will transmit information to the information sides of federal, state, and county outlets.

Coordination

Close coordination with MAC Group, IMT's, South Operations, and statutory agencies is essential to successfully provide accurate and timely information to elected officials and agency leaders. The JIC manager or JIC political/elected Lead will establish communication channels with these and other appropriate agencies to coordinate briefings or responses to issues.

RECOMMENDATION: Establish a liaison person at JIC to work directly with South Ops. Establish an information person with the IMT to be directly at the incident to convey information to JIC.

Facilities and Supplies

RECOMMENDATION: Develop a key contact list with names, telephone numbers, e-mails, addresses of all town, city, county elected officials along with state representatives and congressional representatives in the MAST area of influence. Establish MAST agency headquarter offices addresses and key contacts for forwarding information regarding incident Developments or unique situations regarding elected official contacts.

RECOMMENDATION: Immediately develop JIC workstations for a minimum of three people. Establish a primary phone line, rollover phone system for the public lines, and two unpublished lines.

RECOMMENDATION: Develop a JIC masthead for news releases and correspondence.

Disaster Services and Law Enforcement Section

The Disaster Services and Law Enforcement section supports IMT's, statutory evacuation or road management agencies, public service agencies or other organizations to provide information regarding evacuations, damage assessment teams, casualty teams, and public services. Information is gathered and disseminated using approved incident updates from delegated or statutory units. It has 2 primary responsibilities:

1. Clearinghouse - Serves as a clearinghouse for information flows using information received from statutory information officers, or directors.
2. Web Information - Provide cleared/approved information to the JIC web manager for posting on the website.

Staffing

Upon activation this Lead JIC Officer coordinates with the JIC manager, or MAC Group, or an IMT information officer to develop an initial and adaptable final staffing level of agency/partner representatives.

RECOMMENDATION: Minimum staffing upon activation includes an information specialist, federal (USFS), state (CDF), San Bernardino County Fire, San Bernardino County Sheriff, Cal Trans, CHP, County OES, Southern California Edison, and Red Cross Information Officer. A minimum staff should consist of 10 information officers through a 24-hour shift.

The lead officer should be a qualified Incident Information Officer equal to a Type 1 qualification with extensive wild land fire experience and ideally with structure loss or evacuation experience.

MAST suggested these names for lead officer: Ivy Estrada (CALTRANS), Lee Nuez (CHP)

Roles and Responsibilities

- The lead officer (manager) ensures accurate and approved information is coordinated with the IMT information Officer (or designated staff), statutory agencies and the damage assessment team.
- Through a clearinghouse role prepare and provide information regarding evacuations, road closures, and structure damages to directly respond to information requests.
- Prepare fact sheets for public dissemination. Either the JIC manager or a MAC Group representative should review public release of information.
- Damage Assessment Team-Assign an information officer directly to this team to obtain and distribute information pertaining to this team's reviews.
- Evacuation and Road Status-The Disaster Service/Law Enforcement JIC leader ensures all JIC sections receive key information for their use. This information can be shared directly with the public or media by any JIC section.
- Obtain animal damage or lost pet consultation experts to prepare briefing papers and respond to inquiries.
- Work closely with the JIC media and community relations sections to broaden the flow of information regarding disaster operations and situations.
- Coordinate news conference needs through the JIC media leader.
- Develop a response plan for mass trauma (fatalities, structure loss) in conjunction with MAC Group, IMT's and other JIC sections.
- Coordinate with Red Cross disaster service representatives to obtain evacuation center information and assistance.

Coordination

Close coordination with the IMT, Disaster Response Team, Red Cross, CalTrans, CHP, County Sheriff, County OES, and other JIC sections will be essential. A fact sheet should be frequently developed or updated to share information with all JIC sections to ensure information accuracy and consistency.

Facilities and Supplies

RECOMMENDATION: Establish a template for the fact sheets listing responsive agencies and a JIC masthead.

RECOMMENDATION: Immediately develop JIC workstations for a minimum of l O personnel. Establish a primary phone number, 3 unpublished numbers and a rollover system for the public phones.

Web Management

The Web section develops a JIC web page to aggregate information received from an IMT and other sources. It links the page to local, county, state, and federal agencies or organizations. It has 3 primary responsibilities.

1. Clearinghouse - Maintain and update information to provide a centralized and consistent information source on fire related actions and activities. Information posted will be obtained through 209's, incident fire updates, law enforcement updates, and other sources that have been approved by the statutory authorities involved with the given information topics. Written and graphic information will be generated and posted
2. Links - Establish links with cooperators and partners involved with the incident.
3. Reference Material - Create background or reference material and post upon approval of the IMT Information Officer.

Staffing

Upon activation the section leader (manager) coordinates with the JIC manager and/or subsequent arriving IMT on web page operations.

Initial minimum staffing should consist of two webmasters. Further staffing will occur as determined by the IMT information officer in consultation with the JIC manager.

Roles and Responsibilities

- The JIC section lead ensures accurate and approved web site information is coordinated with the IMT, MAST partners, incident cooperators and MAC Group.
- The webmasters will maintain the site on a 24/7 basis. Include all appropriate links related to incident actions and effects.
- Design a JIC masthead for the website. Coordination
- Close coordination with JIC sections and incident partners is essential. Information obtained should be reviewed prior to placement on the web by the statutory agency or IMT Information Officer.
- Designate a web savvy information officer to work with web JIC section and to liaison with community web opportunities.

Facilities and Services

RECOMMENDATION: Obtain a server and web-based equipment immediately ensuring it is linked electronically.

RECOMMENDATION: Immediately detail a web savvy information officer to work with layout needs for the web with ESRJ so it will be functional with activation.

Internal Section

The Internal section ensures information is shared with JIC agency employees and incident or established partners. It has four primary responsibilities:

1. Agency Information - Provide directors, line officers, agency information officers and cooperators with regular, timely and accurate status reports on conditions related to the incident(s). These reports will be reviewed by the Center Manager and will primarily summarize information received from an IMT and other statutory agencies.
2. Partner Information - Provide status reports to partners, such as fire safe councils, rural fire departments, and MAST or current incident cooperators
3. Documentation - Establish a documentation section for the JIC and prepare daily documentation records.
4. Dedicated Liaisons---Establish dedicated staff person to interact with County OES-EOC and South Ops

Staffing

Upon activation the section Leader will coordinate with the JIC manager and MAC Group on an initial and adaptable staffing level.

A minimum of a federal (USFS), state (CDF) and San Bernardino County Fire initially activate this section.

The section leader should be a qualified information officer or Public Affairs Specialist with extensive communication skills. MAST initially suggested these section leaders: Jim Wilkins (CDF)
Ken Munsey (SB Co) Melody Lardner (USFS)

Roles and Responsibilities

- The JIC leader (manager) ensures accurate and approved information is coordinated with the IMT Information Officer (or his/her designee).
- The section works closely with the JIC community information section to coordinate information flows to rura1 departments and sites.
- Provide timely (minimum of two per day) updates to MAST partners and incident cooperators home units. Special emphasis should be put on transmitting information to public contact personnel at these units.
- Develop and utilize e-mail and fax addresses for information transmission.
- Establish documentation procedures and document the entire JIC operation.

Coordination

Primary coordination is with cooperators home units and other sites related or effected by the incident.

Facilities and Supplies

RECOMMENDATION: Immediately establish a list of contact points/personnel using input from the MAST Public Affairs group.

RECOMMENDATION: Design a business card for use by JIC staffers listing the JIC, phone number and a JIC logo.

RECOMMENDATION: Develop a JIC logo through a graphic designer.

VII. RECOMMENDATION SUMMARY

There are numerous recommendations throughout this document, some were offered by the MAST PR Team while others resulted from discussions amongst members of the JIC Planning Team. What fo11ows are key recommendations, followed by tactical/implementation recommendations for each JIC Section.

A. Overall Recommendations

A decision needs to be made ahead of time as to what agency should be the lead for information during initial attack and as the incident progresses.

The MAC Group, in concert with members of the MAST PR Team and the Forest PAO should make their recommendations and/or selections for the JIC Center Manager(s) and JIC Section Leaders immediately. This will provide early opportunities for these Section Leads to develop their individual coordination protocols both from a political standpoint and also internally within the JIC. This would also provide opportunities to have staffing identified for each section before JIC activation.

Each Section Lead Information Officer will develop protocols and document the daily coordination activities within his/her agency, organization, or volunteer group outlining all key contacts at all levels of their sections. The very first contact should help determine whether subsequent contacts should be hourly, daily, every other day, or wildfire activity dependent. E.G., for the USFS, it could be, protocol **might** dictate a phone call as high as the Secretary's office, FS WO Office of Communications, NIFC, to South Operations, key individuals in the Regional Foresters office, R5 Public Affairs, and of course the forest and ranger district level.

Strongly consider activating the JIC at the same time Type 1 or 2 incident management team is ordered by the Agency Administrators. This would be heavily dependent upon fire location, rate of spread and resource threats. If the interim JIC Manager and Section Leads have been pre-identified, they will be ordered at the same time.

The three agencies, USFS, CDF, SB Co. Fire will not implement information centers that are of the scale of the JIC. This means not placing resource orders for additional phone banks, computers, copiers etc. Use local resources to respond to this initial media/public onslaught at all three locations. This may include dropping phone lines at info centers containing the traditional public contact lines. Switch to the JIC as activated. One of our primary goals is to have the JIC activated within 6 hours.

As soon as possible, the IMT, Forest PAO, and the three Mast PR Team members will sit down with the JIC Lead BO and discuss and document the roles and responsibilities of the JIC. Additionally, Unified Command and MAC Group roles wi11 be discussed as these roles relate to the operation of the JIC, including staffing, and designation of a JIC Center Manger or 110. This is especially critical, since as mentioned previously, the JIC will operate under the direction of the MAC Group. This meeting should occur immediately following the IMT transition of authority meeting.

Develop an MOU to document the MAC Group operation and oversight of the JIC, and a separate document to outline financial agreement.

Consider a drill/training exercise that will provide JIC Management the opportunity to verify the precepts of this guide, make necessary corrections, and bring all participants up to the same operating level.

Bring in resources to implement the next phase of JIC development-a team of four to six information officers to help accomplish tactical tasks.

Engage the Red Cross in the development of the next phase of JIC implementation. The MAST public relations group may want to consider establishing '"low-level" JIC to help them deliver their information programs relating to ongoing mitigation and fire prevention activities.

B. Functional Recommendations

1. Community

- Establish ASAP through Fire Safe Councils a phone tree contact list, or other source's mailing lists for direct information feeds.
- Use this as a reference guide at the JIC.
- Develop a Desk Guide on community key contacts by end of July using the input of line officers, agency administrators, MAST Public Affairs representatives, agency staff, etc.
- Immediately develop JIC workstations for a minimum of 8 personnel. Establish a primary phone line, an unpublished phone line, and a rolling ring system for the public number.

2. Media Relations

- Minimum staffing upon activation will include an information office, federal (USFS), state (CDF), San Bernardino County Fire, and San Bernardino County Sheriff representatives. A full minimum staff should consist of 6 information officers through a 24-shift period. Further staffing will occur as determined by the IMT information officer in consultation with the JIC manager.
- Immediately develop JIC workstations for a minimum of 10 personnel. Establish a primary phone line, two unpublished lines, and a rollover system for the public number. Obtain a fax machine immediately.

- Publicize to media and cooperators the JIC telephone number and likely staffing schedule for large incident activity.
- Immediately develop desk guides of media contacts obtained from MAST Public Affairs representatives.
- Immediately prepare the JIC media section to replicate the San Bernardino National Forest media center so if can become immediately operational. - Include televisions with recorders, cable service, radio scanners, fax machines, telephones, erase boards, computers/printers and office supplies. Order via contract a podium (riser) and a lectern. The lectern should have a working surface with light.

3. Political/Elected Officials

- Minimum staffing upon activation will include an information specialist, federal (USFS), state (CDF), San Bernardino County Fire representative. Staffing as the incident progresses is subject to expansion based on the agencies involved in the incident. These staff members wil1 need to work closely with the other JIC sections regarding road closures (CALTRANS), evacuation (SHERIFF) and fatalities (CORNER).
- The MAC Group make's an immediate decision on a JIC leader.
- Develop a key contact list with names, telephone numbers, e-mails, addresses of all town, city, county elected officials along with state representatives and congressional representatives in the MAST area of influence. Establish MAST agency headquarter offices addresses and key contacts for forwarding information regarding incident developments or unique situations regarding elected official contacts.

- Immediately develop JIC workstations for a minimum of three people. Establish a primary phone line, rollover phone system for the public lines, and two unpublished lines.
- Develop a JIC masthead for news releases and Correspondence.

4. Disaster Services/LE

- Minimum staffing upon activation includes an information specialist, federal (USFS), state (CDF), San Bernardino County Fire, San Bernardino County Sheriff, Cal Trans, CHP, County OES, Southern California Edison, and Red Cross. A minimum staff should consist of 10 information officers through a 24-hour shift.
- Establish a template for the fact sheets listing responsive agencies and a JIC masthead.
- Install JIC workstations for a minimum of 10 personnel.

   a. Web Management
      1. Obtain a server and web-based equipment immediately ensuring it is linked electronically.
      2. Immediately detail a web savvy information officer to work with layout needs for the web with ESRI so it will be functional upon activation.
   b. Internal
      1. Immediately establish a list of contact points/personnel using input from the MAST Public Affairs group
      2. Design a business card for use by JIC staffers listing the JIC, phone number and a JIC logo.
      3. Develop a JIC logo through a graphic designer.

VIII. TURN KEY IMPLEMENTATION TACTICS

The following are tactics that MUST be implemented or considered immediately to get the JIC up and running. They are based upon several meetings and conversations with representatives from the MAST PR Team, South Ops, San Bernardino NF employees, and discussions amongst the JIC planning team.

Parking

At the JIC building, a parking system needs to be identified for Sate11ite trucks, working staff, media, and visitors.

Telephones/Radios

- Walk around telephones with lights and turn off ringers
- There will be no 1-800 number for JIC
- The existing 1-800 will continue at the Big Bear Valley Fire Safe Council site
- Roll over the existing USFS and SB Co fire media and public numbers to the JIC
- If the above cannot be done, JIC will obtain and publish its own media and public telephone number(s)
- The public phone goes to the Community Section and wi11 roll over within; there are 11 lines available now with 15 available lines would be optimum
- The media lines are a straight roll-over within the Media Section, there will be eight incoming and two reserved for outgoing calls
- All JIC Sections that have direct phone lines will have some type of voicemail capability for after-hours calls if staffing goes from 24 hours per day to less-and for use when all phones are busy
- Four programmable scanners

Equipment Needs

- Need two fax machines for incoming and two for outgoing (4 total)?
- White Dry Eraser Boards (8 large) and numerous smaller
- SB Co may have chairs need 48-desk type and 120 meeting chairs and 12 meeting tables
- IO Flipchart/easel/whiteboard combination
- 80-120 folding chairs
- One large lectern similar to the one in the Del Rosa Conference room
- Four TVs 2I" and one large screen
- One power point projector /with video/TV input capabilities and 72" screen
- One 12-foot-long, six-foot-deep and one-foot high riser for media briefing
- Six smaller four by six foot and 18 inches high risers for TV cameras
- One color photocopy and one b/w copy machine-heavy duty
- One refrigerator and microwave for the break room
- 10 ice portable ice chests
- One ice machine
- Two plain wall clocks
- Large map board with paper sticky capabilities

Personnel Needs

- Identify a minimum of two "runner" for JIC to update info boards

- Need a rollout or "push" list for JIC identifying O-numbers by agency
- Need to establish a dispatch or tone-out to call out JIC staffers
- Consider identifying a satellite coordinator
- Identify an Administration support needs and team members

Computer/Software Needs

- Ensure Internet access available at all workstations
- Check with Lucy at County as they may have numerous available computers
- Need 48 work desktop computers and three b/w and one-color printer
- Need to check server needs and interagency compatibility
- Check to see if WINFAX program will be compatible
- Have business card software and business card sheets with a preset design for the JIC arrives

The JIC tactical coordination to date (July 16th) is as follows:

Eric Sweetman, San Bernardino National Forest, was briefed on equipment and supply needs on July 15th. He will begin to acquire the equipment and supplies requested on the list identified through discussions with the MAST Public Affairs group and the JIC planning team.

He will also contact Tracy Martinez at San Bernardino County Fire on acquiring excess computers and chairs.

He was asked to have enough workable office equipment and supplies in p1ace by the end of July to make the Center functional. He indicated he would begin work on the request immediately.

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Unit 4: Developing a Communications Strategy

STUDENT MANUAL

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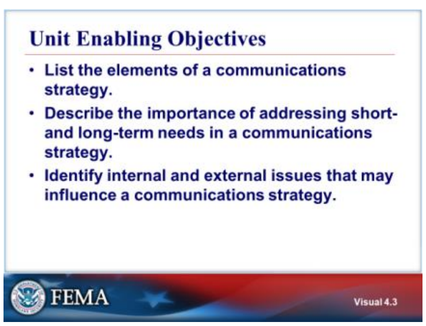
Visual 4.1

UNIT 4: DEVELOPING A COMMUNICATIONS STRATEGY

Visual 4.2

UNIT TERMINAL OBJECTIVE

Develop a communications strategy for disseminating incident information.



Visual 4.3

UNIT ENABLING OBJECTIVES

- List four elements of a communications strategy.
- Describe the importance of addressing short- and long-term needs in a communications strategy.
- Identify internal and external issues that may influence a communications strategy.

Visual 4.4

ELEMENTS OF A COMMUNICATIONS STRATEGY

- Introduction: summarize the incident
- Communication goals and objectives
- Target audiences
- Key messages and talking points
- Communication methods
  - How are you getting your message out? Trapline, radio, congressional briefing, etc.
- Action items, assignments, and timelines
- Who? What? When? Where? Why?
- Could be as short as one page

Visual 4.5

COMMUNICATION GOALS AND OBJECTIVES

Without clear and specific outcome measures, communication can lack direction and effect. Goals can be broad statements that describe the purpose and meaning of the task. Objectives are those things that lead to the accomplishment of your goals

Visual 4.6

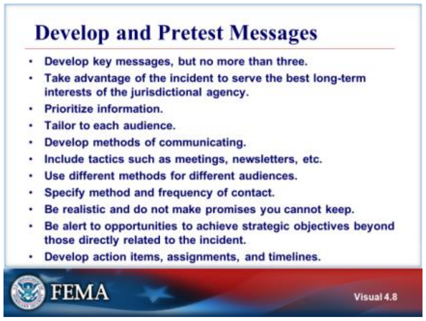
LONG-TERM IMPLICATIONS

Your primary mission is communications, but your policies and actions may have long-term implications.

Visual 4.7

IDENTIFY TARGET AUDIENCES

Ask local officials which audiences you should speak to. They will be able to identify ones that you would never think of yourself. They can also help you to determine which media to go through (newspapers, newsletters, etc.).



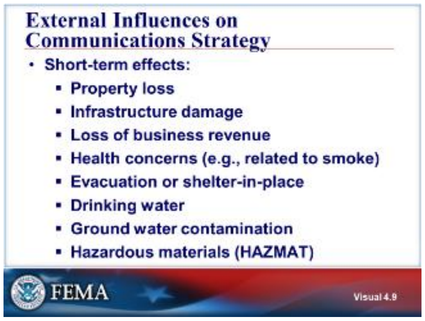
Visual 4.8

DEVELOP AND PRETEST MESSAGES

- Develop key messages, but limit to three.
  - Three is a rule of thumb not an absolute rule, the PIO must use his or her judgement based on experience and the situation, to develop appropriate messages.
  - In your plan, you might write six or so, but do not give the Incident Commander more than three.
  - Develop talking points from your key messages.
- Take advantage of the incident to serve the best long-term interests of the jurisdictional agency, such as working with the local emergency planning committee (LEPC) and first responders.
- Prioritize information.
- Tailor to each audience:
  - Children (such as avoiding contaminated sites; affirm the safety message)
  - Adults (such as resource protection)
  - Environmentalists (such as species protection)
- Develop methods of communicating.
- Include tactics such as meetings, newsletters, etc.
- Use different methods for different audiences:
  - Briefing papers
  - Fact sheets
  - Newsletters
  - News releases
  - Posters
  - Video/radio
  - Internet Web pages and/or social media platforms
- Specify method and frequency of contact.
- Be realistic and do not make promises you cannot keep.

- Be alert to opportunities to achieve strategic objectives beyond those directly related to the incident.

Develop action items, assignments, and timelines

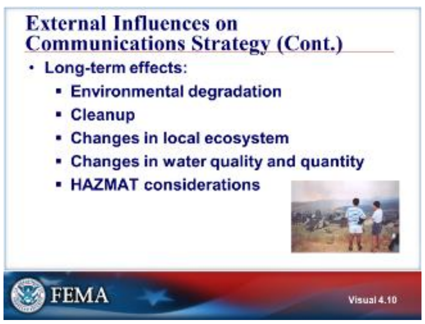


Visual 4.9

EXTERNAL INFLUENCES ON COMMUNICATIONS STRATEGY

Influences with short-term effects.

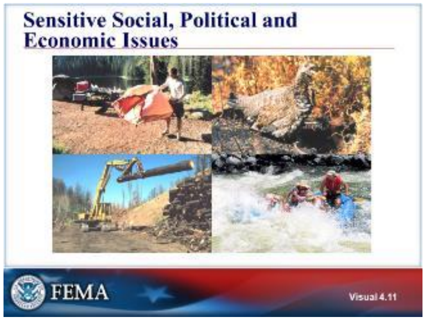
External influences cause most of the concern for the public. Sit down, take a deep breath, and think about how things are coming together as you consider these influences and their implications for the communications strategy.



Visual 4.10

EXTERNAL INFLUENCES ON COMMUNICATIONS STRATEGY (CONT.)

External Influences with long-term effects.



Visual 4.11

SENSITIVE SOCIAL, POLITICAL AND ECONOMIC ISSUES

Types of social, political, and economic issues that should be considered when developing the communications strategy.

- Effects on local economy.
- Active interest from elected officials.
  - Elected officials who are interested in the incident will want to be kept informed so they can communicate with their constituents.
- Interruption of traditional community events.
- Effective community relations.
  - How does the community regard the agency?
    - Work with local agency personnel to determine attitudes toward the host agency.
  - How has the community reacted historically to similar incidents?
  - What are the community's expectations with regard to information and dialogue with the agency?
  - How has the news media reacted historically to similar events?
  - What cultural considerations should be made?

The local Agency Administrator/Executive or Public Affairs Officer can aid in assessing these effects.

Visual 4.12

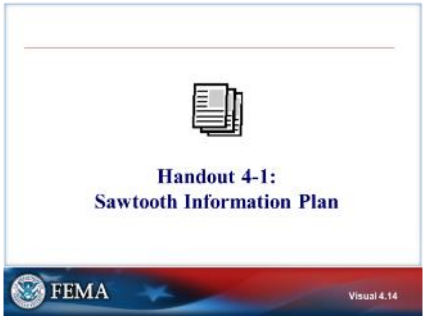
INTERNAL INFLUENCES ON COMMUNICATIONS STRATEGY

- Availability of resources (personnel and equipment).
  - Check indicators of competition for scarce resources such as incidents or events in other local jurisdictions, current emergency and disaster declarations, national fire preparedness levels, Homeland Security Threat Level, etc... The local EOC can be a good source for information on resources.
  - Additional resources may be found with local volunteer groups.
- Local agencies' policy considerations.
  - There may be a local agency spokesperson or subject matter expert for specific policy issues.
- Communications philosophy of the Agency Administrator.
- Issues the agency does not want a Public Information Officer to talk about.
  - For example, the agency may want to avoid directly answering questions regarding poor security, other possible targets.

Visual 4.13

MONITORING EFFECTIVENESS

All the way through the process, the Public Information Officer needs to monitor incident operations and media coverage and keep his or her "head up."



Visual 4.14

HANDOUT 4-1: SAWTOOTH INFORMATION PLAN

Refer to Handout 4-1: Sawtooth Information Plan.

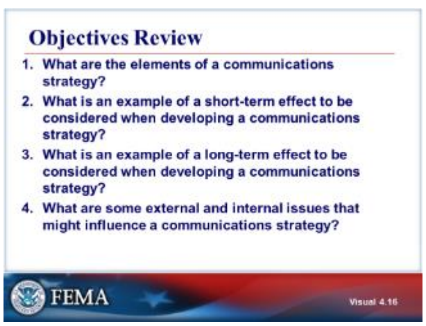
The last two pages have sample instructions on how to conduct a press conference.

Visual 4.15

ACTIVITY 4.1: DEVELOP A COMMUNICATIONS PLAN

The instructor will explain Activity 4.1.

You will have 30 minutes to complete the activity.



Visual 4.16

OBJECTIVES REVIEW

Unit Enabling Objectives

- List the elements of a communications strategy.
- Describe the importance of addressing short- and long-term needs in a communications strategy.
- Identify internal and external issues that may influence a communications strategy.

Supplemental Materials

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Handout 4-1: Sawtooth Information Plan

Draft

Bureau of Indian Affairs Communication Plan
Rollout of the Investigation Team's Report on
the Sawtooth Mountain Prescribed Fire
Burnover Incident

July 2003

Bureau of Indian Affairs Communication Plan

Rollout of the Accident Investigation Team
Sawtooth Mountain Prescribed Fire Fatality

SIGNATURE PAGE

Wayne Nordwall, Western Regional Director, BIA — Date

Allen J. Anspach, Team Leader — Date

Ken Palmrose, Communications Consultant — Date

Remember, no matter how well you have planned a communication strategy:

"Rumors or speculation get reported in the media or circulated by word of mouth, outside the control of public relations. No amount of denial or countering seems to stop the rumor or purge the news database, meaning that reporters working on a new story will see the old story and may repeat the misinformation. "-Broom, Center, & Cutlip, Effective Public Relations

BACKGROUND

On May 15t\ 2003, an investigation team was ordered by the Bureau of Indian Affairs Wildland Fire and Aviation Safety Officer. On May 16t\ the Western Regional Director issued a delegation of authority for the Team to begin the investigation and to report the findings to him. The team was made up of a cadre of interagency specialists, including fire weather and operational specialists. The team conducted an on-site investigation of the burnover area on May 17th. The investigation team drafted a factual report and a management report which contains findings and recommendations.

The Sawtooth Mountain Accident Investigation Team will present its findings to a Review Board which reviews, accepts, or modifies recommendations in the Management Report.

Ken Palmrose, was contracted through the BIA Director at the National Interagency Fire Center to work as a communications specialist to help develop this communications plan and identify other resources needed to release the investigation report.

INTRODUCTION

In anticipation of local and regional interest, both from the media and public, in the Sawtooth Mountain Burnover Incident investigation, the Western Regional BIA Director requested the development of a communications plan.

The goal of this communication plan is to:

Release the Accident Investigation Team's report concerning the Sawtooth Mountain Burnover Investigation in a timely manner. Specific objectives include:

* Develop a time line for release of the report with action items

* Develop a list of participating parties and their roles and responsibilities

* Inform internal and external audiences about the release of the report

* Address issues associated with the report and findings and to related fire issues concerning this particular incident.

The primary audiences for this communication plan are the Lupe family, those on-site at the time of the burnover, BIA employees and tribal members at the Fort Apache Indian Reservation. There are a wide variety of other audiences, including other governmental employees, members of the wildland fire fighting community, and the general public. To facilitate the understanding of this report, members of the Accident Investigation Team and/or others within the BIA will meet personally with family members, employees, and tribal leadership.

Those other audiences mentioned above will receive the report's findings via the media, a press briefing, other agency internet sites, and face-to-face meetings.

COMMUNICATION GOAL

The goal of this communications plan is to release the findings of the Sawtooth Mountain Accident Investigation Team's report concerning the firefighter burnover and subsequent fatality in a timely manner.

COMMUNICATION OBJECTIVES

* Inform the primary and other audiences progress of report release
* Develop a time line for report release
* Incorporate the time line into a "mini" action plan for report release
* Coordinate the release of the Accident Investigation Report
* Develop a list of participants and their roles and responsibilities
* Identify other resource needs for release of the report

AUDIENCES

The primary audience for this communication plan is the Lupe family, those involved in the Sawtooth Mountain Prescribed Fire, and BIA employees, Tribal members, and hospital staffs.

The audiences will be broken down as local/internal, meaning those directly involved or affected by this tragedy, external/regional/national, those not directly involved with the incident, and political.

Local/Internal

Family of Rick Lupe Apache
#2 Crew members

Apache #8 Crew
members Fort
Apache BIA
Employees
White Mountain Tribal
Members/employees Western
Regional BIA Office

Local/Internal-contd.

Helicopter Crew
Whiteriver Indian Health Services
Hospital Staff Maricopa Medical
Center Staff

External/Regional/National

All BIA employees
SW Interagency Coordination Center,
Albuquerque, NM National Interagency Fire
Center Directors/staff
Type 1 and Type 2 Incident
Management Teams All Wildland
Firefighting Agency Employees
Assistant Secretary, Lynn Scarlett, Policy Mgmt.,
and Budget Fire and Aviation Safety Team

Political
Office of Governor Janet
Napolitano Senators McCain
and Kyle, Phoenix Offices
Representative Renzi, local
office
White Mtn. Tribal Council

KEY MESSAGES

--The Sawtooth Mountain Accident Investigation Team is a fact-finding team, not a fault-finding team.

--Firefighter and public safety is always the top priority within the Bureau of Indian Affairs.

--Team members were selected because of their qualifications and they conducted their investigation according to Departmental Manual 485 Chapter 7, using the USDA- Forest Service document "Investigating Wildland Fire Entrapments," 2001 Edition.

-Members of the Sawtooth Mountain Accident Investigation Team have been professional, thorough, and objective in their fact-finding endeavors.

-The Accident Team has established probable events leading to the burnover on May 14 2003 and documented its findings in order to prevent similar occurrences in the future.

COMMUNICATIONS OVERVIEW

The following communications methodology and action plan items outline our strategy for conveying the report and findings to the primary audiences, including the Lupe family and those involved in the incident. This will include personal meetings from members of the Accident investigation team and other BIA employees. The following will also cover conveyance to others via the media, a press briefing/conference, through the NIFC Internet website, face-to-face meetings, and a CD-ROM containing the report and findings.

Action Plan- Delivery

Target Audience	**Communication Method**	**What**	**Who**
	Local/Internal		
Family of Rick Lupe	Personal Briefing	Report and Findings	Nordwall, Philbin
Apache #2 & #8 Crew members & Bia Helicopter crew	Personal Briefing, if available-email	Report and Findings or CD-ROM	Nordwall/Welch/ Philbin (Nordwall coordinate)
Fort Apache BIA Employees-	e-mail, and employee meeting	CD-ROM of report and findings	Nordwall/Welch / Philbin (Nordwall coordinate)
Western Regional BIA Employees	e-mail	CD-ROM of Report and Findings	Letter from office of the Director
Whiteriver Indian Health Services Hospital Staff	Phone call	CD-ROM of Report and Findings or Website location	May
Maricopa Medical Center Staff	Phone call	CD-ROM of Report and Findings or website location	May

Target Audience	Communication Method	What	Who

External/Regional/National

All BIA employees	Email	Letter	Washington Office
SW Interagency Coordination Center, Albuquerque, NM	Email, Phone Call	Web Link	Philbin
National Interagency Fire Center Directors/staff	Conference Call Briefing	Report and Findings	Philbin
Type 1 and Type 2 IMT's	Sit Report Web, Email	Report and Findings	NIFC PAO's, Web staff
All Wildland Firefighting Agency Employees	Email, Web address	Report and Findings	NIFC PAO's Web staff
Assistant Secretary, Lynn Scarlett, Policy Mgt., and Budget	Conference call	Report and Findings, rollout status	Nordwall, Anspach Palmrose
BIA Director Terry Virden @ Assistant Secretary for Indian Affairs Aurene Martin	Phone Briefing Phone Briefing	Report and Finds and rollout status and plans for both	Nordwall/or Staff
Fire and Aviation Safety Team	Email, Web CD-ROM	Report and Findings	Stires, NIFC PAO

Political

Office of Governor Janet Napolitano	Courtesy call, fax if requested	Report and Findings Rollout update	Nordwall/Anspach
Senators McCain and Kyle, Phoenix Offices	Courtesy Call, fax if requested	Report and Findings Rollout update	Nordwall/Anspach
Representative Renzi, local office	Courtesy Call, fax if requested	Report and Findings Rollout update	Nordwall/Anspach

Political- cont'd

Target Audience	Communication Method	What	Who
White Mtn. Tribal Council	Personal Briefing	Report and Findings Rollout update	Nordwall, Philbin/Welch (Nuvamsa Coordinate)

ACTION PLAN FOR REPORT ROLLOUT

Rollout Action Item	Who	By When
Request Investigation Bios Send Rollout Communications Plan to Anspach for Review	Palmrose Palmrose	7/25
Preliminary Discussions with NIFC for posting report and findings on the Web	Palmrose	Completed
Confirm Meeting Participants for August 6/7	Palmrose, Anspach	Completed
Meet with Norwall concerning rollout	Palmrose, Anspach	Completed
Develop Materials list for rollout	Palmrose, Anspach	7/29-30

CD-ROM-order 100 copies	Palmrose, BIA purchasing	7/29-30
Report and Findings-order 100 copies-via quick copy center	Palmrose BIA Purchasing	7/29-30
ACTION PLAN FOR REPORT ROLLOUT-cont'd		
Rollout Action Item	**Who**	**By When**
Set up Personal Meeting, time, and place with Lupe family	Philbin	7/30-31
Set up Briefing with tribal council, 8/7 0900	Nuvamsa	7/31
Fort Apache BIA employee 8/7 1300	Nuvamsa	7/31
Identify a Spokesperson for any post-release inquiries	Philbin, Nordwall	8/2

Finalize any backgrounds, Q and A's, Fact Sheets e.g. fire shelter talking points, deployment, etc.	Palmrose	8/5
Finalize Travel Arrangements	Team members	7/30
Issue Press Release	Palmrose	8/7 1300
Brief Assistant Secretary, Lynn Scarlett, Policy Mgt., and Budget via conference call	Nordwall, Anspach, Welch/Philbin Palmrose-if needed	8/5 1400-1500

Rollout Action Item for day of release of report 8/6 and 7, 2003	*Completed By*
August 6th 1400 Personal Briefing of Lupe Family August 7th 0900 Tribal Council Briefing 1300 Fort Apache BIA employee briefing, specifically Apache #2, #8 crew members, hell-tack crew, dispatchers, other available employees (if crews are on assignment send someone to brief them of findings) 1400 Flip the switch for the News Release Congressional/Governor's office courtesy phone call 1400 Post information on Web 1400 Courtesy E-mail to other agencies, SWCC in Albuquerque 1400 Message for NIFC to distribute via morning Sit Report, Morning Report, and Incident Command Teams	 Nordwall/Philbin/ Anspach Philbin/Welch/Nordwall Anspach Nordwall/Philbin/Welch/ Anspach Palmrose/Payne (USFS) Philbin NIFC PIOs Philbin's Staff NIFC PIOs

Questions and Answers for the Sawtooth Mountain Burnover Investigation Team's Report and Findings

What compensation are surviving spouses entitled to?

The survivors of Federal employees whose death was work-related are entitled to benefits in the form of compensation payment, funeral expenses, transportation expenses for the remains, if necessary, and payment for termination of the deceased's status as a Federal employee.

Compensation for a surviving spouse with no eligible children is 50% of the deceased employees' salary, paid to the spouse until death or if he/she remarries under age 55 (a lump-sum payment is made equal to 24 times the monthly compensation at the time of remarriage). A surviving spouse with eligible children is entitled to compensation at the rate of 45% of the deceased employee's salary. An additional 15% is payable for each child, to a maximum of 75%.

What are some of the other benefits a spouse could receive?

Survivors of employees who died in the line of duty on or after August 2, 1990 are entitled to a death gratuity not to exceed $10,000 less burial and administrative expenses paid by OWCP.

If an employee is deemed eligible, the families of employees who died while in the performance of duties in law enforcement, firefighter, or a member of a public rescue squad or ambulance crew may be compensated under the Public Safety Officer's Benefits Act. The benefit is based on
$100,000 and adjusted on Consumer Price Index after June 1, 1988.

What is a fire shelter?

Looking very much like an aluminum foil pup tent, the fire shelter is required to be carried by each firefighter. This aluminized tent offers protection by means of reflecting radiant heat and providing a volume of breathable air in a fire entrapment situation. Fire shelters should only be used in life-threatening situations, as a last resort.

When will use of the new fire shelters be implemented?

The new fire shelter is schedule to for implementation this summer, including new training videos, booklets, and practice shelters. The first 50,000 of an estimated 250,000 production will be available through the National Fire Cache System. Transition will occur over the next five years, with approximately 50,000 shelters produced each year until existing inventories are replaced.

Does the existing shelter provide protection?

The current fire shelter still provides good protection if used as described by existing guidelines. The current shelter can be used until transition to the new shelters is complete **AND** as long as they meet refurbishing criteria listed in the "Fire Equipment Storage and Refurbishing Standards" prepared by the Task Group in September of 1998.

Does the new shelter offer better protection?

Yes, the new shelter does offer better protection from direct flames. However, survival of the occupant is more likely if direct flame contact is avoided. Even though the new shelter provides increased protection, firefighters will still need to know how to recognize entrapment situations and to avoid them. The same evaluation process that firefighters now use to identify survivable sites still apply. Teaching firefighters to avoid deploying shelters in or near fuel concentration, chimneys, and other potentially hazardous areas will continue to remain an important part of shelter training.

What was the Cause of Death of Rick Lupe?

The cause of death was felt to be Acute Respiratory Distress Syndrome secondary to severe inhalation injury with cardiovascular compromise.

Since the burn plan wasn't signed and you have stated the burn was out of prescription-will there be any punitive measures against Fort Apache Agency employees?

BIA Communication Plan

Rollout of the Sawtooth Mountain Burnover Accident Investigation Report
(for team use only)

CONTACT INFORMATION

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202-225-2315
202-226-9739 fax

The Honorable Janet Napolitano
Governor of Arizona
1700 \Vest Washington
Phoenix, AZ 85007
602-542-4331
602-542-1381 fax

Team Member Bios

Sawtooth Mountain Prescribed Fire
Burnover Incident Investigation Team

Allen J. Anspach-Allen is currently the Superintendent, Dept. Of Interior, Bureau of Indian Affairs, Colorado River Agency in Parker Arizona. He has been a Bureau employee for the past 23 years, ·working in Oklahoma, Washington D.C. and Arizona. Over the past 18 years, he has been an Agency Superintendent at five different locations, three on a permanent basis and two temporary. Allen has been active in the wildland firefighting community, first as a helitack foreman for six seasons, and later on as superintendent working with tribal governments providing firefighters as needed. He is an active member of the Lower Colorado River Interagency Wildland Fire Management Group. (BIA, BLM, USFWS)

In 1975, Allen received his Bachelor of Science in Animal Science and Agriculture Education from the University of Arizona at Tucson.

Rich McCrea-Rich is the National Fire Planner, Dept. of lnterior, Bureau of lndian Affairs, at the National Interagency Fire Center in Boise, Idaho. Rich began his career in 1975 on the Clearwater National Forest in Idaho, working in fire suppression and timber management after receiving his BS in Forestry from University of Montana. He worked during the summers of 1976-1978 as a firefighter in the Helena National Forest. He filled in as a Helena Hotshot crewmember for two months.

In 1979, Rich began full time work as a Forester with the Bureau of lndian Affairs in Montana, at the Rocky Boys Agency, working there until 1983. Rich was the Fire Management officer and Timber Sales Forester. He next worked as the Agency Fire Management Officer at the Olympic Peninsula Agency in the state of Washington until 1991. He then accepted a similar position for the Northern Pueblos Agency in New Mexico. He has been in his present position since 1998. Rich is qualified as a Burn Boss II, Division Supervisor, Type III IC, and Fire Behavior Analyst. He currently serves on a Type II Incident Management Team as a Fire Behavior Analyst.

Dick Mangan-Dick retired in December 2000 as the Program Leader for Fire & Aviation at the U.S. Forest Service Technology & Development Center in Missoula, Montana. He received a B.S. in Forestry from Humboldt State University and worked on National Forests at the Ranger District and Forest levels in Oregon and Washington State. His last position prior to the T&D Center was as Forest Fire Staff Officer on the Ochoco NF in Prineville, OR. Dick is a qualified Operations Section Chief 1 (OSC1), Safety Officer (SOF2) and Planning Section Chief (PSC2), and served from 1994 - 1999 as Ops Section Chief on a National IMT. He has authored numerous papers and Technical reports on Fire Safety and received the GEICO Insurance Public Service Award for Fire Safety for the year 2000. In retirement, Dick is owner/president of Blackbull Wildfire Services, and raises Black Angus cattle in Missoula, Montana.

Jonathan T. Lee-Jonathan is currently the Assistant Regional Fire Management Officer for the Western Region, BIA. He previously was with the U.S. Forest Service for 24 years. He was a hotshot superintendent, foreman, squad boss, and crew member with four different hotshot crews in Forest Service Regions three, four, and five. He was also an engine captain in Regions three and four. Jonathan is currently Division/Group Supervisor on the Central West Type II Team. He is continuing his higher education with course work in Public Administration.

Robert Morales-Robert began his career with the Forest Service as a helitack engine crew member on the Gila National Forest in 1979. He was accepted into the Missoula Smoke jumper program in 1982 and jumped until 1984. He then went to work for the White Sands Missile Range in New Mexico. Next, he worked as a Brush Disposal Foreman on the Prairie City Ranger District on the Malheur National Forest until 1991. In 1991, he became the Superintendent of the Negrito Hot Shot Crew on the Gila National Forest. In 1995, he became a district fire management officer on the Santa Fe NF and in 1998, he transferred back to Gila as Black Range Ranger District Fire Management Officer. In 2001 he became the Fire Management Officer for the Prescott National Forest.

Media List for Rollout

The Forest Service Regional Media Officer in Phoenix has agreed to send our press advisory concerning the rollout news conference through his electronic and fax media list.

Additionally, we will contact these Native American news outlets:

Native
American
Times PO Box
692050
Tulsa, OK 74169
918-438-6548
918-438-6545 fax
louis@okit.com

Indian Country Today (Southwest
Edition) 1625 *Rio* Bravo Blvd SW
Albuquerque, NM 87105
505-877-0001

Navajo-Hopi

Observer 2608
N. Steves Blvd
Flagstaff, AZ
86004
602-526-3881
602-527-0217 fax
Could be a 928 area code

Navajo Times PO Box 310
Window Rock,
AZ 86515 520-
871-6641

KTNN
520-871-2582
520-871-3479 fax

Press Conference/Briefing Scenario

The Rollout press conference/briefing should not last more than 60 minutes. There will be a maximum of 45 minutes allowed after the conference for one on one interviews if requested. It will be held at the Hondah Resort, and will begin at 1400 hrs. There will be a maximum of two speakers on the podium plus the facilitator. The first person will be Ken Palmrose, Information Officer, who will facilitate the press conference. The main presenter will be Allen Anspach, team leader of the Sawtooth Mountain Investigation Team. He may be accompanied by a technical specialist team member if available.

The presentation team should complete a dry-run, on-site, prior to the rollout. There should be a "mini-murder board" conducted. This crisis communications training and techniques for dealing with hostile interview questions from the media. Props are two enlarged photo s that help set the scene, the timing of events, and development of the facts in the report.

1400 Introduction of speakers on the podium and ground rules of press conference-Palmrose

1405 Ken will introduce Wayne Nordwall, Western Regional Director of the BIA, who will be seated in the front row throughout the presentation. The Director' s remarks will state he has appointed a review board is accepting the draft reports from the Investigation Team and is charging the Review Board with their tasks. The director will conclude by turning the mike back to Ken and return to his seat in the front row.

1410 Brief presentation of the Investigation Process, reference BIOs in press kit, and the interagency expertise

1415 Allen Anspach will present the time line of events contained in the factual report, including the events leading up to and including the burnover.

1425 Anspach alone, or with another speaker, will present the findings.

1435 Protocols set by Palmrose who will facilitate Questions and Answers from the media-the maximum time for this will be 15 minutes-regardless!!

1450 Quick close from Anspach reminding everyone the review board will develop an accident prevention plan based upon the two DRAFT reports.

1455 Conduct one on one interviews. Have a technical person with the director at all times.

1540 Interviews are over-complete any follow-up meetings/contacts

Activity 4.1: Developing a Communications Plan

Activity 4.1 Overview—Unit 4

Purpose

The purpose of this activity is to provide participants with an opportunity to prepare a communications strategy that defines communications objectives, identifies target audiences, and identifies key messages for those target audiences.

Objectives

Students will:

- Be able to define communications objectives for a given scenario
- Be able to identify target audiences
- Be able to identify key messages for specific target audiences

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Participants will review the Tamarack incident scenario and develop a communications strategy for the incident. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Read the Tamarack scenario on the next page.
3. As a group, develop a communications strategy. Develop a Communications Plan based on the following:
   - Define three communications objectives
   - Identify three target audiences
   - Identify one key message for each target audience
4. Present Community Relations Plan and news conference outline to the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 4.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 4.1 Scenario

Tamarack Incident Scenario

Date: Thursday, July 5th

Time: 0800

Incident Name: Tamarack

Started: July 4th at 1300

Acres: 3,000/Brush and Timber

Location: Payne State Forest, approximately 1.5 miles west of Mount Abel, population 6,500

Cause: Arson

Weather: Winds from the west at 15–20 mph, RH 11%, temperatures near 100 degrees

Threats: 30–40 rural residences in the unincorporated area west of the Mount Able community in Boone County and O'Neil Air Force Base

Jurisdiction: State Forest Service and the Boone County Fire Authority

Narrative: The community of Mount Abel is a tourist area that is easily available via State Hwy. 56. The fire is attracting considerable media interest from news outlets in Smythe, Independence, and Hobart, which are relatively large markets for the area. Media coverage includes print, television, and radio. Live satellite vans and helicopters are converging on the fire area. Private and public campgrounds are numerous throughout the vicinity and are filled to capacity, given that tourism is the area's mainstay. The Mount Abel Pioneer Day's celebration is an annual three-day event that is scheduled to begin on Saturday. Prominent actress and philanthropist Kelly Mitchell owns a ranch near Mount Abel that is home to the annual Forest Ranch Film Festival attended by Hollywood's elite each summer. Considerable attention is being given to the fire by Congressman Holme's office, the City Council, and the Chamber of Commerce.

Your team has been activated and you arrive at the scene 7/5 at 1400 to find two local (Type 3) Public Information Officers who have been on the incident for 25 hours with no sleep.

They have ordered four more Public Information Officers who are due to arrive at any time. They are Type 2 and 3 Public Information Officers and have only two vehicles (4x4).

The two with vehicles are uniformed fire prevention officers; the third is a public affairs officer from a neighboring forest, and the fourth is a personnel specialist who is carded as a (Type 3) Public Information Officer.

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Unit 5: Effective Media Relations/ Using Social Media

STUDENT MANUAL

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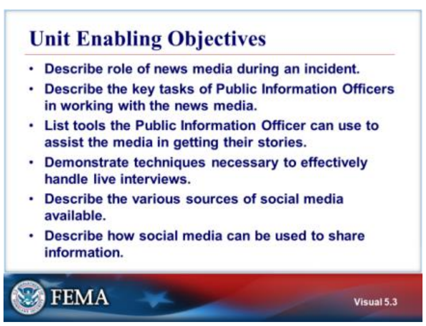
Visual 5.1

UNIT 5: EFFECTIVE MEDIA RELATIONS/USING SOCIAL MEDIA

Visual 5.2

UNIT TERMINAL OBJECTIVE

Describe the importance of effective media relations, including social media, and the role of the Public Information Officer in developing and maintaining such relationships.

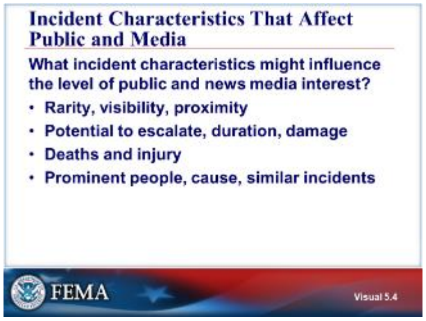


Visual 5.3

UNIT ENABLING OBJECTIVES

- Describe the role of the news media during an incident.
- Describe the key tasks of Public Information Officers in working with the news media.
- List tools the Public Information Officer can use to assist the media in getting their stories.
- Demonstrate techniques necessary to anticipate questions and effectively handle “live” interviews.
- Describe the various sources of social media available.
- Describe how social media can be used to share information.

The Final Exam is based on the Unit Enabling Objectives.



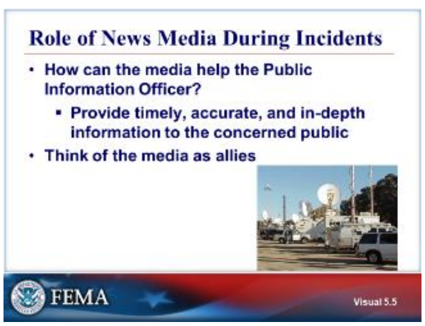
Visual 5.4

INCIDENT CHARACTERISTICS THAT AFFECT PUBLIC AND MEDIA

Monitor social media to determine information that may need to be addressed or clarified through media messaging.

Responding to immediate public and news media demands for information is only part of a Public Information Officer’s job in the initial stages of an incident. You must also try to project public and news media demands for information over the next few hours and days, and develop a plan to meet them. You can do that by evaluating the incident characteristics.

Certain characteristics of an incident will influence the level of public and news media interest. For instance, an incident that threatens human life would probably generate a high level of public and news media interest, while an incident located in a very remote area might not attract much attention.



Visual 5.5

ROLE OF NEWS MEDIA DURING INCIDENTS

The media can be thought of as allies, not adversaries. They actually can help Public Information Officers during an incident in many ways. For instance, they can:

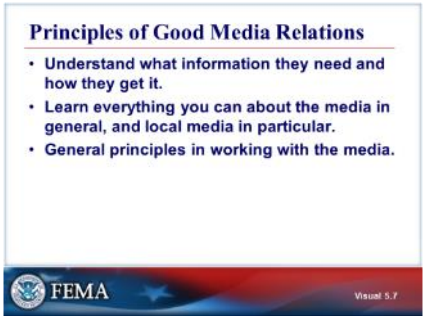
- Provide a link between incident managers and the public.
- Reduce the number of citizens who call or visit the incident seeking information.
- Help reduce panic or squash rumors.
- Mobilize volunteers if they are needed.
- Provide incident managers with information about public perceptions and community concerns.

Visual 5.6

REGIONAL AND NATIONAL MEDIA

The more complex the incident is, the more media attention it will generate:

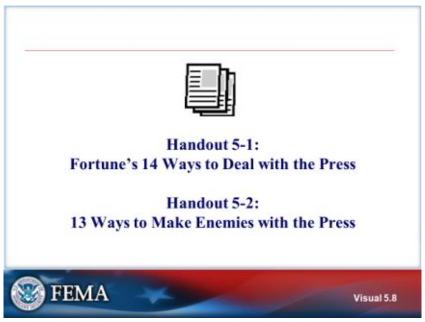
- Local
    - Complex incidents may attract reporters from around the country or the world.
    - For the sake of long-term relationships, it is important to nurture local media relations, and not focus more attention on the national and international media.
- Regional or national
    - May require agency approval or notification.
        - Make sure to notify the local Public Affairs Officer and/or Agency Administrator/Agency Official.
    - May be aggressive and competitive.
        - Be tactful.
        - Stress safety.
        - Provide feasible options.
    - Interested in big picture.
    - Will want and expect access to the incident scene.
    - May expect "red carpet treatment".
    - Will have mobile technology.
    - May be there for the duration of the incident in anticipation of some action.
    - Looking for controversial angles. (Be sure to keep the agency in a good light.)



Visual 5.7

PRINCIPLES OF GOOD MEDIA RELATIONS

The key to working successfully with the media is to understand what they need to put together to report about an incident and disclose how they got that information. It is to your advantage to learn everything you can about the media in general and local media in particular. If the incident is in your area, you will be able to share your insight with other public information officers. If you are assigned outside your jurisdiction, you will know what questions to ask local agency personnel



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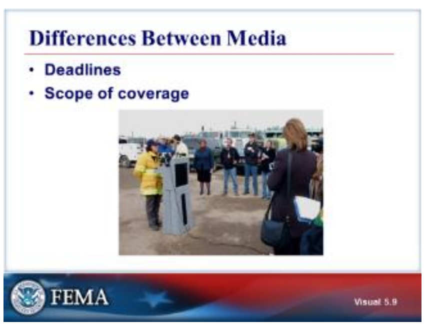
HANDOUTS 5-1 AND 5-2

Refer to Handout 5-1: Fortune's 14 Ways to Deal with the Press and Handout 5-2: 13 Ways to Make Enemies in the Press.

These two handouts were designed for public relations representatives operating in the private sector, but the general principles apply to incident information operations, and can be used by Public Information Officers as a useful guide for media relations.



Visual 5.9

DIFFERENCES BETWEEN MEDIA

Deadlines - Each media outlet has a specific deadline, a time by which reports must be turned in. Deadlines vary greatly among media. Use a media log at all times and identify each media representative's deadlines in his or her first entry or simply ask the media member what his or her deadline is and provide the requested information in time for him or her to meet the deadline.

Scope of Coverage - National and regional media usually want the "big picture," while local media want very specific information. Know who you are talking to so you can properly emphasize the most important items.

Visual 5.10

MEDIA: WIRE SERVICES AND NEWSPAPERS

Wire Services - The wire services provide information to almost all major newspapers, television stations, and radio stations across the country. News organizations subscribe to wire services and scan them frequently for local, regional, and national information. Sometimes, media outlets print or broadcast stories exactly as they are reported on the wire. Other times, media outlets will contact the source identified in the wire story and write their own reports.

Wire services should be the first media outlet you contact when an incident with any significant potential occurs. Wire service reporters usually want a large amount of detailed information about incidents. Sometimes they also want sidebar or feature stories. If the incident is significant enough, a wire service reporter may want to visit the site. Often, local newspaper, television station, and radio station reporters sell their stories to wire services for use at the regional or national level.

Newspapers - There are two types of newspapers: dailies and weeklies. Newspaper reporters usually want a lot of detailed information about incidents. They also appreciate suggestions for human interest or sidebar stories. In addition, newspaper reporters want graphics and photographs to illustrate the story. Sometimes, a newspaper reporter will get the information he or she needs over the telephone and a photographer will be sent to the scene to take pictures. Other times, both the newspaper reporter and the photographer will travel to the scene. Treat photographers the same way you treat reporters. Work with the Operations Section Chief to determine the best places to photograph the incident.

Visual 5.11

MEDIA: RADIO AND TV

Radio - The medium of radio is one of immediacy. Radio stations usually broadcast news every hour or half hour. Consequently, radio reporters usually want frequent updates, particularly during morning and afternoon drive times. Radio news stories are usually very short, sometimes just two or three sentences, so reporters want only the most important facts about the incident. Some radio reporters may want to visit the incident to obtain interviews and record background sound.

Radio reporters often tape record interviews over the telephone. They are required by law to notify you before they begin taping. Sometimes, Public Information Officers will be asked to participate in live radio talk shows. These can last anywhere from a few minutes to as long as 1 hour if listeners are allowed to call in and ask questions.

Television - In television, pictures are more important than words. Television reporters want to be where the action is. They also want human emotion to help tell the story. Television stories are usually fairly brief, ranging in length from 30 seconds to 2 minutes, so reporters want general information. Television reporters often cover several stories each day so they usually want to get information and pictures quickly. Television reporters may also want to interview the Public Information Officer or other incident personnel live on the telephone or in person during newscasts, or have them appear on the set in the studio.

Satellite technology, which enables television stations to transmit information instantaneously around the world from even the most remote locations, has changed the way television reporters operate. If the incident develops into a major event, television stations may send satellite trucks to broadcast live from incident around the clock.

Web/Digital - Availability of all of the information to the public, Congress, etc.

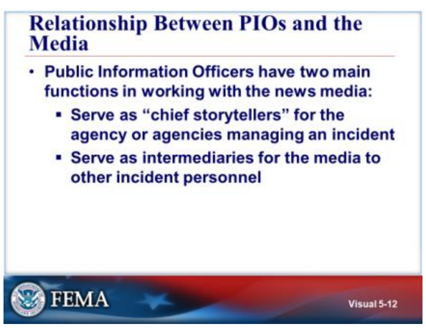
TV, radio, and newspapers use Web sites to gather information:

- Inserted MPEG video/audio

- GIS/real-time GIS
- Satellite technology superimposed over real-time incident activities

The reality is that more and more of the general public are obtaining their news from Web/digital media and newspaper popularity is diminishing due to technological progress.

Social Media - Social media allows for another channel of broadcasting messages to the public, and also allows for two-way communication between emergency managers and major stakeholder groups. Increasingly the public is turning to social media technologies to obtain up to date information during emergencies and to share data about the disaster in the form of geo data, text, pictures, video, or a combination of these media. Social media can also allow for greater situational awareness for emergency responders. While social media allows for many opportunities to engage in an effective conversation with stakeholders, it also holds many challenges for emergency managers.



Visual 5.12

RELATIONSHIP BETWEEN PIOS AND THE MEDIA

The presence of the media can contribute to the pressure incident managers feel. But this tension can be lessened considerably if Public Information Officers do their jobs properly. This requires adequate pre-planning and a clear understanding of the media's needs and methods.

Visual 5.13

MEDIA ACCESS TO INCIDENT

It is critical to meet with the Incident Commander in the early stages of an incident to reach an agreement and understanding about media operating procedures. The discussions should include:

- Expectations for media coverage.
- Availability of the Incident Commander and other incident personnel for interviews.
- Approval of incident information for release.
- Whether media can fly in agency-owned or contracted aircraft.
- How much access the media will be allowed to the incident.

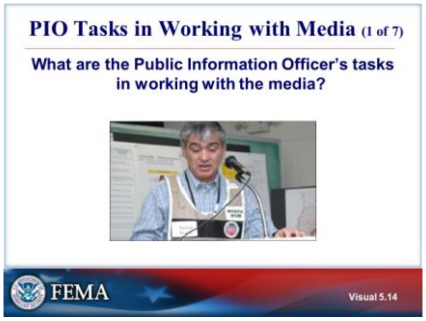
Incident managers are faced with three alternatives in providing access to the media:

- Provide open access.
- Deny access.
- Control access.

Providing open access is the best option. Open access and cooperative information sharing will ensure that incident personnel are the source of information that appears in news articles and broadcasts about the incident.

Denying access is almost always counter-productive. If incident personnel will not talk to the media, other people will. These individuals usually have less accurate and incomplete information about the situation, and often have other agendas.

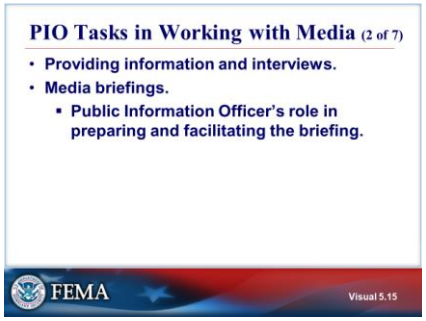
Controlled access is often preferred by incident personnel but it usually does not sit well with reporters. The effort expended in achieving control and the hard feelings created usually come back to haunt you. It is almost always better to plan ahead to have enough Public Information Officers or other personnel on hand to provide information to and guide each reporter or news crew around the incident.



Visual 5.14

PIO TASKS IN WORKING WITH MEDIA (1 OF 7)

What are the Public Information Officer's tasks in working with the media?



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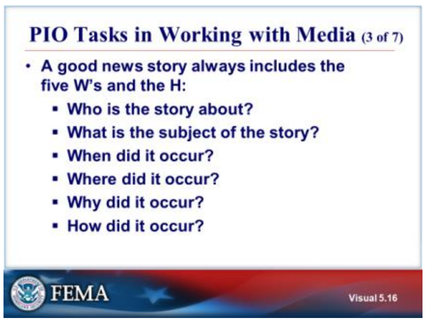
PIO TASKS IN WORKING WITH MEDIA (2 OF 7)

Providing Information and Interviews - Well-informed Public Information Officers can greatly reduce demands on other incident personnel for information and interviews and can explain activities or actions that otherwise might be misinterpreted by the media. Do not wait for the media to come to you! Be proactive and go to them with information when you have it.

Media Briefings - In incidents with a high level of media interest and fast-breaking developments, a daily or twice-daily media briefing featuring the Incident Commander, other members of the Incident Management Team, or the Agency Administrator/Agency Official can save time by reducing the number of requests for individual interviews. It can also help the media schedule their time. A morning briefing, for example, can alert reporters to good news and photo opportunities during the day. When scheduling and conducting media briefings:

- Discuss the idea with the Incident Commander and other appropriate incident personnel and local agency representatives.
- Set the time, location, and duration of the briefing to meet the media's needs.
    - Generally 10:00 a.m. and 1:00 p.m. are good times for the media.
    - The location should be easily reachable to the media without interfering with incident management.
    - The briefing should be relatively short; you could, for example, provide 15 minutes of information and then allow time for questions and answers.
- Help prepare the Incident Commander and other incident personnel and local agency representatives by preparing talking points and reviewing possible questions that reporters might ask.
- Prepare and post maps, charts, status board, and other visual aids to illustrate key points. Develop and distribute handouts that contain the same information.

- Notify the media of the time and location of the briefing. Make sure to include all media that have expressed interest.
- A Public Information Officer should start the briefing, set the rules, make introductions, and conclude the briefing.
- Be prepared for other people who may show up unexpectedly and want/expect to be included in the briefing, or who may want to disrupt the briefing with their own agenda or criticism.



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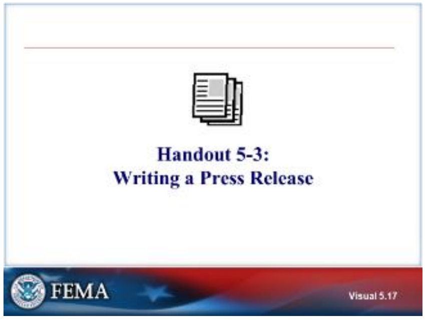
PIO TASKS IN WORKING WITH MEDIA (3 OF 7)

Also consider:

- What your agency is doing about it.
- How does it affect the public?
- How does it affect the environment?



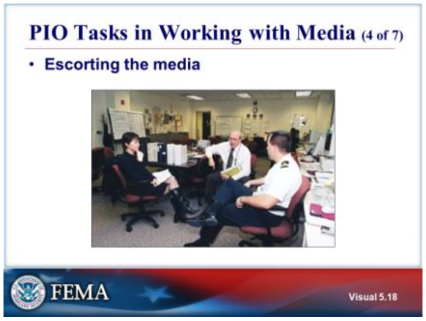
Visual 5.17

HANDOUT 5-3: WRITING A PRESS RELEASE

Press releases are another method of getting your message out to the media and an excellent way of disseminating information.

- Keep the press release short and concise. (No more than one page.)
- Know the news release format used by your agency/office.
- Know how the media wants to receive press releases (Fax, email, mail, etc.).
  - If the media do not get what they want how they want it, it will not be used.
  - Follow up on what you sent with a phone call.
- Have the authority to release quotes.
  - You will build a comfort level with the Incident Commander over time, to the point where you are given authority to release quotes.
- Be prepared when you are asked for photos.
- Recognize that your news release may be used to brief city council members, senators, etc.

Refer to Handout 5-3: Writing a Press Release.



Visual 5.18

PIO TASKS IN WORKING WITH MEDIA (4 OF 7)

The number-one priority when escorting media is ensuring their safety. Plan in advance to have personal protective equipment available for any media who show up without it. If you cannot provide protective equipment, you may find yourself having to deny access to reporters because you were not prepared to help them. Most reporters will not accept such excuses.

The news media should never be allowed to visit an incident without an escort. Unescorted reporters and photographers can unknowingly get into unsafe situations or interfere with incident operations. Escorting reporters and photographers around the Incident Command Post, incident base, camp, or incident requires careful planning and execution. Media visits to the incident scene should be closely coordinated with the Operations Section Chief and/or Safety Officer. The Operations Section Chief can provide information about the most available locations, as well as the best photo and video opportunities, on the incident.

Visual 5.19

PIO TASKS IN WORKING WITH MEDIA (5 OF 7)

The news media often require flights over the incident to obtain photographs and videotape and to understand “the big picture.” For safety reasons, all media flights need to be closely coordinated with the Air Operations Branch Director.

Some news organizations own or rent helicopters and airplanes to fly over incidents. They may also want to fly their own Unmanned Aerial System (UAS), also known as a “drone,” over the incident. Media aircraft have a right to fly over the incident unless the airspace has been closed by the Federal Aviation Administration at the request of incident managers.

An airspace closure is referred to as a “91.137” after the Federal Aviation Administration regulation. If the airspace has been closed, media aircraft must have the Air Operations Branch Director’s permission to enter the airspace.

If you are contacted by the media and they express an interest in flying their own aircraft over the incident, alert them that they must negotiate approval of their entry and exit plans with the Air Operations Branch Director. Discourage the media from entering the closed airspace without proper clearance, stressing the safety and efficiency of incident operations. Provide them with the approved radio frequency established by the Air Operations Branch Director so they can make contact before entering the restricted airspace. Then, get the following information from them and provide it to the Air Operations Branch Director:

- Aircraft identification number, type, and color
- Proposed time of entry and exit from the incident area
- Name of news station and passengers who will be on board

Visual 5.20

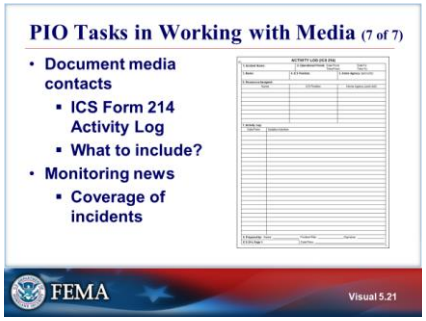
PIO TASKS IN WORKING WITH MEDIA (6 OF 7)

Sometimes the media will ask for permission to fly in agency-owned or contracted helicopters or airplanes. In most cases, the media may fly in such aircraft if it will not interfere with incident operations and there is room aboard. Flights should be arranged and scheduled through the Air Operations Branch Director and approved or concurred with by the Incident Commander. Public Information Officers should become familiar with safety requirements for agency-owned or contracted aircraft and ensure that the proper personal protective equipment is available for the media.

If several reporters and photographers have requested a flight in agency-owned or contracted aircraft, you may want to allow the media to select one photographer and/or videographer to fly as a “pool” shooter and provide the images to all interested news organizations and the agencies managing the incident as a donation of the flight.

If there are multiple flight opportunities but limited space available, you may want to have the media draw straws to determine who gets to fly and require the “winners” to provide their photographs and videotape to the “losers.”

Public Information Officers should not fly in any aircraft, unless specifically approved by the Air Operations Branch Director.



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PIO TASKS IN WORKING WITH MEDIA (7 OF 7)

Document Media Contacts - Documenting contacts with the media is very important to ensure that you have the information you need to keep interested news organizations updated with information about the status of the incident. It also allows you to document the history of the incident and track any problems with the media should they arise.

Some PIOs use a communications log for routine contacts and the ICS Form 214 Activity Log for significant events. Regardless of which you use, include:

- The caller's name
- The news organization they represent
- The time, the date, and the subject of the call
- The caller's telephone, email, and fax numbers
- Whether it is an incoming or outgoing call

Monitoring News Coverage of Incidents - Public Information Officers should monitor newspaper, television, radio, social media, and online news coverage of the incident for accuracy. Clip or print as many newspaper articles and record as many news broadcast stories of the incident as possible for documentation purposes. To do this, you will need to order key daily newspapers through the Supplies Unit, print relevant news articles and record relevant news presentations from major online news organizations, and secure a television and digital video recorder (DVD-R) with a supply of appropriate recording media.

Visual 5.22

ASSISTING THE MEDIA

If the media's work is complete and accurate, we all benefit. Tools to assist the media in getting their stories:

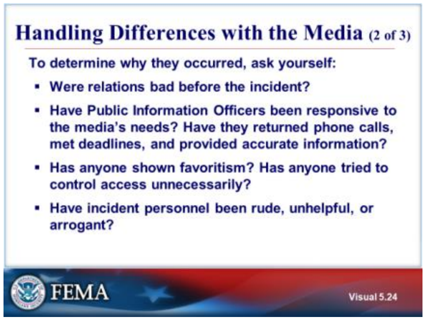
- Tours will provide a first-hand view of the incident, camp, and support facilities.
- File tape will offer dramatic footage of the incident, which may be obtained by the media or provided as stock footage by the Public Information Officer.
- Background information may include an incident summary, accurate facts, and the correct titles and names of people involved.
- Suggested story ideas can allow the agency to tell a story that will benefit future relations, and may also highlight other positive features about the incident that are not obvious to the media.
- Interviews with other incident staff are important.
  - Ensure that they are briefed about the content of the interview and are aware of the key messages prior to their interview.
- Regular updates should be provided.
  - Use various tools, including press releases, fact sheets, photos, video, briefing packages, and updates on a local Web page.

Visual 5.23

HANDLING DIFFERENCES WITH THE MEDIA (1 OF 3)

Explain: No matter how good your relationship with the media is, there will be times when you have differences with them about the way they have covered an incident.

Even in these cases, do not let the media's handling of information affect you or distract you from the work you have to do. There are times when it is appropriate to voice your concerns and times when it is best to remain silent. You will need to use your judgment to determine which situations are serious enough to merit correction.



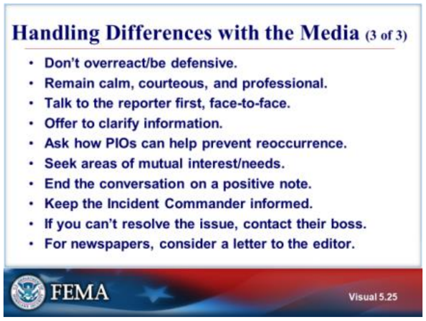
Visual 5.24

HANDLING DIFFERENCES WITH THE MEDIA (2 OF 3)

When answering these questions, be sure to be as accurate as possible and identify the time any transgression may have occurred.

Talk to the Public Information staff about any differences with the media. Identify any issues between the staff and the media, that is, if any Public Information Officers have demonstrated favoritism, if anyone has "a history" with a media contact, etc.

Before you contact the media to address these situations, you need to try to determine why they occurred to ensure that it is the media, and not the incident information operations, that is at fault.



Visual 5.25

HANDLING DIFFERENCES WITH THE MEDIA (3 OF 3)

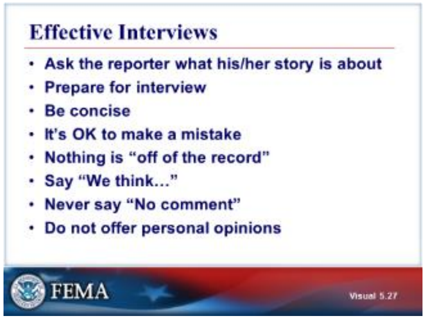
If you determine that the incident information operations is not to blame for the situation, and you decide that it needs to be addressed, take the following steps:

- Do not overreact and do not become defensive.
- Maintain a calm, courteous, and professional attitude.
- Always talk to the reporter first and face-to-face, if possible.
- Offer to clarify information.
- Ask how Public Information Officers can help prevent the situation from occurring again.
- Try to find areas of mutual interest or define ways you can work together to meet your needs and the needs of the reporter.
- If you are experiencing a significant problem with the media or a particular reporter, keep the Incident Commander and everyone involved in incident information operations informed.
- If you cannot resolve the issue with the reporter, contact his or her boss, usually an editor, producer, or news director.
- If the medium you are having trouble with is a newspaper, the article contains a serious factual error, and the reporter and/or editor refuse to run a correction, you may want to consider drafting and submitting a letter to the editor or a guest editorial.

Visual 5.26

GIVING EFFECTIVE MEDIA INTERVIEWS

Discussion



Visual 5.27

EFFECTIVE INTERVIEWS

When giving interviews, remember that you are neutral with the media—just an expert managing an incident.

Here are a few more tips to help you ensure good media interviews:

- Find out as much as you can about the story the reporter plans to write.
  - Ask if it is a general or feature story, what section of the paper or what newscast it is being prepared for, and what questions the reporter is going to ask.
  - If it is a telephone interview and you do not feel prepared, ask if you can call back in a few minutes—Take some time to get organized and then follow up.
- Determine if you are the right spokesperson.
  - The spokesperson should have in-depth knowledge of the interview subject, a presentable appearance, and a pleasant voice.
  - If you do not meet these criteria, find another spokesperson who does.
- Prepare for the interview by asking yourself:
  - What would the public want to know about the incident?
  - Why is it important?
  - Who is affected by it?
- Develop two or three key messages and deliver them during the interview.
- Try to get the most important facts, or your message, in at the beginning of the interview.
- Be concise.
  - Give 20-second answers, regardless of the medium.
- Be prepared to answer tough questions by anticipating them and roughing out an answer in your mind.
- Remember that it is OK to make a mistake.

  - Ask the reporter if you can start over if you stumble half way through your answer or you are not happy with your answer.
- If you do not want something on the airwaves or in print, do not say it—even if you think the microphones are off—Remember, there is no such thing as “off the record”.
- Speak in personal terms.
  - Do not say, “The (Agency) thinks…,” say “We think….”
- Never say “no comment”.
  - If you cannot answer a question, say so and explain why.
  - You may also say “I can get back to you regarding that”.
- Remember, you represent the agency or agencies managing the incident—You have no personal opinion.

Visual 5.28

EFFECTIVE INTERVIEWS (CONT.)

- Do not get angry, or upset, or argue.
  - If you are badgered, stay calm, take a deep breath, and restate your major point as nicely as possible.
- If you do not know the answer, say so, with a promise that you will try to get the answer.
  - Then follow through.
  - Never guess or speculate.
- Do not repeat language that is negative or uncomfortable.
- When you are finished answering a question, be quiet.
  - Reporters know that silence for some people is uncomfortable and sometimes they use it to get you to say something you did not intend to say.
- Do not try to be cute or funny.
- Assume the reporter needs help.
  - Use cues such as, “The important thing to remember is…,” or “The point is….,” to help you maintain control of the message.
- Avoid speaking for other agencies or other individuals, unless you have been approved to do so.
- Do not call other people names, talk down to them, or try to discredit them.
- Avoid using jargon and acronyms.
- Keep your answers simple.

Because television is a visual medium, on-camera interviews require some additional preparation:

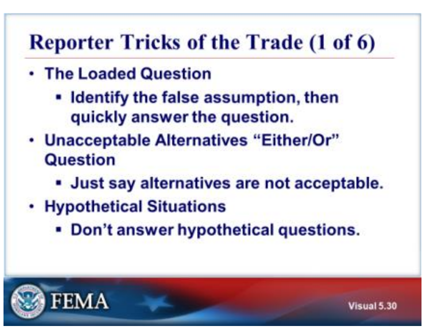
- Before you start the interview, look behind you.
  - If you do not like the background, ask the photographer to find another location.
- Wear attire that is appropriate for the setting.
- Make sure that your appearance is presentable.

  - People remember whether you looked professional, sounded credible, and acted confident.
- Avoid wearing hats.
  - If you must wear one, make sure it is appropriate.
- Do not wear sunglasses or photo-sensitive glasses.
- Look at the reporter, not the camera, while you are answering questions.
- Watch your body language, facial expressions, and hand movements.

Visual 5.29

DIFFICULT INTERVIEW TECHNIQUES

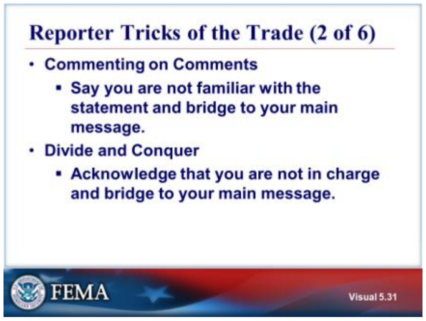
- "Bridging" means using a few key words or phrases that change the direction of the interview by making a transition from one topic to the next. Do not just repeat what a reporter has to say about the incident; bridge to the message you want to deliver.
- "Hooking" is a technique that causes a reporter to ask more positive questions by putting a "tease" in your answer. Speak to what is being saved, not lost.
- "Flagging" means using well-chosen words to let the reporter know that what you are about to say is important; examples are: "The main point is...," "Remember...," and "I want to get across....," which emphasizes key factors.



Visual 5.30

REPORTER TRICKS OF THE TRADE (1 OF 6)

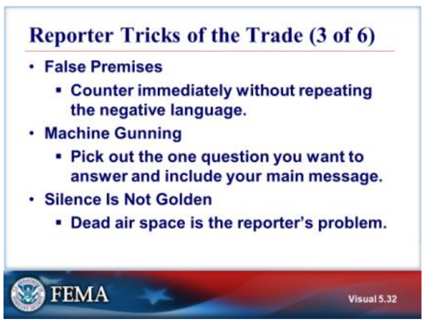
Loaded questions, unacceptable alternatives or "either/or" questions, and hypothetical situations, and how to counter each of these tricks.



Visual 5.31

REPORTER TRICKS OF THE TRADE (2 OF 6)

Commenting on comments and divide and conquer (he said, she said), and describe how to counter each of these tricks.



Visual 5.32

REPORTER TRICKS OF THE TRADE (3 OF 6)

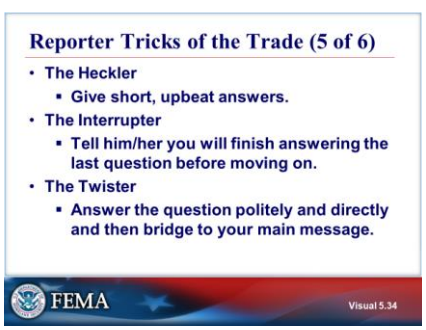
False premises, machine gunning of questions (one after another), and silence is not golden (silence during an interview), and how to counter each of these tricks.

Visual 5.33

REPORTER TRICKS OF THE TRADE (4 OF 6)

the ambush and how to counter this trick.

One other tactic is to disarm the investigative reporter by going to them instead of waiting or letting them come to you. This allows you to take control of the situation and prevent an ambush.

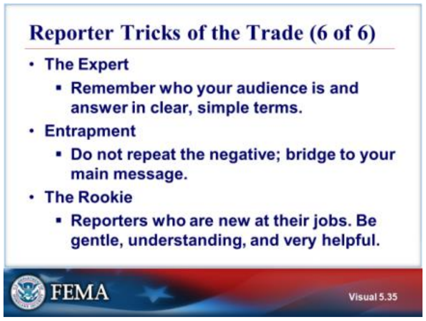


Visual 5.34

REPORTER TRICKS OF THE TRADE (5 OF 6)

Types of reporters and how to handle each of these personalities:

- The Heckler
- The Interrupter
- The Twister



Visual 5.35

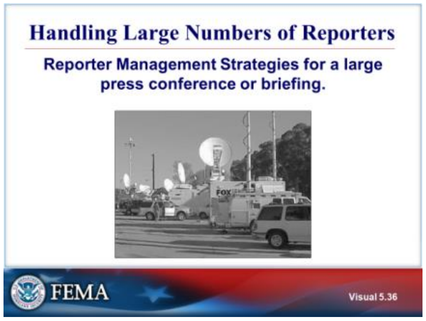
REPORTER TRICKS OF THE TRADE (6 OF 6)

Live interviews:

- Interviews can be done in the field, in the studio, or on the phone.
- Pay attention to body language and facial expressions when listening to the interviewer's questions.
- Listen carefully to the interviewer's questions.
- If you get an unexpected, difficult question, use techniques listed in the handout to deliver your key message.
- Be friendly and open.
  - People will not remember what you say but how you say it.

Use a backdrop if possible—perhaps a logo, fire truck, etc.—this will get the message out that your agency is on the scene and taking responsibility for incident management.

Try to wear clothing with at least an agency logo. A uniform is also appropriate. Make sure you are wearing the appropriate safety equipment if you are in the field.



Visual 5.36

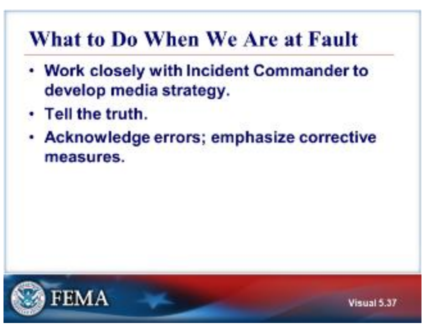
HANDLING LARGE NUMBERS OF REPORTERS

Strategies

- Information requests probably cannot be met individually, so you may need to schedule multiple daily briefings.
- Use videographers and photographers.
- You may need to set up a press room.
- Use written materials, like press kits.
- Designate your spokesperson.

Managing briefings and press conferences:

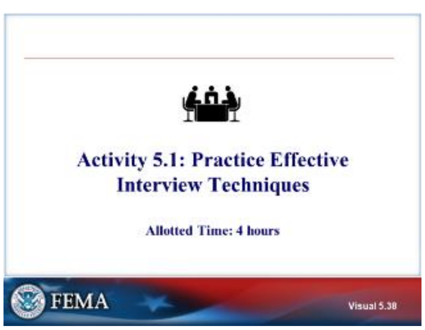
- Set ground rules, and be firm, but polite.
- Begin with a prepared opening statement.
- Have an agenda.
- Take your time with answers.
- End by saying, "I'll take one more question".
- Establish time and place for the next briefing.



Visual 5.37

WHAT TO DO WHEN WE ARE AT FAULT

Proper methods for handling of information when Incident Management is to blame for incident complications

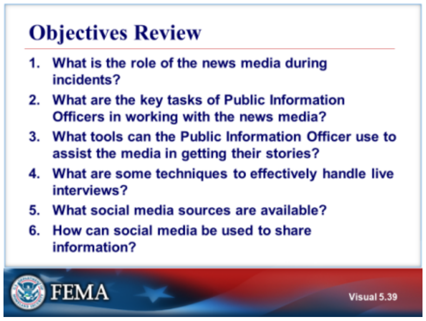


Visual 5.38

ACTIVITY 5.1: PRACTICE EFFECTIVE INTERVIEW TECHNIQUES

The instructor will explain Activity 5.1.

You will have 4 hours to complete the activity.



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OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the role of the news media during an incident.
- Describe the key tasks of Public Information Officers in working with the news media.
- List tools the Public Information Officer can use to assist the media in getting their stories.
- Demonstrate techniques necessary to anticipate questions and effectively handle “live” interviews.
- Describe the various sources of social media available.
- Describe how social media can be used to share information.

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Supplemental Materials

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Handout 1-1: Fortune's 14 Ways to Deal with the Press

- Make the CEO responsible for press relations. That means he or she must often speak for the corporation, routinely and in times of crisis, and delegate enough authority to make the PR spokesperson a credible source.
- Face the facts. If you screw up, admit it candidly. Avoid hedging or excuses. Apologize, promise not to do it again, and explain how you're going to make things right.
- Consider the public interest in every operating decision. Your reputation depends far more on what you do than on what you say. Act accordingly. Try giving your senior PR expert a seat at the table when decisions are made.
- Be a source before you are a subject. The time to make friends with reporters is long before the trouble hits. Get to know the people who cover your company, educate them, help them with their stories, and give them reason to respect you. Determine which journalists deserve your respect and trust.
- If you want your views represented, you have to talk. Reporters are paid to get stories, whether you help or not. When you clam up, they must depend on other sources—often people like that marketing VP you fired last month.
- Respond fast. You can't influence a story once its deadline has passed. Nor will you appear credible if you seem to be stalling. In a crisis, figure you have a day to get your story out.
- Cage your lawyers. They will always tell you to keep your mouth shut. But in many crisis situations your potential/legal liability may be trivial compared with the risk of alienating your customers, employees, or regulators.
- Tell the truth—or nothing. Nobody likes a liar.
- Don't expect to bat 1,000. PR is a game of averages, so be content if you win most of the time. Even the most flattering story will likely have a zinger or two, and even the best companies get creamed now and then.
- Don't take it personally. The reporter is neither your enemy nor your friend: he/she is an intermediary between you and the people you need to reach. And forget about your ego—nobody cares about it but you.
- Control what you can. Release the bad news yourself—before some reporter digs it up. Use your selective availability to reporters as a tool. Set ground rules every time you talk. If the public isn't buying your message, change it.
- Know whom you're dealing with. The press is not monolithic. TV is different from print, magazines are different from newspapers, and the Austin American-Statesman is different from the Wall Street Journal. Within a news organization will be a normal mix of individuals, some honorable and competent, some not. Do your homework on journalists before you talk to them, reviewing their past work and talking to other executives they have covered.

- Avoid TV unless you feel free to speak candidly. Even then, learn to present your views in the 10-second sound bites that are the building blocks of TV stories. Use simple, declarative sentences and ignore subtleties. Whenever possible, favor live TV shows over those that can edit your remarks.
- Be human. Reporters—and the public usually will be more sympathetic to a person than a corporation. If you can do it without lying or making an ass of yourself, reveal yourself as a person with feelings: your mistakes will as likely be forgiven as criticized. Insist on being judged on a human scale.

Handout 5-2: Ways to Make Enemies in the Press

- Develop essential and nonessential media lists. In every field there are target markets, followed by secondary and tertiary markets. Set up your list, work only with the target market editors, and ignore inquiries from all other publications. Just because they are interested in you doesn't mean that they can do you any good or that you should waste your time working with them.
- Put up road blocks. This is something of an extension of the previous guideline. Establish a priority list of editors that you will talk with and those that your PR person should handle. Or, if an editor or reporter has a frivolous inquiry, have someone else in your organization handle it for you. The key is to make certain that most of the requests or inquiries fall into the last category.
- Return calls in due course. Regardless of whether the reporters are on deadline, make it obvious that their time and effort couldn't possibly be as important as yours. Return calls for information or input when you get around to it. If it's a daily newspaper, 6:00 pm is a good time. For weekly publications, Friday or Monday at 2:00 pm is ideal. For monthlies, five or six days after the initial inquiry should be sufficient. For the clincher, respond with a "no comment," or tell them that you don't have the requested information.
- Scream when a story isn't 100 percent positive. Regardless of whether you and your company are right or wrong, expect every article to be a glowing report on the organization, its products, and its people. If a reporter has the audacity to print something negative, call his or her publisher and demand, at the least, a retraction. Better yet, demand that the reporter be fired. Follow up with a letter to the publisher, the editor, and the reporter.
- Strike back. Another excellent reaction to the problem encountered in the previous guideline is to place an embargo on the guilty medium. This can be as simple as not responding to inquiries or, for greater impact, pull your information/advertising from the medium since it is no longer "good" for you to use in reaching prospective customers.
- Use only one-syllable words with reporters. Make certain that the reporters know that you know more about your subject than they do. Talk down to them. Explain each point at least three times. Regardless of the question, make certain that they know how dumb you feel the question is. For added impact, let them know that your time is much more valuable than theirs.

- Pick and choose your opportunities. If your organization is going to get some immediate coverage, it is perfectly acceptable to work with and cooperate with the press. However, if there's a possibility that your assistance will develop open lines of communication and a strong long-term relationship, forget it.
- Insist that everything be cleared. About halfway through an interview, remind the editor or reporter that, naturally, everything you've said will have to be cleared through public relations or, better yet, through your legal department, before it can be used. Oh yes, insist—nay demand—that, once the article is written, you have the opportunity (right) to review it before it is printed. In some instances, the copy may be submitted for technical accuracy. When this happens, edit the copy freely, and hold it until just prior to the publication date.
- Have all queries and responses screened. You pay PR people good money to develop and protect your image, as well as promote the organization and its work. Get the most out of them by making certain that all questions and answers go through them. In this way, they can coach your people on the proper answers, and they can clean up the responses so that they either show you in the best possible light or say absolutely nothing at all.
- Give multiple exclusives. If you've got some really hot company or product announcement to make, negotiate with the best medium that you can think of in order to get the maximum coverage and treatment possible. When you have them firmly locked in, do the same thing with two or three other books—after all, your organization (and its announcements) is so important that each should be thankful that you gave them the opportunity to cover your announcement in such depth.
- Torpedo the energetic reporter. There are times when you send out what seems to be a simple release, and for some reason, it strikes a responsive chord with a reporter. He or she wants to do something bigger than a three-or four-line piece, so the reporter works with you on some major coverage. In reality, it's a great story. In fact, it’s too good for that reporter alone, so call some other reporters and give them the same information. Or, an unsolicited inquiry may develop into a major piece. Again, call a number of media to spread your wealth around.
- Tie your weak stories to advertising. This is for people who advertise: money talks. If the piece that you want to place is very weak or just a puff-piece, make it known to the reporter that you're a big gun advertiser and expect them to give you major and immediate treatment. In order to get the best, they have to offer, send the story along with your advertising order and ask your media representative to do the leg work for you.
- Make certain they send you clippings. Every time you send a news release to editors or reporters, remind them that you need clippings of all the article or piece when it is finally printed. After all, unless they send you the printed piece, how can you make certain that they're doing a good job?

Handout 5-3: Writing a Press Release

When writing your press release, it should be:

- **Concise—**Editors, webmasters, etc. receive hundreds of press releases a week (perhaps more) and appreciate releases that are brief and to the point.
- **Well-written—**A good way to ensure that your release ends up in the waste basket is to use: bad spelling, poor grammar, and/or politically motivated, illogical, or unsubstantiated claims.
- **Factual—**Stick to logical and substantiated claims, avoiding statements of belief (e.g., we're the best, the cheapest, etc.).
- **Honest—**Avoid the padded quotes by incident personnel; even if they are experts, they come across as biased. If incident personnel quotes are used, stick to pure incident facts.
- **Timely—**If your press release isn't topical based upon the events of the incident, perhaps the editor will consider it as a sidebar story or a special interest feature—but don't stretch it

Questions to consider before you write a press release:

- Who is the preferred audience of your press release? The public? Evacuees? Potential contractors? Who?
- What do you want your target audience to take away from your press release?
- What does your press release provide (e.g., invaluable information concerning evacuations, injuries, fatalities, incident progress, damage, property loss, etc.)?
- What is the tone of your press release (e.g., imminent danger, danger is passed, incident nearly over, etc.)?
- Are you aware of possible pitfalls of incident tactics or areas to avoid?
- What do you want to accomplish with your press release (e.g., increase public awareness, disseminate information, provide timely warnings, etc.)?
- Does the press release's lead (opening) address or answer the basic tenets of journalism (pyramid style of writing a release, potential to cut from the bottom, put good stuff in the first paragraph.)
  - Who
  - What
  - When
  - Where
  - Why
  - How

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Activity 5.1: Practice Effective Interview Techniques

Activity 5.1 Overview—Unit 5

Purpose

The purpose of this activity is to provide students with an opportunity to practice effective interview techniques through an in-depth, role-playing activity based upon a detailed scenario.

Objectives

Students will:

- Demonstrate techniques necessary to effectively handle live interviews
- Determine the incident information to share with the media

Activity Structure

This activity is scheduled to last approximately four hours, including role player presentations, interviews, and debrief. Students will be interviewed individually and asked to provide incident information based on scenario accounts from role players. After interviewing, the class will debrief by watching and critiquing the tapes of the class interviews.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Read the instructions on the following page.
2. Receive incident scenario accounts from Incident Commander role player, or read INCIDENT FACT SHEET (to be handed out by instructor).
3. Based on this account, conduct interview with TV news reporter role players (instructor cadre).
4. As a class, review and critique individual filmed interviews.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 5.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	10 minutes	Classroom
Role Player Incident Accounts	10 minutes	Classroom
Interviews	3 hours (assuming approximately 12 students, 15 minutes per interview)	Individual/Break-out Room
Debrief/Review	40 minutes	Classroom

Student Instructions

You are the Public Information Officer for the recently developed elite Liberty County All-Hazard Incident Management Team (LC AHIMT) from jurisdictions within Liberty County in the State of Columbia. You have just been notified of a train derailment and hazardous materials spill along the Roaring River in Central City Riverfront Park.

You will receive a quick briefing (five to ten minutes) from your Incident Commander. You may ask him or her questions, but they will not be able to give you much time, and only limited detailed information.

After you hear from the Incident Commander, you will have a few minutes to organize and prepare a fact sheet. This will not be a written press release that you hand to the reporter. It will be your talking points to be used in answering questions from the reporter. YOU'LL NOT BE ALLOWED TO READ FROM YOUR NOTES ON CAMERA. You must be very familiar with your facts.

When preparing your fact sheet, keep in mind accuracy and brevity and good interview techniques.

When writing your fact sheet and preparing for the interview, it may be of help to answer these three questions:

1. What are the facts of the situation that you can report?
2. What should you strive to do during this interview?
3. What are your talking points for the interview?

When all members of your work group are done with their individual interviews, wait for instructor direction to either go to a breakout room for interview critiques, or to break for lunch.

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Activity 5.1 Scenario

INCIDENT FACT SHEET

Train Derailment/Chemical Spill

Background

You are the Public Information Officer for the recently developed elite Liberty County All-Hazard Incident Management Team (LC AHIMT) from jurisdictions within Liberty County in the State of Columbia. Liberty County is the largest county in the State in terms of population, and includes Central City, the largest and most densely populated municipality in the State of Columbia. The population of Central City is approximately 400,000 and the metropolitan area population is approximately 800,000. Central City serves as a major transportation hub within the State for commercial river traffic, and rail, air, and interstate traffic, and is 40 miles from the Port of Charlotte, on the Big Ocean.

You have just been notified of a train derailment and hazardous materials spill along the Roaring River in Central City Riverfront Park.

The Incident

Early this morning a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Part of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the riverbank is part of Central City Riverfront Park. The train engine is leaking diesel fuel into the river and several tank cars of calcium hypochlorite are also leaking into the river. Calcium hypochlorite is often used as a disinfectant in swimming pools. Tank car placards marked “Dangerous” located on the leaking rail cars are clearly visible from the road that runs parallel to the river. The engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police scanner has picked up a report of a gas cloud forming immediately downstream from the leaking rail cars. This report was also picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident.

There is uncertainty about which agency is in charge of the incident. The Central City Parks Department dispatches you as the Public Information Officer. The Parks Department tells you that the train engineer’s license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The Red Cross is establishing an evacuation center at North High Schools in Central City. There are rumors that hundreds of Coho salmon, a federally listed threatened species, have been killed. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles downriver from the rail bridge site.

When you arrive at the site, you find out that one of the TV news crews is already shooting pictures. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The TV reporter has asked you to do an interview for their evening news, and other reporters are lining up for interviews as well.

Unit 6: Assistant Public Information Officer Tasks and Assignments

STUDENT MANUAL

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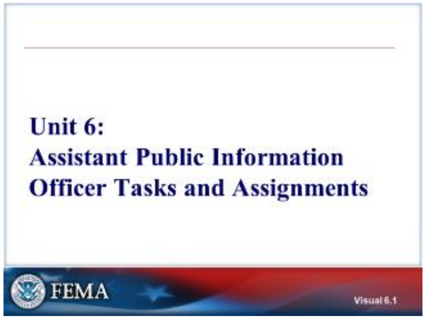
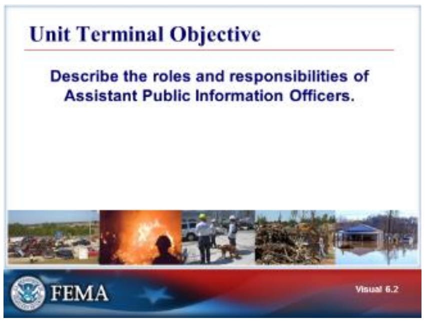


Visual 6.1

UNIT 6: ASSISTANT PUBLIC INFORMATION OFFICER TASKS AND ASSIGNMENTS

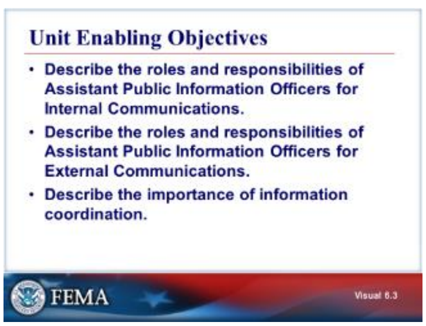
Through this unit, students will learn about the tasks and assignments of Assistant Public Information Officers. Internal and External Communications roles and responsibilities will be addressed. Incident information coordination will also be discussed in this unit.



Visual 6.2

UNIT TERMINAL OBJECTIVE

Describe the roles and responsibilities of Assistant Public Information Officers.

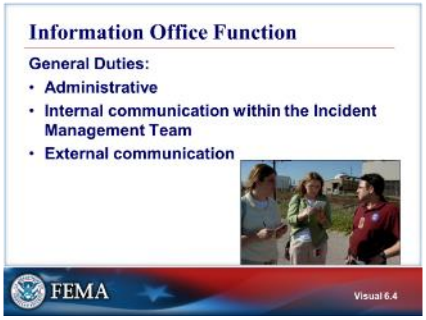


Visual 6.3

UNIT ENABLING OBJECTIVES

- Describe the roles and responsibilities of Assistant Public Information Officers for Internal Communications.
- Describe the roles and responsibilities of Assistant Public Information Officers for External Communications.
- Describe the importance of information coordination.

The Final Exam is based on the Unit Enabling Objectives.

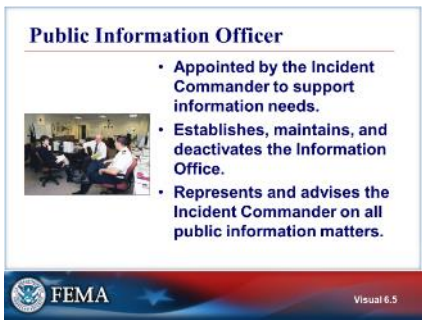


Visual 6.4

INFORMATION OFFICE FUNCTION

Three general duties within the Information Office are:

- Administrative: Oversee the information function
- Internal communications within the Incident Management Team: distribute communications: manage the dissemination of information to the public and the media information to staff within the response organization
- External communication

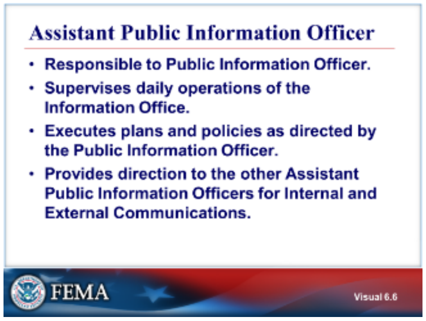


Visual 6.5

PUBLIC INFORMATION OFFICER

The major responsibilities of the Public Information Officer are:

- Support the communications needs of the Incident Commander.
- Oversee Information Office operations.
- Gather incident data.
- Inform the public and community.
- Complete analysis of public perceptions.
- Assist in the implementation of communications requirements.
- Coordinate exchange of information within the Incident Command.
- Coordinate intra-organizational activities (such as information exchange between responding agencies).
- Ensure open and successful internal communications.
- Coordinate with the Command Staff.

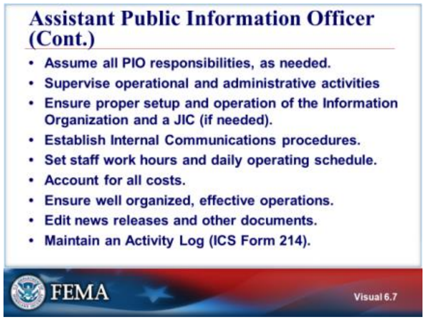


Visual 6.6

ASSISTANT PUBLIC INFORMATION OFFICER

Every Public Information Officer except the Lead Public Information Officer is an Assistant Public Information Officer. Assistant Public Information Officers should possess the same knowledge, skills, and abilities displayed by a Lead Public Information Officer.

An Assistant follows the directions of the Lead Public Information Officer. An Assistant Public Information Officer is selected by the Public Information Officer to supervise the daily operations of the Information Organization; execute plans and policies as directed by the Public Information Officer; and provide direction to the other Assistant Public Information Officers for Internal and External Communications to ensure that all functions are well organized and operating efficiently.



Visual 6.7

ASSISTANT PUBLIC INFORMATION OFFICER (CONT.)

The major responsibilities of the Assistant Public Information Officer are:

- Assume all responsibilities of the Public Information Officer, as needed.
- Supervise all operational and administrative activities, including staffing and inter-office communications.
- Ensure proper setup of Information Organization.
- Oversee all operations of the Information Organization.
- Establish and manage a Joint Information Center, if one is needed.
- Establish Internal Communications procedures.
- Set staff work hours and daily operating schedule.
- Ensure that all costs are accounted.
- Ensure that all Information Office functions are well organized and operating effectively.
- Edit and obtain approval from the Lead Public Information Officer for news releases and other for-release documents. In the absence of the Lead Public Information Officer, release information in accordance with the Incident Commander.
- Maintain an ICS Form 214 Activity Log.

Visual 6.8

ASSISTANT PIO: INTERNAL COMMUNICATIONS

Internal Communications - Internal communications are a vital part of the organization and important for your employees.

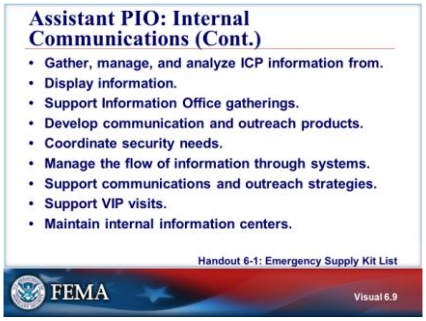
An Assistant Public Information Officer for Internal Communications is assigned by the Lead Public Information Officer or other Assistant Public Information Officer to supervise the Internal Communications portion of the Information organization.

The internal Information organization may be responsible for:

- Gathering information from a variety of sources, internally and externally.
- Managing the product development responsibilities of the Information organization, such as press releases and public service announcements.
- Producing and developing visual records of the incident for use by the Information organization or Agency Administrator/Executive.
- Managing additional activities in support of the Assistant Public Information Officer for internal communications and his/her staff.

Information Gathering and Product Development - In support of the communications efforts, the Assistant Public Information Officer for Internal Communications conducts information gathering activities and product development activities.

Personnel selected for this position should possess experience in public affairs, crisis response, Information Office operations, and management. Personnel should be assigned to this position based on training, experience, skills, and ability, not based on their rank or their employer.



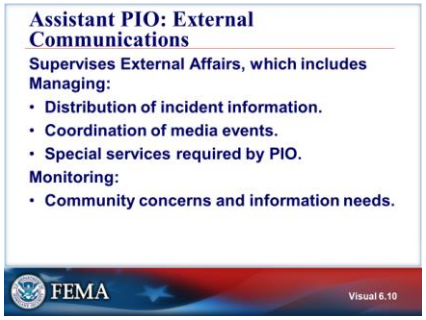
Visual 6.9

ASSISTANT PIO: INTERNAL COMMUNICATIONS (CONT.)

Refer to Handout 6-1: Emergency Supply Kit List, which is a list of contents for an Emergency Kit that came from the FEMA website. This is an example of a readily-available resource that can be used by a PIO/Assistant PIO for public information

The major internal communications responsibilities of the Assistant Public Information Officer are to:

- Gather, manage, and analyze information from all parts of the Incident Command Post.
- Display information for use in the Information Office.
- Provide support for Information Office gatherings (such as news conferences or town meetings).
- Develop communication and outreach products based on information from the Communications Unit (such as talking points, briefings, flyers, fact sheets, news releases, and public service announcements).
- Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section of the ICS structure.
- Establish and implement systems to manage the flow of information.
- Support the development and modification of communications and outreach strategies.
- Support the development of materials needed to support VIP visits to the disaster site or the Incident Command Post.
- Most importantly, where general information access is limited, maintain internal information centers, such as bulletin boards, for all individuals assigned to the incident, camps, Command Posts, remote sites, sleeping/eating areas.
    - Examples of information are a posted IAP, local news articles, health and safety bulletins, emergency messages, and incident status/situation updates.



Visual 6.10

ASSISTANT PIO: EXTERNAL COMMUNICATIONS

Health Alert Network is an excellent tool for disseminating information for incidents with health alarms. This network disseminates information down through the local level, using various methodologies to get the information out very quickly. Every public health agency uses this tool.

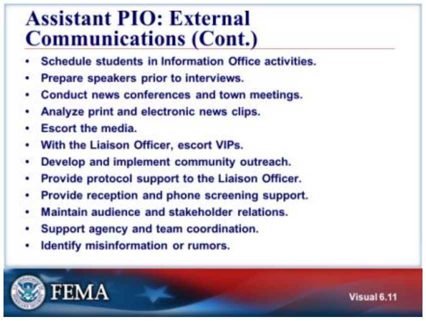
In large incidents, there will probably be a community outreach branch that handles this.

An Assistant Public Information Officer for External Communications may be assigned by the Lead Public Information Officer to supervise the External Communications portion of the Public Information organization, which includes:

- Managing the distribution of information regarding the event.
- Managing the coordination of meetings, interviews, and engagements.
- Managing special services required by the Lead Public Information Officer, such as speaker training, media analysis, and onsite escorts.
- Monitoring the community's concerns regarding the incident and advising the Lead Public Information Officer about community information needs.

The Assistant Public Information Officer for External Affairs interacts with stakeholders, monitors stakeholder information needs, and distributes information in a timely and effective manner.

Personnel selected for these positions should possess experience in public affairs, crisis response, Public Information Officer operations, and management, as well as having demonstrated skills in interacting with the public and media. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

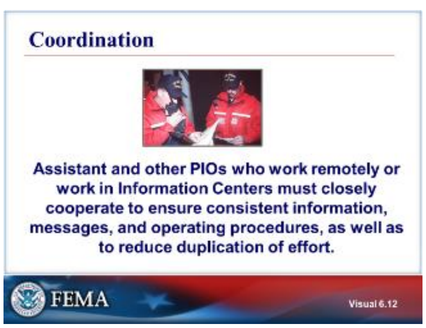


Visual 6.11

ASSISTANT PIO: EXTERNAL COMMUNICATIONS (CONT.)

The major responsibilities of the Assistant Public Information Officer for External Communications are to:

- Schedule students in Information Office activities.
- Prepare speakers prior to interviews.
- Conduct news conferences and town meetings.
- Analyze print and electronic news clips.
- Escort the media.
- In coordination with the Liaison Officer, escort civic leaders, members of the community, distinguished, and congressional visitors.
- Develop and implement community outreach programs.
- Provide protocol support to the Liaison Officer.
- Provide reception and phone screening support.
- Monitor and maintain audience and stakeholder relations.
- Support agency and team coordination.
- Identify misinformation or rumors that may affect the response.

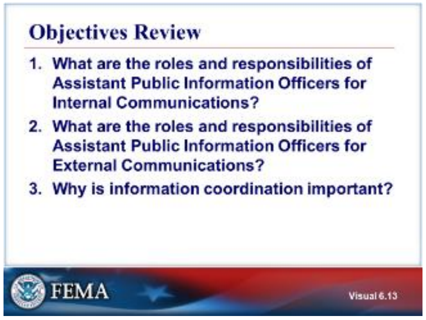


Visual 6.12

COORDINATION

To ensure an effective and efficient information operation, Assistant Public Information Officers and others who work remotely or who work in the Information Centers need to cooperate closely to ensure that consistent information, messages, and operating procedures are in place and that duplication of effort is eliminated.

Most importantly, all Assistant Public Information Officers must coordinate through the Public Information Officer Command Staff.



Visual 6.13

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the roles and responsibilities of Assistant Public Information Officers for Internal Communications.
- Describe the roles and responsibilities of Assistant Public Information Officers for External Communications.
- Describe the importance of information coordination.

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Supplemental Materials

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Handout 6-1: Emergency Supply Kit List

When preparing for a possible emergency situation, it's best to think first about the basics of survival: **fresh water**, **food**, **clean air**, and **warmth**.

Recommended Items to Include in a Basic Emergency Supply Kit:

- **Water**, one gallon of water per person per day for at least three days, for drinking and sanitation
- **Food**, at least a three-day supply of nonperishable food
- Battery-powered or hand-crank radio and NOAA weather radio with tone alert and extra batteries for both
- Flashlight and extra batteries
- **First aid kit**
- Whistle to signal for help
- **Dust mask**, to help filter contaminated air, and plastic sheeting and duct tape to shelter-in-place
- Moist towelettes, garbage bags, and plastic ties for personal sanitation
- Wrench or pliers to turn off utilities
- Can opener for food (if kit contains canned food)
- Local maps

Additional Items to Consider Adding to an Emergency Supply Kit:

- Prescription medications and glasses
- Infant formula and diapers
- Pet food and extra water for your pet
- Important family documents such as copies of insurance policies, identification, and bank account records in a waterproof, portable container
- Cash or traveler's checks and change
- Emergency reference material such as a first aid book or information from www.ready.gov
- Sleeping bag or warm blanket for each person. Consider additional bedding if you live in a cold-weather climate.
- Complete change of clothing including a long-sleeved shirt, long pants, and sturdy shoes. Consider additional clothing if you live in a cold-weather climate.

- Household chlorine bleach and medicine dropper—when diluted, nine parts water to one-part bleach, bleach can be used as a disinfectant. Or, in an emergency, you can use it to treat water by using 10 drops of regular household liquid bleach per gallon of water. Do not use scented or color-safe bleach, or bleaches with added cleaners.
- Fire extinguisher
- Matches in waterproof container
- Feminine supplies and personal hygiene items
- Mess kits, paper cups and plates, plastic utensils, paper towels
- Paper and pencil
- Books, games, puzzles or other activities for children

Unit 7: Effective Community Relations

STUDENT MANUAL

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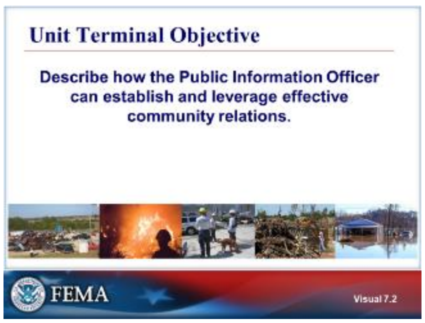
Visual 7.1

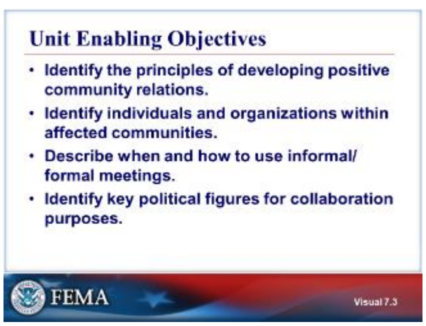
UNIT 7: EFFECTIVE COMMUNITY RELATIONS



Visual 7.2

UNIT TERMINAL OBJECTIVE

Describe how the Public Information Officer may establish and leverage effective community relations.



Visual 7.3

UNIT ENABLING OBJECTIVES

- Identify the principles of developing positive community relations.
- Identify individuals and organizations within affected communities.
- Describe when and how to use informal/formal meetings.
- Identify key political figures for collaboration purposes.

The Final Exam is based on the Unit Enabling Objectives.

Visual 7.4

EFFECTS OF INCIDENTS ON COMMUNITIES

Community outreach and involvement have become the key responsibility of Public Information Officers and other incident personnel. In community relations, Public Information Officers have two main functions:

- Keep individuals and organizations in affected communities informed about and involved in the incident and incident management activities.
- Enable individuals and organizations in affected communities to express their concerns, needs, and issues to the IMT.

Visual 7.5

COMMUNITY RELATIONS

Empowers People - Informed people feel that they have some degree of control over their situation. While incident personnel are generally portrayed as “heroes” by the media, residents of local communities are often described as “victims.” Feelings of helplessness can lead to anger, resentment, and counter-productive actions such as negative remarks to the media, petitions to IMTs, and disruptive interference in incident management activities.

Engages People in the Effort - Public Information Officers can provide or support avenues for individuals and organizations in local communities to get involved in the incident management effort in meaningful ways, for instance, by volunteering to complete necessary tasks.

Establishes Links or Relationships Between Agencies and Communities for the Duration of the Incident and for the Future - Crises bring people together. Even people with very different values, backgrounds, and beliefs will usually put their differences aside and work together for the common good.

Effective community information and involvement during an incident can strengthen good agency-community relationships and help repair bad ones.

Helps People Express Their Feelings - Individuals who live in communities affected by incidents often experience a wide range of emotions, including fear, anxiety, anger, hostility, insecurity, confusion, frustration, pleasure, and gratitude.

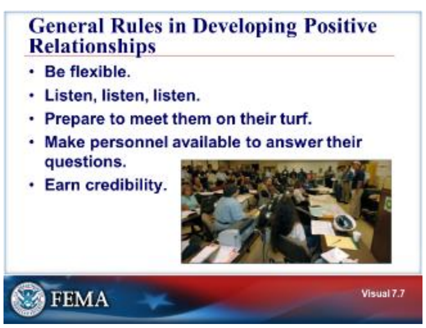
Demonstrates Agency Concern, Responsibility, and Competence - Public Information Officers can reassure individuals and organizations in local communities that incident managers understand what the community values, including, for instance, property, landmarks, the economy, and air quality.

Visual 7.6

PRINCIPLES OF COMMUNITY RELATIONS

While every incident will pose different community relations challenges, the following fundamental principles apply to virtually all situations:

- All communities are different and will require different outreach and involvement strategies.
- People who live, work, and play in affected communities need accurate, timely, detailed information about incidents that are impacting them or may impact them.
- Good outreach and involvement strategies recognize and plan for the fact that incidents create a high degree of stress and tension within and among communities.
- Affected communities recover best when individuals and organizations are involved in some way in incident management activities.
- Communities consist of a variety of individuals and groups that often have different needs.
- Incidents provide opportunities to educate communities about other agency programs and activities.

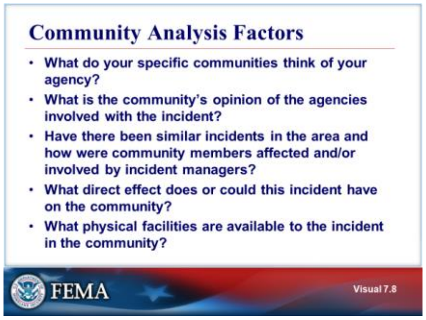


Visual 7.7

GENERAL RULES IN DEVELOPING POSITIVE RELATIONSHIPS

- Be flexible.
- Listen, listen, listen.
- Prepare to meet community members on their turf.
- Make personnel available to answer their questions.
- Earn credibility with community members:
  - Always try to make sure they hear it from you first.
  - Always involve community members when giving out information.
  - Follow through on commitments and monitor Information staff commitments.

Do your best to keep the community well informed with the most up to date information.



Visual 7.8

COMMUNITY ANALYSIS FACTORS

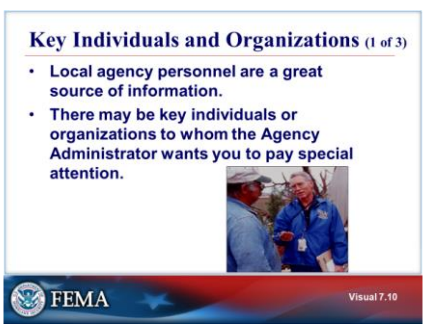
For the sake of good community relations, it is essential to have a clear understanding of any existing agency/community relations and perceptions. It is also important to understand the community well enough so that an incident effect forecast can be accurately made.

Visual 7.9

COMMUNITY RESOURCES AVAILABLE

Tese community resources may be useful for the Public Information Officer and Information staff.

- Local gathering places.
- Locations most local people depend on to get news.
- Broadcast/print media available.
- Meeting facilities available.
- Locations in the community that are frequently visited (post office, grocery stores, etc.).



Visual 7.10

KEY INDIVIDUALS AND ORGANIZATIONS (1 OF 3)

The first step in conducting community relations activities is to identify the communities directly affected by the incident and key individuals and organizations within those communities. Local Agency personnel are the best source of information for this task. In addition, the local Agency Administrator/Executive may have certain key individuals and organizations to whom he or she wants you to pay special attention.

While the composition of every community will vary, there are several general key individuals and organizations who need to be kept informed about, and involved in, incident management to prevent conflicts and other problems from developing.

Visual 7.11

KEY INDIVIDUALS AND ORGANIZATIONS (2 OF 3)

The key individuals and organizations that need to be included in community information and involvement efforts.

Landowners - This can be a varied group, with different management objectives for their individual properties. They are likely to feel threatened by an incident and will want to know of planned incident management actions. Their property may be the source of their income.

Homeowners and Homeowners' Associations - These individuals want a great deal of information and contact with incident personnel. Their homes may be at risk and Public Information Officers can help minimize their fears by providing incident information and/or referrals to local community service organizations for assistance.

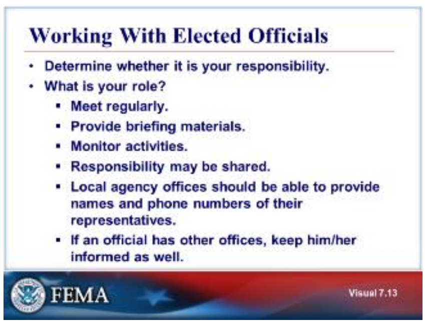
Other Residents - During an incident, people who live in affected areas will want frequent updates about the status of the incident and specific details about incident management activities. Some individuals will be polite and easily satisfied. Others may be very emotional, angry, or demanding.

Business Owners - Businesses, particularly those that rely on tourists, can be severely impacted during an incident because of loss of revenue. Sometimes the public will perceive a problem where there is none and will avoid businesses and areas that are not affected by the incident. Public Information Officers can help get the word out about what facilities and services are/are not affected.

Visual 7.12

KEY INDIVIDUALS AND ORGANIZATIONS (3 OF 3)

- Elected officials: Elected officials at all levels—local, county, State, and Federal—will want to be kept informed about incidents that affect their constituents.
- Community leaders: This group can include prominent teachers, business people, or community service providers.
- Special Interest Groups: Special interest groups will want to know how incidents and incident management activities affect their areas of interest, such as environmental issues.



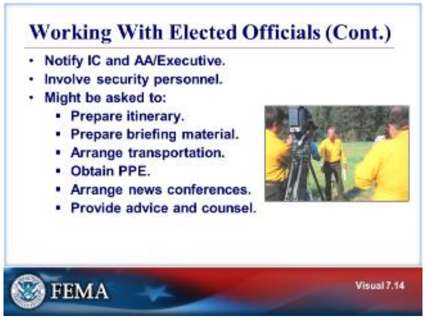
Visual 7.13

WORKING WITH ELECTED OFFICIALS

Determine whether this is your responsibility. Agency Administrator/Agency Official or the Liaison Officer may retain responsibility for this contact (by choice). Find out at the Transition Meeting.

What is your role? Agency Administrator will usually answer this question.

- Meet regularly with elected officials.
- Provide briefing materials or support only.
- Monitor activities, if a Public Information Officer is assigned to this.
- Share responsibility with Area Commands and Multi-Agency Coordinating Groups, if they have their own information units and responsibilities for coordinating with elected officials.
- Gather names and phone numbers of representatives from local offices of the responding agencies.
- If the official has other offices, keep them informed also.



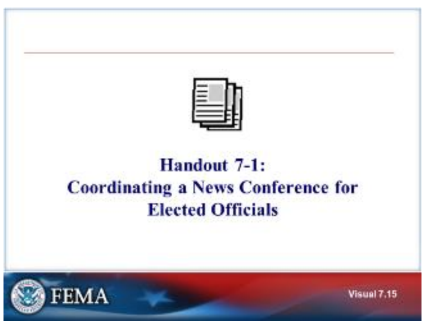
Visual 7.14

WORKING WITH ELECTED OFFICIALS (CONT.)

- Notify Incident Commander (IC) and Agency Administrator (AA)/Executive, to create a feedback loop.
- Involve security personnel.

May be asked to:

- Prepare itinerary.
- Prepare briefing material.
- Arrange for transportation.
- Obtain personal protective equipment.
- Arrange news conferences.
- Provide advice and counsel.



Visual 7.15

HANDOUT 7-1

Refer to Handout 7-1: Coordinating a News Conference for Elected Officials.

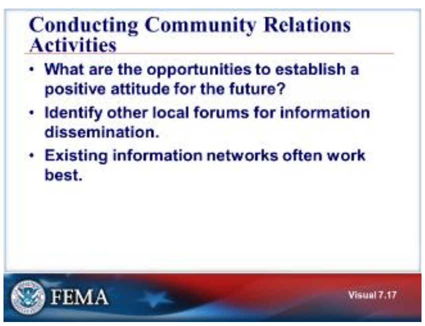
Visual 7.16

ORGANIZATIONS AVAILABLE FOR ASSISTANCE

These organizations can often contribute important resources or knowledge to incident management activities. They also need information to plan their own operations.

Be sure to determine capabilities and areas of service, especially for local and State community assistance agencies and volunteer organizations. Be sure to have a contact list prepared.

Self-dispatched resources (unofficial organizations and volunteers) could be something you deal with, and in many cases, they are not trained, don't have personal protective equipment, etc.



Visual 7.17

CONDUCTING COMMUNITY RELATIONS ACTIVITIES

After you have identified the communities affected by an incident, and the key individuals and organizations within them, you need to figure out how to communicate with them. A variety of tools and techniques will probably be needed to reach different individuals and organizations. Existing information networks often work best.

Local agency personnel can provide you with valuable information about credible ways to communicate with key individuals and organizations in affected communities.

Visual 7.18

IMPLEMENTING COMMUNITY RELATION PLANS

Tips for effective community relations plans.

- Set up a liaison between the community and Incident Command Post.
- Use local transportation resources.
- Be perceptive and empathetic.
- Set up a community contact to help disseminate information.
- Use local facilities for community meetings.
- Keep community leaders informed of serious changes in removal/response action strategy that may affect the community.

Visual 7.19

ONE-WAY COMMUNICATION TOOLS

In addition to the news media, one-way communication tools and techniques can be used to provide incident information to key individuals and organizations in affected communities.

Social media (Facebook, Twitter, LinkedIn, etc.) can be used to disseminate important information to the general public and it can be used to obtain information about public concerns.

Neighborhood Information Centers - These centers, which are located in communities affected by an incident, are designed to provide information and assistance to residents and visitors rather than the news media.

Unstaffed Information Kiosks or Bulletin Boards at Strategic Locations - Incident information and maps can be posted at grocery stores, post offices, community buildings, libraries, banks, churches, or any place where incident management activities draw a crowd, such as roadblocks, highway turnouts, and fixed-wing bases and helibases.

Fact Sheets and Maps - These can be updated as often as necessary—daily or twice a day—and distributed to local businesses, elected officials, and others.

Programs for Local Cable Television - Some communities operate their own cable television channels and will run short incident updates, maps, and other visuals once or twice a day. Other cable television channels feature community message boards between programs that may be used to provide information.

Internet Sites - Many agencies already have sites on the Internet. A special page may be created to provide incident information, a link can be created that directs people to an official source of information, or consider the use of a QR code. A QR code is a machine-readable code consisting of an array of black and white squares, typically used for storing URLs or other information for reading by the camera on a smartphone.

Visual 7.20

TWO-WAY COMMUNICATION TOOLS

Individuals and organizations in affected communities often want to express their needs, concerns, and issues to incident personnel. Two-way communication methods that enable them to do so, and also allow Public Information Officers to provide information about the incident and incident management activities.

Individual Contacts and Visits - If key individuals are spread out over a wide area, Public Information Officers and other incident personnel can visit them in person to update them on the status of the incident and receive any input they may have on incident management activities.

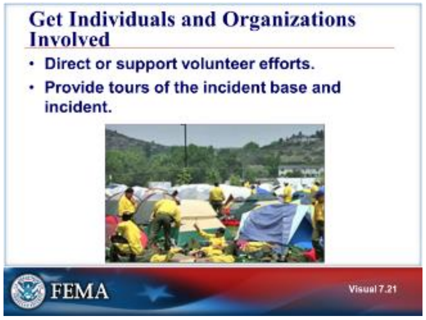
Town Hall Meetings - If local residents are not spread out over too wide an area, town hall meetings can be a good way for the Incident Commander or Public Information Officer to provide a briefing on the incident and incident management activities, listen to comments, and respond to questions. Representatives of cooperating agencies may also want to participate. However, large meetings can be risky when emotions are running high. These meetings must be well designed, planned, and facilitated.

Community/Civic Organization Meetings - Community and civic organizations will often agree to let a Public Information Officer or other incident personnel speak at a meeting.

School Programs - These can be used to help children cope with incidents affecting their communities and to convey information to parents.

Special Community Events - If a special event such as a county fair occurs during an incident, you may be able to set up a booth to provide information, respond to questions, and listen to concerns of local residents and visitors.

Reporting the way incident managers respond to community needs, concerns, and issues back to the individuals and organizations that raised them will build credibility not only for the IMT but also for the agencies they represent.

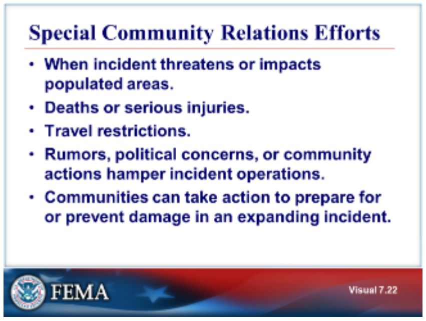


Visual 7.21

GET INDIVIDUALS AND ORGANIZATIONS INVOLVED

Direct or Support Volunteer Efforts - Volunteers can help conduct community relations activities, provide food and other supplies for neighbors who have been forced from their homes, or assist in any number of other incident management activities.

Provide Tours of the Incident Base and Incident - Local residents are usually very interested in seeing incidents and incident management activities up close. Tours can be an excellent way to educate the public and gain their support.



Visual 7.22

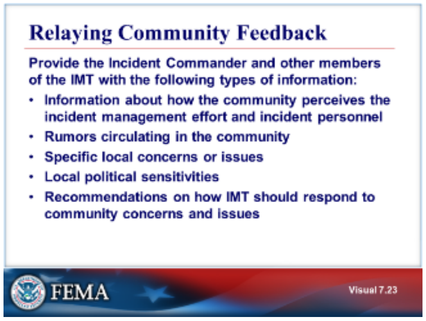
SPECIAL COMMUNITY RELATIONS EFFORTS

At times, the community individuals/organizations with whom you interact may provide you with a special situation. Students need to recognize the start of a possible strained situation:

- Single focus of another event, such as destruction of homes, road closures, excess smoke, etc.
- Extreme agitation over almost anything.
- “Big person syndrome”; that is, the need to be in charge.
- Community’s unreasonable expectations of incident personnel.
- Sudden negative changes in temperament.

Conducting community relations activities should be a regular, ongoing task of the incident information operation. Some situations, however, indicate a heightened need to reach out to individuals and organizations in affected communities:

- When incident threatens or impacts populated areas.
- In the event of deaths or serious injuries.
- When major travel corridors are closed or restricted.
- When rumors, political concerns, or community actions hamper incident operations.
- When communities can take action to prepare for or prevent damage in the midst of an expanding incident.



Visual 7.23

RELAYING COMMUNITY FEEDBACK

In the course of informing individuals and organizations about, and involving them in, the incident and incident management activities, Public Information Officers should also make a conscious effort to gather community feedback for the IMT. Public Information Officers should gather and provide the Incident Commander and other members of the IMT with the following types of information:

- Information about how the community perceives the incident management effort and incident personnel.
- Rumors circulating in the community.
- Specific local concerns or issues.
- Local political sensitivities.

In addition, Public Information Officers should provide recommendations about how the Incident Commander and other incident personnel should respond to community concerns, needs, and issues.

Visual 7.24

COMMUNITY MEETINGS

While community meetings (public meetings) can be a useful way to collectively address community concerns and distribute your message, they can be a double-edged sword. They can be rough at times, especially if there is a negative history between the community and your agency. You may find yourself contending with a mob mentality or having to focus on rabble-rousers in the audience.

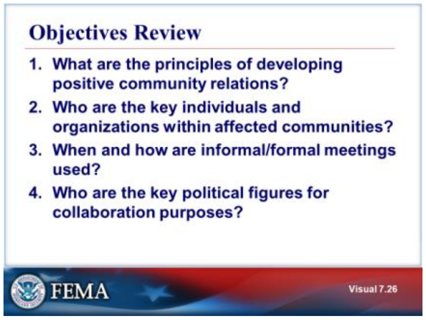
The key is gauging the temperament of the community. Do analysis first.

Visual 7.25

ACTIVITY 7.1: DEVELOP A COMMUNITY RELATIONS PLAN AND NEWS CONFERENCE OUTLINE

The instructor will explain Activity 7.1.

You will have 30 minutes to complete the activity.



Visual 7.26

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the principles of developing positive community relations.
- Identify individuals and organizations within affected communities.
- Describe when and how to use informal/formal meetings.
- Identify key political figures for collaboration purposes.

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Supplemental Materials

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Handout 7-1: Coordinating a News Conference for Elected Officials

I. The decision to have a news conference may be prompted by:

A. The release of new totals on the incident, such as estimates on the number of structures lost or saved or the allocation of additional resources.

B. Determination of the cause of the incident.

C. The occurrence of a significant incident-within-the-incident, such as a serious injury, etc.

D. The desire of a visiting dignitary to comment to the press on the incident.

II. Use the following steps to plan a news conference:

A. Get the Incident Commander’s approval to hold a press conference.

B. Contact the dignitary’s press person and involve him or her in the planning.

C. Select the site for the conference, considering:

1. Its location—close to the action but not interfering in the operation;
2. Its capacity to accommodate the media (e.g., room for cameras, light stands, microphones);
3. Placement of speakers on a riser, where they can be seen and photographed easily;
4. What is behind the speaker—for instance, a window would glare on television; and
5. Access to power for public address equipment.
6. ADA Compliant (Sign language interpreter is available).

D. Notify the media of the time, place, and purpose of the briefing and who will be speaking. Include a contact name and phone number.

E. Prepare handouts with the current information on the incident and an agenda with the names and titles of the speakers. Distribute to the media as they arrive.

F. Designate a facilitator, who will announce the purpose of the news conference, explain any ground rules, and introduce each speaker. That person should keep the briefing moving and coordinate questions and answers after the speakers are finished.

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Activity 7.1: Develop a Community Relations Plan and News Conference Outline

Activity 7.1 Overview—Unit 7

Purpose

The purpose of this activity is to provide students with an opportunity to prepare a Community Relations Plan and news conference outline for a detailed incident scenario.

Objectives

Students will:

- Be able to develop a Community Relations Plan and news conference outline

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Liberty County Tornado scenario and develop a Community Relations Plan and news conference outline to meet a particular audience's information needs and demands. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Read the Liberty County Tornado scenario on the next page.
3. As a group, develop a Community Relations Plan and news conference outline. You may utilize Handout 4-1: Sawtooth Information Plan as a model for your group's plan/outline.
4. Present Community Relations Plan and news conference outline to the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 7.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 7.1 Scenario: Liberty County Tornado

Situation

Sunday, between 1:50 and 2:26 a.m., an F3 tornado rips a path of severe damage through Liberty County, Columbia. The storm touches down on the western edge of Central City, moves due east through the city, eventually hits the northwest corner of Harvest Junction, and then turns due south and hits the western edge of Kingston before lifting up south of Kingston near the Roaring River. Central Dispatch receives the first report at 1:52 a.m. and connects the caller to Central City Dispatch. Within minutes, Central City Dispatch is flooded with calls. The tornado moves due east at an average ground speed of approximately 30 mph and hits Harvest Junction at approximately 2:12 a.m. It then takes a hard turn south and hits Kingston at approximately 2:23 a.m. The damage path is estimated at about three-quarters of a mile wide and 19 miles long.

General Conditions

A strong storm system swept east into the State of Columbia. A line of severe thunderstorms from that system spawned several tornadoes on Saturday evening and early Sunday morning.

NOTE: According to the weather service, the system spawned a total of five (plus one unconfirmed) tornadoes over a period of 9 hours and 25 minutes. The strongest (F3) hit the Central City area with an estimated maximum wind speed of 200 mph, along with a second, confirmed tornado. The F3 tornado touched down one mile south/southwest of Central City in Liberty County, Columbia, and moved east across the city. It continued eastward, striking the northwest section of Harvest Junction before taking a sharp turn southward and striking Kingston.

Tornado warnings were in effect at the time and issued about 30 minutes before the tornado hit; however, the warning sirens for Harvest Junction and Kingston sounded only about 10 minutes before the tornado hit. In addition, many people in the affected area were asleep and did not hear the warnings.

Power lines are down throughout the affected areas, and most of the areas surrounding the tornado’s path are without electricity. More than 25,000 homes in Central City, Harvest Junction, and Kingston are without power.

The local Incident Management Team has delegated authority for the entire area affected by the tornado.

Single Family Residential Area, West Central City

The area contains more than 200 occupied homes and suffers extensive damage from the tornado, with many homes demolished. There is debris throughout the area. (NOTE: During the assessment in the light of day, it would be noted that more than 100 units were totally destroyed.)

There is no power and there are cries for help in a number of locations from people trapped under debris; there are many “walking wounded”; there are also those uninjured who are wandering about and seeking direction as to what to do and where to go.

Many of the injured refuse transport for fear of being separated from loved ones.

Flash Flooding Along Riverfront Area, Central City

The heavy rains and high winds caused by the storm have resulted in flash flooding along sections of the Roaring River. Because the ground was saturated from previous rains, it could not absorb the water.

The flooding is the worst along P, Q, R, and S Streets between 18th and 28th Streets. Water in certain areas is up to 3 feet deep and appears to be rising.

There is major property damage and people are panicking for fear of electrical shock and/or drowning if the waters continue to rise.

Damage to Pumping and Treatment Station, Q and 22nd Street, Central City

The main Central City Pumping and Treatment Station, located at Q and 22nd Street, is directly in the tornado’s path and suffers severe damage.

As a result of the damage, the city faces three additional concerns: (1) diminished water pressure in medical facilities receiving tornado victims; (2) diminished water pressure for fire suppression; and (3) increased risk of water contamination through backfill.

Incident Objectives

Initial incident objectives were general:

1. Provide for the safety of responders and the public through application of procedures appropriate to the work being done.
2. Conduct search and rescue of tornado victims within the identified incident area.
3. Conduct search and rescue of flood victims within the identified incident area.
4. Evacuate areas susceptible to further flooding due to the current weather event.
5. Contain flooding to prevent damage to improvements or protect life.
6. Clear debris from identified critical transportation routes.
7. Respond to additional incidents as directed by the EOC.

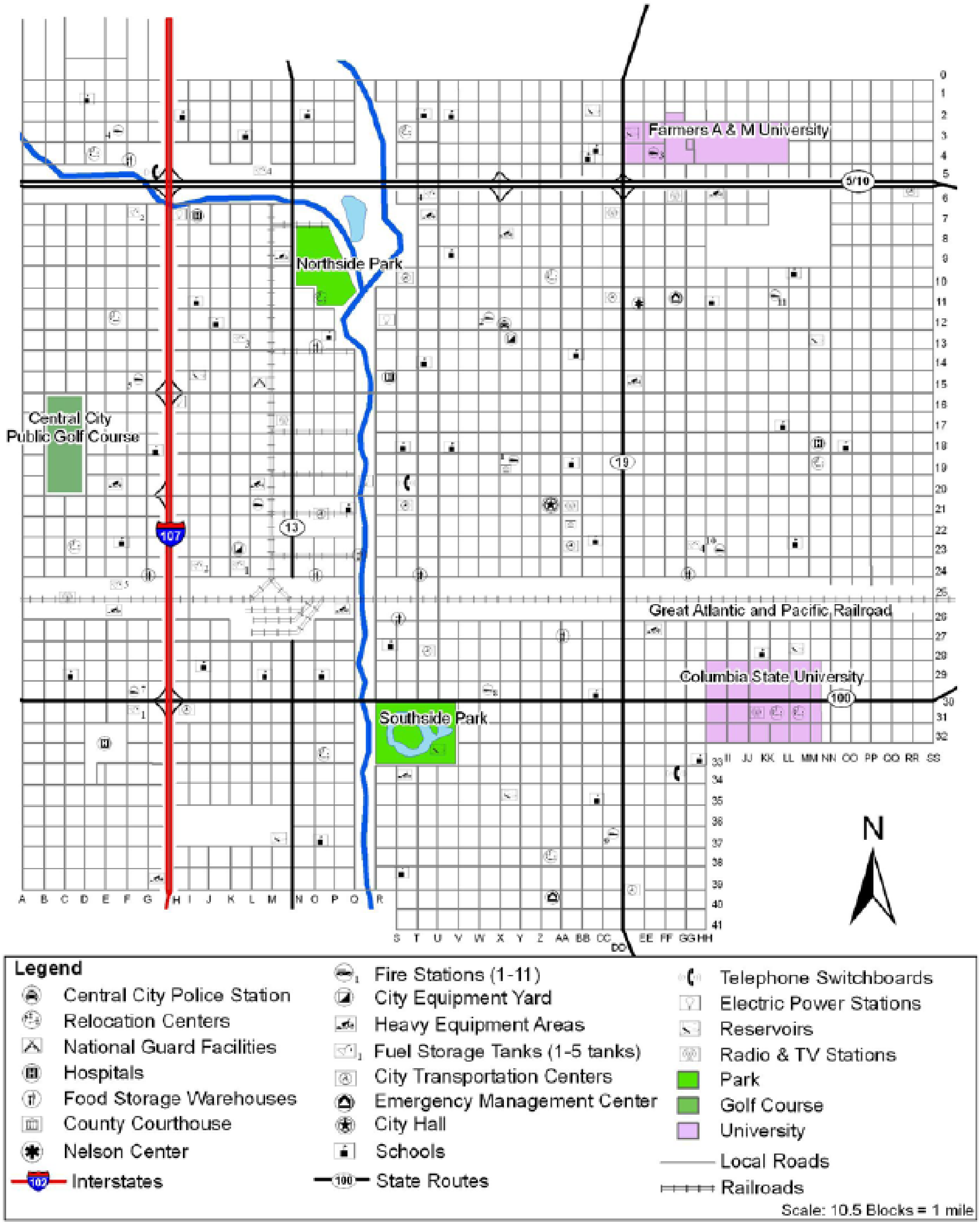

Figure Z.6. Central City Map

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Unit 8: Special Situations

STUDENT MANUAL

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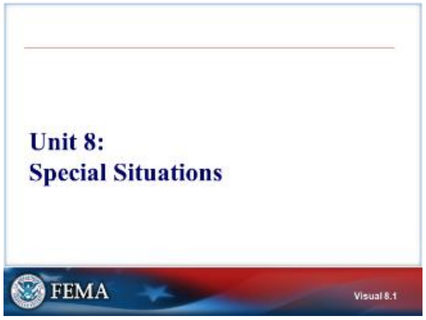
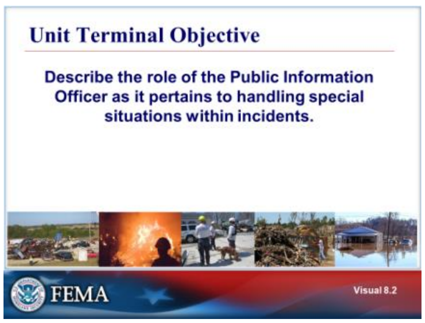


Visual 8.1

UNIT 8: SPECIAL SITUATIONS

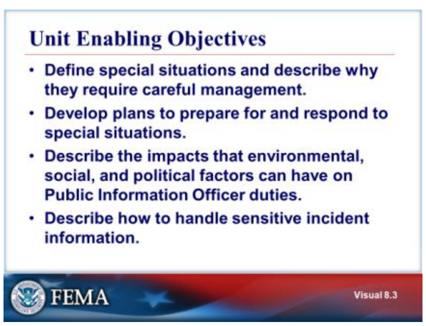
Through this unit, students will learn how to manage, plan, and prepare for special situations or “incidents-within-an-incident” as Public Information Officers.



Visual 8.2

UNIT TERMINAL OBJECTIVE

Describe the role of the Public Information Officer as it pertains to handling special situations within incidents.



Visual 8.3

UNIT ENABLING OBJECTIVES

- Define special situations and describe why they require careful management.
- Develop plans to prepare for and respond to special situations.
- Describe the impacts that environmental, social, and political factors can have on Public Information Officer duties.
- Describe how to handle sensitive incident information.

The Final Exam is based on the Unit Enabling Objectives.

Visual 8.4

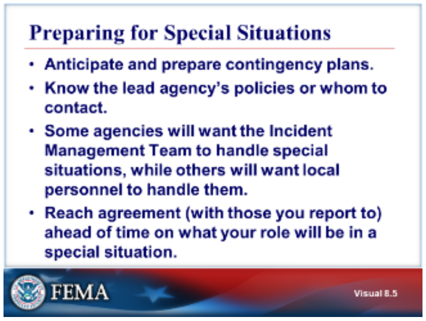
SPECIAL SITUATIONS

Every incident has the potential for special situations, such as accidents, to occur. These situations can dramatically increase already heavy demands for incident information. They become crises within the crisis. Public Information Officers must be ready and able to respond to a variety of special situations that may arise during the course of an incident. If not managed properly, such events can be extremely disruptive to normal incident operations and can seriously damage the managing agency or agencies' reputations.

Special situations are commonly referred to as "incidents-within-an-incident" and may require an entirely new Public Information Officer team to address them—depending upon the Agency Administrator, political pressures, and legal operational mandates.

What Can Go Wrong?

- Evacuations
- Destruction of homes
- Stress reactions
- Conflict between agencies
- Rumors
- Injuries/fatalities
- Cultural sensitivities
- Urban interference
- Legal action or investigation
- Information to evacuated personnel
- Notifying media and public of cause
- Aircraft crash
- Equipment accident
- Response error
- Inmates



Visual 8.5

PREPARING FOR SPECIAL SITUATIONS

Preparation is the key to handling a special situation. While it is impossible to anticipate every possible incident-within-an-incident scenario (not to mention the degree of its effect on the main incident), having basic plans (boilerplates) in place will help you to maintain control and poise should one arise. Continually update plans as well—planning is everything.

If it is predictable, it is preventable. You can never over prepare. There have been too many incidents when Public Information Officers lost composure during special situations because they were not prepared, even when they performed spectacularly the rest of the time.

Know agency procedures. Understand that you could be talking to victims' families. Know the agency system for getting benefits to them or to the family liaison who has been assigned to assist the victim's family.

Remember, when deployed on an Incident Management Team, the Public Information Officer has more lights on him or her than the first responders. If a special situation occurs, you will need to have control over the situation and be able to respond to the public.

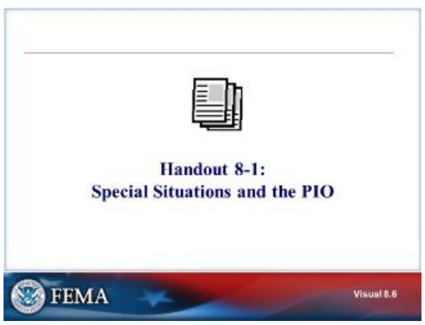
Remember, if the special situation is fairly serious and has the potential to generate a significant amount of public and news media interest, you can request the help of more experienced Public Information Officers. Do not hesitate to do so!

Public Information Officers can be ready to handle special situations by anticipating things that can go wrong during an incident and preparing contingency plans to deal with them. Planning ahead enables Public Information Officers to respond quickly when special situations arise, which can greatly reduce the situations' impacts on incident management and incident information operations.

Preparing contingency plans and handling special situations is covered in greater detail in other courses. Normally, a Type 1 or Type 2 Public Information Officer would be assigned the responsibility for a special situation. However, if a special situation arises while you are working on your own unit and you are the only Public Information Officer, you will need to know the basics. If the special situation is fairly serious and has the potential to generate a significant amount of public and news media interest, do not hesitate to request the help of more experienced Public Information Officers.

The first step in preparing for special situations is to make sure that you know the lead agency's policies with regard to handling special situations and the release of information to the news media and the public. Some agencies will want the Incident Management Team to handle special situations, while others will want local personnel to take care of them.

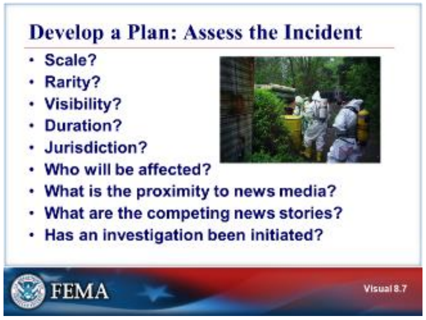
Discuss the policy with the Public Information Officer to whom you report, or with the Incident Commander, or local Agency Administrator/Agency Official if you are the only Public Information Officer assigned to the incident. Reach an agreement ahead of time on what your role will be in the event of a special situation.



Visual 8.6

HANDOUT 8-1: SPECIAL SITUATIONS AND THE PIO

Refer to Handout 8-1: Special Situations and the Public Information Officer.

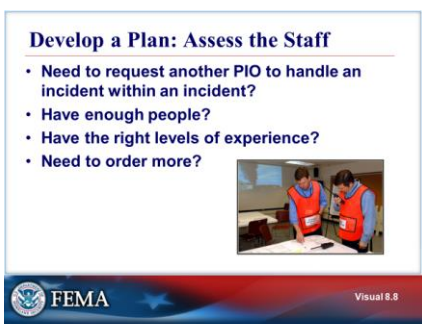


Visual 8.7

DEVELOP A PLAN: ASSESS THE INCIDENT

To properly handle a special situation, you need to have a plan. First, assess the incident:

- What is the scale of the incident? What is happening around the country and what is significant about this area?
- How rare is this type of incident?
- The visibility of the incident
- What is the expected duration of the incident?
- Whose jurisdiction does the incident within the incident fall in? (County Sheriff's responsibility to investigate fatalities?)
- Who is affected and are any prominent people or others more likely to gain media attention?
- Proximity to news media?
- Competing news stories?
- Whether an investigation process has been initiated?



Visual 8.8

DEVELOP A PLAN: ASSESS THE STAFF

Next, assess the staff:

- Do I need to request another Public Information Officer to handle the incident-within-an-incident?
- Do I have enough people?
- Do I have the right levels of experience?
  - Can these people give interviews?
  - Do they have the right skills necessary to handle the situation?
  - Do I need to order more people?

Visual 8.9

DEVELOP A PLAN: MAKE ASSIGNMENTS

Address assignments as they pertain to the plan.

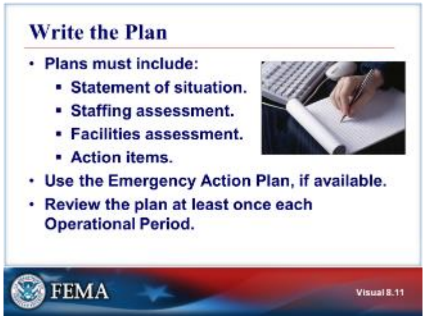
- Make assignments:
    - Media
    - Public
    - Politicians
    - Incident personnel and other internal audience members
    - Assess facilities (size, communications, location, ADA compliance)

Visual 8.10

PLAN CONSIDERATIONS

Policies, approvals, and other subjects that the Special Situations Plan should take into account.

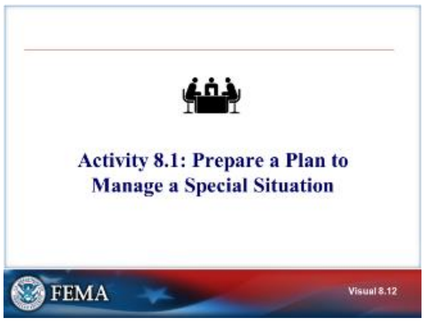
- Agency policies
- Release approvals
    - Releasing accident victims’ names or identifying characteristics
- Home base
    - If you are away, keep your home base informed and keep tabs on them
- Conflicts between agencies and/or the public
- Rumors, monitoring media reports, and social media posts
- Evacuations
    - Bring in a special group, if the Incident Commander approves
    - VIP visits



Visual 8.11

WRITE THE PLAN

Regularly update the plan. Review the plan at least once each Operational Period and change as needed.



Visual 8.12

ACTIVITY 8.1: PREPARE A PLAN TO MANAGE A SPECIAL SITUATION

The instructor will explain Activity 8.1.

Visual 8.13

FACILITATING MEDIA INTERVIEWS

Be sensitive when speaking with these audiences:

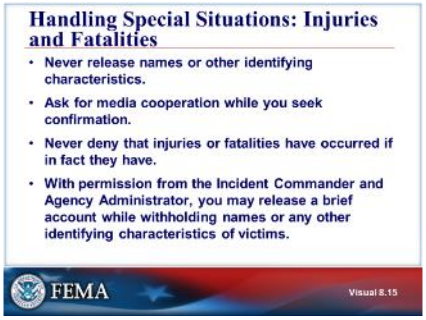
- Understand that some people really want to talk.
- Understand that some people want to be left alone.
- Work with the local Public Information Officer/Public Affairs Officer.
- Respect local customs.
- Ask, “What are the sensitive issues?”
- Ensure you are in compliance with the Health Insurance Portability and Accountability Act (HIPAA), which provides data privacy and security provisions for safeguarding medical information.
- Prepare witnesses/survivors for interviews.
  - They need to know what things they cannot talk about.
  - They may need your help out of some interview situations.
  - Depending on legal circumstances, they may not be permitted to speak at all.
- Gently obtain a written fact sheet from the family to initially satisfy the media.
- Know your agency policy.
  - What is your delegation of authority?

Visual 8.14

ENVIRONMENTAL SENSING

Environmental sensing is a public relations practice of understanding what is going on in the world that may be pertinent to the incident. It means knowing what is being covered by the media at present or in the immediate past, and what seemingly unrelated stories mean when you are trying to get your story covered by the media, or understanding why the media is suddenly so interested in your incident. For instance, perhaps the Director of Homeland Security just testified before Congress on an issue and during testimony promised that certain things would not happen again—but your incident is the “again!” In such a case, what may have been a small event is no longer so small with the media, politicians, and interest groups all grappling for information.

Incidents are not isolated events. They do not occur in a vacuum. Instead, they occur in environmental, social, and political contexts that can determine the way incidents are managed and the way the incident information function operates.



Visual 8.15

HANDLING SPECIAL SITUATIONS: INJURIES AND FATALITIES

Public Information Officers must never release the names or other identifying characteristics, such as crew name or base station, of incident personnel or the public injured or killed during an incident until the next of kin have been notified and the Incident Commander or proper authority has given permission. The lead law enforcement agency will usually notify the next of kin.

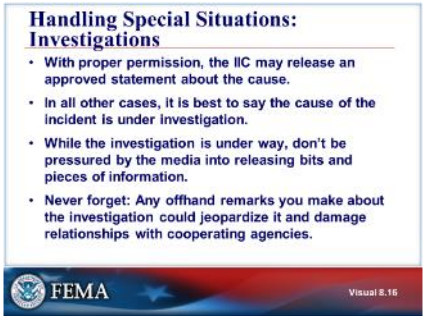
Often, the media will learn about injuries or fatalities before Public Information Officers have time to release a statement. In fact, they may hear about it before you do! If media calls are the first you hear of injuries or fatalities, ask their cooperation and patience while you seek confirmation. Pursue the information immediately and return their calls as soon as possible. Never deny that injuries or fatalities have occurred if, in fact, they may have. But stand firm if they press you to release names or other identifying characteristics before the next of kin have been notified and the Incident Commander and/or the local Agency Administrator/Agency Official has given their approval to release the information.

If the next of kin have not been notified and you obtain the permission of the Incident Commander and the local Agency Administrator/Agency Official, you may release a brief account of how the injuries or fatalities occurred while withholding names and other identifying characteristics of the victims.

If the media has the name of a victim, and you cannot confirm that the victim’s next of kin have been notified, ask the media to cooperate in withholding the name until you can call back with confirmation that notification has taken place.

If the next of kin have been notified, the Incident Commander and the local Agency Administrator / Agency Official will probably ask a Public Information Officer to prepare a written statement for release to the news media.

The media will try to get information about injuries or fatalities from hospitals, coroners, or law enforcement agencies. You should contact these agencies and seek their cooperation.



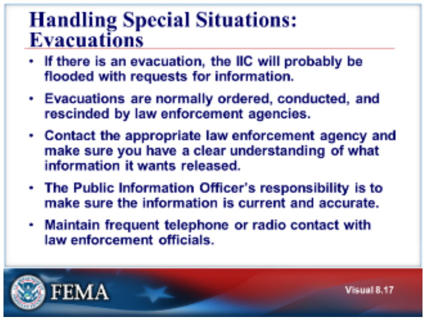
Visual 8.16

HANDLING SPECIAL SITUATIONS: INVESTIGATIONS

If the cause of an incident is well established and the Incident Commander gives permission, the Incident Information Center (IIC) may release an approved statement about the cause. In all other cases, it is best to say the cause of the incident is under investigation.

While the investigation is underway, do not be pressured by the media into releasing bits and pieces of information about it and do not speculate about the final outcome of the investigation.

Never forget, any offhand remarks you make concerning the investigation could jeopardize it and damage relationships with cooperating agencies.



Visual 8.17

HANDLING SPECIAL SITUATIONS: EVACUATIONS

Evacuations are normally ordered, conducted, and rescinded by law enforcement agencies working in coordination with the Incident Management Team. Contact the appropriate law enforcement agency and make sure you have a clear understanding of what, if any, information they want the IIC to release regarding possible or actual evacuations.

If the IIC is asked to release evacuation information, it is every Public Information Officer's responsibility to make sure the information is current and accurate. Misinformation about evacuations can create panic and chaos.

Refer to Handout 8-2: AA's Guide to Critical Incident Management.

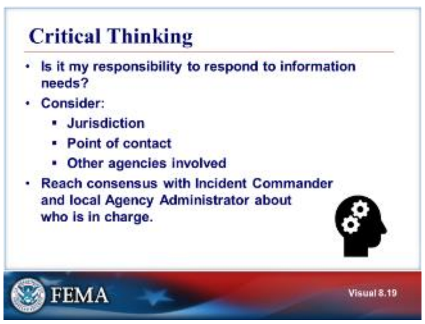
Visual 8.18

AGENCY POLICY

when handling a special situation, the Public Information Officer must understand the agency policies under which she/he will have to operate.

- Understand your agency vs. the lead agency.
- Discuss policy with the Incident Commander and the Agency Administrator.
- Discuss agency-specific procedures for handling media flights over the incident (such as whether the Air Operations Branch Director will or will not give the go-ahead).
- Focus on releasable information. Refer to the Delegation of Authority.

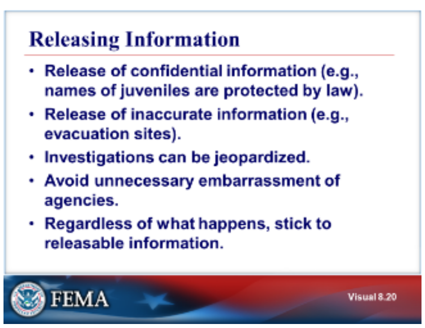
Above all, use common sense!



Visual 8.19

CRITICAL THINKING

Points of consideration for the Public Information Officer when responding to information needs



Visual 8.20

RELEASING INFORMATION

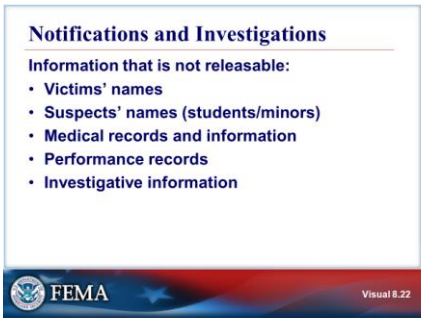
Release of confidential information (such as names of juveniles, who are protected by law) or release of inaccurate information (such as incorrect evacuation sites) can jeopardize investigations. Do not release such information—avoid unnecessary embarrassment of agencies.

Visual 8.21

PUBLIC RECORD INFORMATION

Types of public record information that is considered public information

Releasable to the media and the public

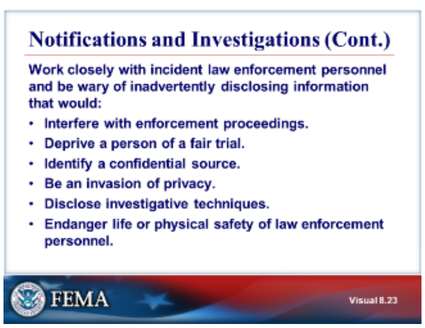


Visual 8.22

NOTIFICATIONS AND INVESTIGATIONS

Incident information that is not releasable:

- Victims' names (know the agency's policy)
- Aircraft characteristics
- Home unit
- Suspects' names (students/minors)
- Medical records and information
- Performance records
- Investigative information



Visual 8.23

NOTIFICATIONS AND INVESTIGATIONS (CONT.)

The Public Information Officer will work with law enforcement directly (IMTs bring their own) at a crime scene. Local law enforcement will usually conduct its own information gathering and the Public Information Officer should be in direct contact with them.

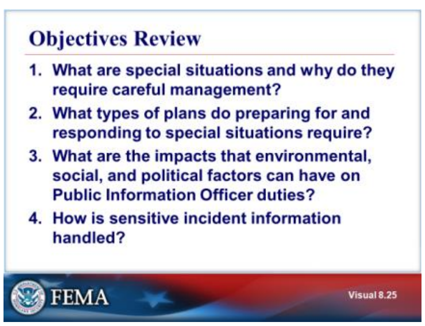
Visual 8.24

INCIDENT WITHIN AN INCIDENT SCENARIO

Scenario

The fire-use management team on which you are the Team Public Information Officer is assigned to a fire in the Great Basin National Park and Humboldt National Forest. The fire was ignited by lightning and has been burning for 4 days. It now covers nearly 10,000 acres. A cold front moved into the area late yesterday afternoon, causing the eastern flank to escape and threaten a campground in the forest. Two engine crews are currently en route to protect the campground.

Late this morning, Field Observer J. Runningbear (employee of the Great Basin National Park) was fatally shot while scouting the southeast flank of the fire. According to the White Pine County Sheriff, Runningbear startled two marijuana growers who were in the area harvesting their crops. The growers were concerned about the fire destroying their crops. This area of the fire borders both the park and the forest.



Visual 8.25

OBJECTIVES REVIEW

Unit Enabling Objectives

- Define special situations and describe why they require careful management.
- Develop plans to prepare for and respond to special situations.
- Describe the impacts that environmental, social, and political factors can have on Public Information Officer duties.
- Describe how to handle sensitive incident information.

Supplemental Materials

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Handout 8-1: Special Situations and the Public Information Officer

1. **You are in the middle of a media tour of incident base, when the sheriff and three deputies arrive at your incident base and arrest a response team of 18 people for being illegal immigrants.**
   a. Is it your job to respond to requests for information?

      To some questions, yes.

   b. What questions would you handle or not handle?

      You would answer questions such as:

      - How are response teams hired?
      - What do they do in the incident base?
      - Did you know this raid would take place?

      You would not answer questions such as:

      - How did the Sheriff know the 18 individuals were illegal?
      - What will happen to them now (and any other questions regarding the arrest, verification of illegal status, deportation, etc.)?

   c. What key messages would you use?

      - Emergency responders serve an important function in incident base operations.
      - Emergency responders provide employment for individuals during fire season.
      - Emergency responders are ordered through the agency's contract management process.

   d. Who else would you direct questions to?

      A Sheriff's Department and/or Immigration and Naturalization Service spokesperson you have PREVIOUSLY VERIFIED is willing to take calls on this arrest.

2. **The caterer is making a trip to town for more supplies. Just outside town, she loses control of her pickup and crashes into another car. The caterer is killed and the other motorist is seriously injured. The local media is covering the scanner and reporting to the incident.**
   a. Is it your job to respond to requests for information?

      Not about the accident.

   b. What questions would you handle or not handle?

      You would answer questions such as:

      - What was she getting?
      - What does a caterer do in camp?

- How is the caterer hired?
- Will there be supplies available for the workers?
- Can we interview the camp crews? (You can facilitate setting up interviews with willing individuals.)

You would not answer questions about:

- Next of kin
- The accident in general

c. What key messages would you use?

- The whole Incident Command team and responders express their sadness to the family of the victim and the catering crew for their loss.
- Everyone involved in an incident is considered a responder and is important to the success of the incident.

d. Who else would you direct questions to?

The Sheriff's Department AFTER VERIFYING THE NAME AND PHONE NUMBER OF THE SPOKESPERSON willing to take calls about the accident.

3. The Division Supervisor on Division D of the Elbow Grease Incident is reporting that six individuals from the Only Green is a Good Color group are interfering with responders on the line. Members of the group are claiming a government conspiracy to let the company ignore compliance with Federal regulations so they can continue making military weapons. You find out they've already called the local media to draw attention to their activities.

a. Is it your job to respond to requests for information?

Yes, some questions.

b. What questions would you handle or not handle?

You would handle questions about the strategy of the clean-up:

- What Division D is doing?
- How many clean-up workers are there?
- What the Incident Commander will do as far as changing any clean-up methods because of the civilians in the area?

You would not handle questions about the protesters' motive or their allegations against the government.

c. What key messages would you use?

The individuals are interfering with firefighting efforts and safety of the firefighters is our biggest concern.

d. Who else would you direct questions to?

- The local Agency Administrator and Public Affairs Officer AFTER YOU CALL THEM IN ADVANCE to inform them of the situation and media interest, let them know you will send calls to them, AND FIND OUT WHO THE SPOKESPERSON WILL BE.
- Possibly the Team's security/law enforcement AFTER VERIFYING they would be willing to discuss what they are going to do with the protesters.

4. An On-Scene Coordinator responding to an incident is airlifted to the local hospital after being mauled by one of the last 10 endangered laughing wolves in America. The wolf was subsequently hacked to death by the rest of the On-Scene Coordinator's crew and given to local animal control for rabies testing.

a. Is it your job to respond to requests for information?

Yes, to some questions.

b. What questions would you handle or not handle?

You would answer questions about:

- The On-Scene Coordinator's assignment at the time of the incident
- How he was transported to the hospital
- Which hospital he went to; the general (not specific) nature of his injuries
- The status of the crew at this point
- How the animal was transported off the fireline for rabies testing

You may cooperate in facilitating interviews with the rest of the crew after we brief them on expected questions and question referrals.

c. You would not answer questions about:

- The specific nature of his injuries
- Details on the way the animal was killed
- Conjecture on the threat to the other On-Scene Coordinator
- Punishment for killing an endangered species
- The process or timeline for testing the animal
- The name of the On-Scene Coordinator until you are sure his family has been notified and you have approval from the Incident Commander

d. What key messages would you use?

- The On-Scene Coordinator's safety is our first concern. The On-Scene Coordinators were briefed about any dangers from wildlife during their regular safety briefings.

- The U.S. Fish and Wildlife Service has been notified and will begin an investigation. This is a standard procedure when an endangered animal is killed.
- All On-Scene Coordinators and team members regret this incident, given the tenuous survival of the endangered laughing wolf.

e. Who else would you direct questions to?

AFTER YOU CALL AHEAD AND VERIFY THE SPOKESPERSON AND THEIR WILLINGNESS TO ANSWER QUESTIONS:

- About the rabies testing: Animal control or the hospital
- About the laughing wolf: The Agency Administrator, or representative from the U.S. Fish and Wildlife Service
- About the condition of the firefighter: The hospital
- About the investigation or penalty for killing an endangered species: The U.S. Fish and Wildlife Service

5. **Television cameras tape a volunteer contractor from Whoville while she is crying. She is accusing your On-Scene Coordinator of not trying hard enough to save the Whoville Home for the Elderly, which received no instructions to shelter-in-place. The team was told that the contamination resulted in a need to evacuate the building. A retired State senator, considered a local hero, died from the toxic fumes.**

a. Is it your job to respond to requests for information?

Yes, to some questions.

b. What questions would you handle or not handle?

You would answer questions about:

- The fumes and why it was expected they would move toward the home
- Who is responsible for the evacuation decision
- What was done to protect the home
- What kind of advance warning was given to evacuate the home
- What is the strategy for decontaminating the home at this point

c. You would not answer questions about:

- The allegations made by the volunteer responders
- What evacuation measures were taken at the home
- The details about the death of the senator

d. What key messages would you use?

- The Incident Command Team and On-Scene Coordinators are very sorry for the loss of the senator. We want to offer our condolences to the senator's family, the local community, and the State of ***.
- The response team was provided information about the contamination that was inaccurate. The decision to evacuate was based on the information provided to the response team.
- We appreciate the heroic efforts of the Whoville Volunteer Fire Department in trying to protect the home. Although they are not trained to safely handle hazardous material spills, we did send one engine to assist in protecting the home before the contamination got there.
- We currently have this contamination contained/controlled.

e. Who else would you direct questions to?

About the evacuations and the senator's death: The Sheriff's Department

6. Just after your team arrives on scene, you get the word that the Incident Commander, a division supervisor, and a contract pilot were killed in a fixed wing plane that hit some electric wires while flying a size-up of the contamination area.

a. Is it your job to respond for requests for information?

Yes, to some questions.

b. What questions would you handle or not handle?

You would answer questions about:

- The known facts of the crash (time, general location, number of fatalities)
- The purpose of the flight
- Questions about the fire you are working

You would not answer questions about:

- The positions (Incident Commander and division supervisor) of the contamination team members in the aircraft
- Identities of people killed
- The tail number of the aircraft
- The pilot's employer
- Any conjecture about the cause of the crash

c. What key messages would you use?

- We are respecting the feelings of the families of the victims and will not release any names or other indicators of identity (such as positions on the fire team) until we have verified that the next of kin have been notified.

- All contract pilots are well qualified and there are many safety checks involved in preparing for a flight.
- We do not know the cause of the accident. An interagency investigation team will be arriving on the site soon to begin the investigation and provide more information.

d. Who else would you direct questions to?
   - About the accident: The Sheriff's Department and, later, to the Accident Investigation Team's Public Affairs Officer
   - About contract pilots: The FAA
   - About power outages: The local electric company

Handout 8-2: AA's Guide to Critical Incident Management

A Publication of the National Wildfire Coordinating Group

AGENCY ADMINISTRATOR'S GUIDE TO CRITICAL INCIDENT MANAGEMENT

PMS 926 JULY 2008

Agency Administrator:

Agency Name and

Location:

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Agency Administrator's Guide to Critical Incident Management

JULY 2008
PMS 926

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Preface

Agency Administrator's Guide to Critical Incident Management was developed by an interagency group of experts with guidance from the Safety and Health Working Team under authority of the National Wildfire Coordinating Group (NWCG).

The NWCG appreciates the efforts of personnel and all those who have contributed to the development of this guide.

Content

The Agency Administrator's Guide to Critical Incident Management is designed to assist Agency Administrators in dealing with critical incidents. A critical incident may be defined as a fatality or other event that can have serious long-term adverse effects on the agency, its employees and their families or the community. Although fire incidents inspired this document, it also has application to other types of incidents.

The Agency Administrator is the highest-ranking agency line officer with direct responsibility for the personnel involved in the incident (for example, BLM District Manager, Park Superintendent, Forest Supervisor, Refuge Manager, BIA Agency Superintendent or State land manager). Through effective, efficient, and timely leadership, Agency Administrators are responsible for the overall management of critical incidents within their jurisdiction.

This document includes a series of checklists to guide an Agency Administrator through those difficult and chaotic days that follow a death, serious injury, or other critical or highly visible event. ***The time to use it is now!*** This document needs to be reviewed and updated at least annually. The guide has been document protected; however, editing is permissible within the shaded areas.

The availability of Critical Incident Stress Management (CISM) teams and related resources varies constantly – it is imperative that local units pre-identify in this plan the CISM resources that can support local unit needs.

This guide was designed as a working tool to assist Agency Administrators with the chronological steps in managing the incident. It also provides a detailed overview of Agency Administrators' responsibilities before a critical incident occurs, during the actual management of the incident, and after the incident activity has taken place. It is not intended to take the place of local emergency plans or other detailed guidance. It should be used in conjunction with other references as well as the attached appendixes.

This guide can also be used as a worksheet (both in preparation for and in management of a critical incident) by Agency Administrators and others with oversight responsibilities during a critical incident. Every office should ensure that the **BEFORE** actions are initially completed by a specific date and then updated each year. The worksheets may also be used as a guide in conducting practice exercises.

It is recommended that, as part of the **BEFORE** preparation as well as during the management of a critical incident, units insert specific local information into this worksheet (e.g., key contacts, phone numbers, additional steps based on local emergency plan, names of local employees and others who would be assigned specific responsibilities).

Terms that may be unfamiliar to some users are defined in the Glossary (Appendix H).

BEFORE THE INCIDENT

	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Agency Administrator Roles and Responsibilities

1	Determine what types of incidents are likely to occur on lands for which you are responsible. Type: • Fire • Law Enforcement • Aviation • Vehicle Accident • • •			
2	Identify those agencies that have statutory/jurisdictional responsibilities for those incidents.			
3	Pre-plan incident response and develop criteria on when and how to implement ICS organizational structure for the critical incident (e.g., not all critical incidents require an ICS organization).			
4	Prepare a Delegation of Authority for the critical incident management team. The delegation can be edited at the time of the incident to reflect specific complexity and scope.			
5	Ensure ALL employees have <u>current</u> emergency notification information on file (secured yet available). Update information as seasonals are hired. (See Emergency Notification Information, Appendix A).			
6	Identify family liaison(s) for when serious injuries or fatalities occur. (See Family Liaison, Appendix B).			
7	Develop local emergency operating plan which includes initial response and notification procedures.			
8	Provide training and conduct exercises focusing on interagency cooperation, coordination, and incident management.			
9	Ensure key personnel designated to manage the critical incident are capable, organized, and clearly understand their roles and responsibilities.			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Agency Notification and Reporting

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Develop contact list for reporting process (See Agency Reporting Log, Appendix C).			
2	Identify your agency's process for reporting and investigating serious injury or deaths including procedures for reporting shelter deployments and entrapments.			
3	For wildland fire fatalities, entrapments and burnovers, notify the National Interagency Coordination Center (208-387-5400) within 24 hours. Use NWCG Form PMS 405-1 found at: https://www.nwcg.gov/publications/405-1. – Individual agency follow-up is still required by Agency Administrator.			
4	Ensure notification of Occupational Safety and Health Administration (OSHA) area office within eight hours for: • Death of any employee from work-related incident. • Inpatient hospitalization of three or more employees as a result of a work-related incident. (See External Phone Numbers, Appendix D).			
5	Establish process/protocol for notification of next of kin in case of serious injury or death; coordinate with local authorities. See Fatality/Serious Injury Notification Guide (Appendix E).			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Family Liaison

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Identify resources that are available to assist the designated family liaison(s) (see Family Liaison, Appendix B): • Grief counselors • Peer supporters • Administrative support			
2	Identify internal policies that may apply when assisting the family. For example: • A work-related death autopsy may be necessary to ensure family death benefit • Determine what death benefits (funeral and burial costs) would be covered by the agency. • Procedures for processing personnel papers • Determine what advice should be given for filing claims			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Critical Incident Stress Management (CISM)

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Ensure that CISM protocols and resources are identified prior to the occurrence of a critical incident. • Identify local/regional/area CISM resources (e.g., peer support, defusing, debriefing). • Contact CISM resources to discuss activation/capabilities/costs.			
2	Identify Employee Assistance Program (EAP) and its capabilities in: • Grief counseling • Family support • Critical incident stress support			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Information and Communications

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Develop critical incident communication procedures as part of a local emergency operating plan. Include: • Agency jurisdictions • Directory of local/regional/national support • Directory of agency experts – Qualified Public Information Officer or equivalent – Some agencies may have designated crisis communication teams – Experienced crisis communicators may be available under contract or through special hiring authorities • Key spokespersons • List of communication tools and resources needed • Process for setting up communication center • Coordination of information dissemination • Coordinate communication process with accident investigation team			
2	Create fact sheets and bio-sketches: • Agency • Community • Generic format for additional fact sheets/bio-sketches • Glossary of terms			
3	Create media contact lists; include phone and fax numbers.			
4	Identify technical expertise to produce maps and graphics (e.g., directions for family visits to fatality site, directions to memorial service).			
5	Ensure Public Information Officers receive appropriate formal training (including trainee assignments) and participate in simulation exercises.			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Administration				
1	Create draft Delegation(s) of Authority to manage critical incident.			
2	Create, review, update, and/or renegotiate Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs), Blanket Purchase Agreements (BPAs), contracts, and other procurement documents that support the management of serious injuries or fatalities. These may include: • Local law enforcement agencies • Medical facilities • Counseling/CISM services • Lodging facilities			
3	Establish a resource list of experts: • Personal claims • Tort claims • Workers' compensation • Death benefits (e.g., Department of Justice's Public Safety Officer's Benefit)			
4	Establish a list of the nearest medical facilities, burn/trauma centers, hours of operation and transport capabilities. (See External Phone Numbers, Appendix D).			
5	Ensure that emergency notification information is periodically reviewed and updated (must have street addresses; no PO boxes) and that this information is easily available in an emergency.			
6	Casual hires/ADs/EFFs are agency employees and are the responsibility of the hiring unit. • Refer to NWCG Interagency Incident Business Management Handbook (IIBMH). • Ensure accurate emergency contact information is recorded on all Fire Time Reports (OF-288).			
7	Reference respective agency guides (e.g., employee casualty guide) that contain: • Benefits available for type of employment. • How to file a claim • When the Social Security Administration (SSA) should be contacted			

#	BEFORE	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Investigations

1	Become familiar with laws/regulations pertaining to local/county/state/tribal jurisdictions and their roles/responsibilities for investigating critical incidents.			
2	Review agency/interdepartmental (e.g., DOI and USFS) accident investigation guidelines/procedures found in agency manuals and wildland fire entrapment reporting/investigation procedures. Information on accident investigations may be found at: https://www.nifc.gov/PUBLICATIONS/acc_invest_march2010/Serious%20Accident%20Investigation%20Team%20Resource%20Websites.pdf			
3	Meet/develop rapport with key local law enforcement administrators (e.g., sheriff, police chief).			
4	Conduct joint training and simulation exercises, where possible, with cooperators.			
5	Participate in local emergency response and/or public safety council meetings on a regular basis.			

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DURING THE INCIDENT

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

During (This section builds on the previous ***[BEFORE]*** section by implementing the previous identified actions).

Agency Administrator Roles and Responsibilities

1	Provide for and emphasize the treatment and care of survivors, coworkers, and their families.			
2	Determine the scope of the incident, identify the involved jurisdictions, and implement initial actions.			
3	Determine the capabilities and limitations of your organization and request assistance (e.g., neighboring unit, State or Regional offices, National).			
4	As warranted, provide a Delegation of Authority and objectives for the management of the critical incident.			
5	Determine the level of management required by using pre-identified criteria for implementation of ICS organizational structure (e.g., not all critical incidents require an ICS organization).			
6	Implement reporting/notification procedures, see Agency Reporting Log, Appendix C). Participate personally whenever possible.			
7	Identify key contacts during the critical incident (See Key Contacts During Critical Incident, Appendix F).			
8	When off-unit employees are involved, personally contact Agency Administrator for victim’s home duty station with as much information as possible, including names and telephone numbers of contacts.			
9	Prepare for accident investigation. (See Preparing for Serious Accident Investigation Team (SAIT), Appendix G).			
10	Determine need for, and level of, Critical Incident Stress Management (CISM) and implement accordingly. Advise SAIT of CISM actions taken.			
11	Monitor the management of the critical incident. Be readily available to provide direction, guidance and support as needed.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Initial Action Checklist

1	Conduct risk assessment on rescue/recovery operations.			
2	Ensure that rescue/recovery response is activated. • For burn injuries ensure that agency protocols are followed.			
3	Gather and verify initial information: **Who:** Full names of victims, including nicknames **When:** Approximate time and date of accident **What:** Suspected cause of injury, death, etc. **Where:** Location of accident (incident name, closest town, jurisdiction, or other geographic information)			
4	Implement local emergency operating plan and critical incident communication procedures. • Ensure that communications are controlled to guarantee privacy of names until next of kin are notified. – Instruct incident personnel not to use communication methods that could compromise privacy and not to use names of victims if communications can be monitored.			
5	**For agency employees from your unit:** • Obtain victims' personal emergency notification information and make notification to next of kin. (See Fatality/Serious Injury Notification Guide, Appendix E). **For off-unit or other agency employees:** • Communicate with off-unit victims' home duty stations until his/her liaison arrives to coordinate with the on-scene agency.			
6	In case of serious injury or death to a Native American, immediately contact the home tribal leadership for cultural considerations.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Agency Notification and Reporting

1	Implement agency notification procedures. (See Agency Reporting Log, Appendix C).			
2	Prior to official notification to next of kin, do not release victims' names. (See Fatality/Serious Injury Notification Guide, Appendix E).			
3	Coordinate with law enforcement, coroner or medical examiner. (See Preparing for Serious Accident Investigation Team (SAIT), Appendix G).			
4	Immediately notify critical incident Public Information Officer when family and other internal notification is complete so public release of information may proceed in a timely manner (refer to page 14). • Initial agency press release will be made by the designated Public Information Officer to preserve integrity of notification process. • Recognize that impacts to local communities and others may be significant, depending on the nature of the incident. • State only facts; DO NOT SPECULATE! • Keep employees (including injured survivors) informed about details of the incident as well as schedule of events to follow.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Family Liaison

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Designate family liaison(s). (Refer to Family Liaison, Appendix B). • Consideration should be given to unique circumstances (e.g., non-traditional family situations) and need for multiple family liaisons. • Assign one person per family but consider the need for other individuals to assist. • Allow the designated family liaison the opportunity to decline the assignment.			
2	Coordinate communication among liaisons.			
3	The family liaison should be available to the family within the first 24 hours. • Consider need for appropriate representative(s) at locations where family members may be present (e.g., hospitals, helicopter/ambulance shuttle points) to assist with their needs.			
4	Facilitate family attendance at agency sponsored events (e.g., memorials).			
5	Consider facilitating networking between families, survivors, and coworkers.			
6	Provide family members access to the Employee Assistance Program (EAP).			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Critical Incident Stress Management (CISM)

1	As needed, activate CISM resources.			
2	For critical incidents that occur during incidents managed by an Incident Management Team (IMT), the Human Resource Specialist (HRSP), if assigned, may be able to assist the local unit with identifying CISM needs.			
3	Coordinate CISM logistics: • Location away from incident and media • Transportation • Refreshments • Lodging			
4	Ensure that CISM resources can handle the magnitude of debriefing requirements. • Identify approximate number of employees that have a need for CISM services. • Contact CISM resources and discuss approximate numbers of participating employees, timeframes for mobilization and conducting CISM sessions, and student limits per session.			
5	CISM is generally implemented within 48-72 hours of the critical event. Consideration the following: • Initial CISM provided to personnel directly involved in the incident (e.g., survivors, rescue workers, Incident Management Team members, dispatchers). • Relieving involved personnel from external responsibilities. • Keep crews together, if possible. • Hold separate sessions for personnel involved in the immediate critical incident and outside peers/coworkers.			
6	Ensure confidentiality throughout the CISM process.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Information and Communications

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Implement critical incident communication procedures. Needs may vary based on complexity of the critical incident. • Develop communication strategy. • Set up communication center facilities. • Publicize information hotline telephone number and location. • Consider establishing an “800” phone number to facilitate information flow. • Consider establishing a website to provide current critical incident information. • Use internal bulletin boards to communicate with employees.			
2	Place order(s) for qualified incident information officer(s) or equivalent. • Designate a lead Public Information Officer.			
3	Confirm roles and responsibilities and ensure that appropriate coordination occurs. • Local unit Public Information Officer • Incident Management Team Public Information Officer (if IMT is assigned) • Cooperator Information Officer(s) • Incoming critical incident information resources • Serious Accident Investigation Team’s Information Officer(s)			
4	Establish approval process for release of information. • Designate primary spokesperson for external release of information. • Provide information to victim/family first. – Respond quickly and compassionately. • Names of fatality victims can be released as soon as next of kin have been notified. • Never release names of injured or missing victims.			
5	Brief receptionists, dispatchers, and others on routing/handling of incoming calls and visitors. • Provide Public Information Officer assistance at dispatch centers and reception areas, if appropriate.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
6	Make immediate contact with local media and develop positive relationships with them.			
7	Be prepared to respond to media inquiries within minutes. Use the media to deliver important messages to the public. • Develop an initial prepared statement. • Show concern. • Say what is being done and how quickly the agency responded. • Tell what resources responded. • Give any verified, releasable facts that are available. • Report current status. • Do not speculate or talk off the record; STATE ONLY FACTS. • Confirm the obvious. • Discuss initiation of investigation/review, if appropriate. • Stress that safety of rescue crews, Serious Accident Investigation Team, community, and others is paramount. • Mention environmental impacts, if appropriate. • Thank cooperators. • Inform the public what they can do to help.			
8	Ensure appropriate communications with (may require designated leads): • Internal – within local unit • Interagency – agency cooperators • External – general public, media, public officials			
9	Document all events, contacts, etc. • Chronology • Contact Log • Photos			
10	Have maps and graphics available.			
11	Use media to get messages to the public. Develop an initial prepared statement. • Need for volunteers, along with contact point, if appropriate • Safety messages • Need for cooperation, road closures, etc. • Fire restrictions • Wildland/urban interface issues			
12	Ensure technical experts (e.g., safety, aviation, fire behavior) are available and prepared for media interviews.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
13	Provide and coordinate media access to incident site in cooperation with the Incident Management Team and Serious Accident Investigation Team. • Brief media on incident site and air restrictions. • Consider media pool arrangements.			
14	Anticipate media's needs. • Logistical (e.g., phones, work areas) • Photos/biography(s) of victim(s) • Deadlines • Protective gear • Photo and video opportunities • Interviews			
15	Take advantage of existing newsletters and other established communication tools.			
16	Keep the community and affected landowners/users informed and involved; establish a community liaison position, as necessary.			
17	Provide Public Information Officer support through family liaison, for victims, families, and survivors; local/distant/hospitals.			
18	Protect the rights of those employees who do not want media contact.			
19	Coordinate media access at funerals, memorial services, etc., with family liaison(s).			
20	Prepare agency condolence letters within 24 hours, if possible. Coordinate at all levels within the agency.			
21	Prepare for official visits (e.g., top agency management, governor, mayor, members of congress). • Briefing material, facts/statistics about area, talking point, or speeches, if appropriate. • Assign liaisons/escorts. • Arrange for transportation. • Schedule and facilitate press conference(s), if desired. • Provide mechanism for keeping them involved/informed.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
	Administration			
1	Develop additional Delegation(s) of Authority, MOUs, MOAs, BPAs and other agreements as required.			
2	Evaluate local unit's added workload and request assistance as needed. • Request help from people (coaches) who have experience in this type of incident. • Request additional personnel to maintain daily operations. • Consider requesting relief from identified work targets for affected personnel.			
3	Designate individual(s) to take lead in preparing/processing required paperwork. • Worker's compensation • Death benefits (Provide a benefits package to families so they are aware of all entitlements.) • Department of Justice's Public Safety Officer's Benefit			
4	Designate a records person familiar with documentation needs and Freedom of Information Act (FOIA) regulations.			
5	Designate a single source for administrative record keeping and tracking throughout the critical incident.			
6	Designate individual(s) to coordinate and be responsible for securing, gathering, and returning personal items, including vehicles and items from lockers or desks.			
7	Identify a fiscal representative to give advice on administrative questions associated with: • Paying travel costs of family members • Transportation costs for the deceased • Funerals and memorials • Other funding questions that may arise			
8	Assist Serious Accident Investigation Team as needed.			

#	DURING	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
	Investigations			

1	Ensure the investigation team(s) receives a thorough briefing about:
	• What happened
	  – Review initial report.
	• Jurisdictions involved
	• Current activities.
	  – Search and rescue
	  – Other investigations
	• Lists of personnel involved (injuries, fatalities, etc.)
	  – Status
	  – Location
	  – How to contact
	  – Agency
	• Key officials
	• Cooperators
	• Safety Officers
	• Criminal/civil implications			

2	If a fatality or serious injuries have occurred, a Serious Accident Investigation Team will likely be appointed by a higher-level. The local Agency Administrator should be prepared to host and cooperate with the Serious Accident Investigation Team. (See Preparing for Serious Accident Investigation Team (SAIT), Appendix G).			
3	Clarify and agree upon roles, responsibilities, authorities, and objectives. • Determine who provides Delegation(s) of Authority (at what level of organization). • Determine how public information will be handled and designate a spokesperson (refer to the Information and Communications section on page 14).			
4	Coordinate with Serious Accident Investigation Team in forwarding pertinent safety information through agency channels (e.g., preliminary reports, safety alerts).			
5	Make local unit agency law enforcement available to serve as a liaison between the investigation team(s) and local law enforcement entities.			

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AFTER THE INCIDENT

#	AFTER	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Agency Administrator Roles and Responsibilities

#	AFTER	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
1	Ensure that key individuals (families, survivors and other appropriate individuals) are briefed on the accident investigation report prior to its release.			
2	When accident investigation reports are released, make subject-matter experts available to answer families' questions and concerns.			
3	Debrief and release CISM providers.			
4	Monitor stress reactions and cumulative stress in agency employees, especially during: • Release of investigative reports and incident management review reports • Anniversary dates • Memorial services Provide Employee Assistance Program (EAP) and other sources for assistance.			
5	Ensure that administrative requirements for affected employees and families (e.g., compensation for claims, benefits) are expedited.			
6	Conduct an After-Action Review (AAR) of the management of the critical incident. Develop recommendations for improvement and incorporate into existing plans and share lessons learned. • Address how well agency worked with local, state, and federal cooperators. • Determine if the local emergency plan was effective. • Identify weak areas. • Update this plan as necessary.			
7	Follow up on recommendations/corrective actions from accident investigation reports.			

#	AFTER	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS
Family Liaison				
1	Continue working with family members concerning: • Claims and benefits • Information requests (e.g., media interviews) • Visiting site of incident • Assistance with writing obituary as requested • Funeral arrangements			
2	Ensure that family liaison(s) receive debriefing/stress counseling as necessary.			
3	Continue to communicate regularly with families but establish a mutually agreed-upon conclusion to official involvement.			
4	Provide family with information on follow-up resources (e.g., Wildland Firefighter Foundation).			
5	Brief family on the potential of future contacts (e.g., media attention during anniversaries).			
Information and Communications				
1	Develop a communication transition plan to ensure the dissemination of information regarding the critical incident. • Address continuing impacts, staff rides, visitors, traffic, media, production companies, etc. • Identify potential need for follow-up committee. • Potential requests for dedication memorials (plaques and statues). • Plan for facilitating return visits to the incident site by family members/ survivors/visitors. • Evaluate public information activities; adjust communication plan as appropriate. • Develop mechanism for dissemination for follow-up information to family members/survivors.			
2	Prepare thank-you letters and commendations.			
3	Complete any pending documentation.			

#	AFTER	CONTACTS/ PHONE #S	ASSIGNED TO	STATUS

Administration

1	Follow up with designated Freedom of Information Act (FOIA) contact person for the archiving and dissemination of information.			
2	Assist survivors and family members with paperwork as necessary. • Worker's compensation benefits. • Death benefits • Other benefits as applicable			
3	If requested, provide the process for filing tort claims.			
4	Obtain contact information for fiscal and contracting experts who were assigned during the critical incident.			

Investigations

1	Ensure accident investigation team closes out with: • Agency Administrator • Agency officials at appropriate levels			

EMERGENCY NOTIFICATION INFORMATION

Appendix A

		Date Prepared
Last Name	First Name	Middle Initial
Physical Address		
City	State	Zip Code
Home Phone	Date of Birth	Social Security Number

PRIMARY NEXT OF KIN NOTIFICATION

Last Name	First Name	Relationship
Physical Home Address (No PO Box)		
City	State	
Primary Phone Number	Secondary Phone Number	
Primary Next of Kin's Place of Work	Phone Number at Work	
Primary Next of Kin's Physical Work Address		
City	State	
Any known medical conditions to be advised of when making any notification to the primary next of kin? (List)		
Who would you like to make notification of major injury or death to your primary next of kin?	Phone number to reach this person	

CHILDREN

Last Name	First Name	Phone Number	Date of Birth
Physical Address			
City	State		
Last Name	First Name	Phone Number	Date of Birth
Physical Address			
City	State		

SECONDARY NEXT OF KIN NOTIFICATION

Please indicate a second next of kin whom you would want to be notified if the primary next of kin is not available.

Last Name	First Name	Relationship
Physical Address (No PO Box)		
City	State	
Primary Phone Number	Secondary Phone Number	
Secondary Next of Kin's Place of Work	Phone Number at Work	
Secondary Next of Kin's Physical Work Address		
City	State	
Any known medical conditions to be advised of when making any notification to the secondary next of kin? (List)		
Who would you like to make notification of major injury or death to your secondary next of kin?	Phone number to reach this person	

MEDICAL

In the event of a major injury and you are unconscious, what are your wishes regarding life support services?	
Who has rights to carry out your wishes regarding life support services?	
What are your wishes regarding blood transfusions?	What is your blood type?
Are you an organ donor?	
Name of clergy, priest, or minister to be notified *(Optional)*	
Denomination *(Optional)*	
Are there any people you would **not** like notified in case of major injury or death?	
Are there any pets that need immediate care? If so, where are they located?	

FAMILY LIAISON

Appendix B

The family liaison is critical in facilitating communication between the agency and the family. The family liaison must be capable of ensuring that agency needs are met while providing assistance to families. This balancing act occurs in an emotionally charged atmosphere that can be stressful to the liaison. Agencies should be mindful of selecting the appropriate person to act as family liaison. Select one family liaison per family but consider the need for other individuals to assist.

Considerations for Selecting Family Liaison(s):

- Try to have local liaisons, if possible.
- The family liaison should be available to the family within the first 24 hours.
- Being a family liaison is a long-term commitment that will often impact work. Family liaisons can work with families for years.
- Give consideration to identifying a pair of employees to serve as family liaisons. This will provide a backup contact and allow family liaisons to brief each other.
- Carefully weigh the pros (immediate rapport/trust) and cons (emotional involvement lack of objectivity) of assigning a family liaison who is a friend of the family.
- Select a steady, level-headed individual who is a good listener and communicator and will likely maintain their objectivity.
- A family liaison must be willing to take on the job, with an understanding of the emotional and time demands involved. Allow the selected liaison the opportunity to decline the assignment.

Preparations for the Family Liaison

- Prepare yourself physically, mentally and emotionally before visiting the family.
- Wearing a uniform or professional attire may be appropriate for the initial visit.
- Have another person accompany you on your first visit; establish his/her role.
- Anticipate questions and be prepared. Keep an ongoing record of activities so you can remember to follow up on all requests.
- Do not assume you know what the families and survivors want…ASK. Do not burden the family with unnecessary requests or demands. Try to ask ‘yes’ or ‘no’ questions when decisions are required.

- Be prepared to meet the family at other locations, such as hospitals, helicopter/ambulance shuttle points and other public areas.

- Coordinate with other family liaisons in the event of multiple fatalities or serious injuries. Consider scheduling daily conference calls or meetings.

Communicating With Families

This section is a summary of key principles that are useful for communicating effectively with next of kin and other family members.

The first principles are for responding to emotion. Strong emotional responses by the next of kin can be expected and may be very helpful to long-term acceptance and readjustment.

Important points are LISTEN and DO NOT ARGUE. “Listening” is different from “hearing”— people hear with their ears but listen with their minds. No matter what the family says, do not argue. It will not help and usually makes the situation worse.

Negative information and high-stress situations tend to make people defensive. Almost any information can be presented either negatively or positively.

Telling people what to do and starting sentences with the word “you” are common triggers for defensiveness. Defensiveness can also be reduced by avoiding general statements and dealing instead with specific needs.

The key factor to giving complicated information is breaking it into small pieces. Do not assume that the information has registered or has been understood. The guideline in this section can save a lot of misunderstanding and future problems.

Assist the family in establishing achievable goals. Some examples may be arrangements for funerals, memorials, meeting with benefits coordinator, etc. Goal-setting is a valuable tool for avoiding problems and keeping communication open. A long-term family representative assignment can lead to over dependence on the part of the next of kin and a dread of letting go of a relationship. Goal setting helps to keep the process focused on the end point of the assignment. A final meeting to officially end the assignment is usually helpful for both the family representative and the next of kin.

Follow-up Contacts

The family liaison should encourage the next of kin to begin funeral arrangements, with consideration given to the return of the remains, desires of the family, when travel arrangements can be made for family members, and agency logistics.

The family liaison in coordination with human resource specialists may need to help the family complete the forms and processing for:

- Office of Workers’ Compensation Programs (OWCP)
- Social Security Administration
- Veteran's Administration (if applicable)
- Public Safety Officers Benefit Program (if applicable)
- Agency benefit claims (e.g., 401K, life insurance)

Stay in touch with family. Many times family and friends will care for the immediate needs of the bereaved well, but after a few days this support often disappears especially days after services are held. Would-be supporters might feel that a grieving person would rather face their loss alone. This is the time when the family liaison and supporters are needed the most and must stay in touch more than ever before. Provide families with access to support programs and resources such as Employee Assistance Program (EAP), Wildland Firefighter Foundation, and encourage networking with other affected families and coworkers.

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Appendix C

Incident: Location:

Employee's Name: Incident Date:

Description of Accident Situation:

Required	Office/Official	Phone Numbers	Completion Date
	Agency Director		
	Appropriate Agency Administrators		
	National Interagency Coordination Center	208-387-5400	
	Safety Manager		
	Servicing Personnel Officer		
	Public Affairs Officer		
	Fire Management Officer		
	Law Enforcement Staff		
	Aviation Management		
	Office of Inspector General (if waste, fraud or abuse is indicated)		
	Regional/Field Solicitor or Office of the General Counsel		
	Tort Claims Officer		
	Others:		

Task	Remarks	Time/Date Completed

For wildland fire fatalities, entrapments and burnovers, notify the National Interagency Coordination Center (208-387-5400) within 24 hours. Use NWCG Form PMS 405-1.

Appendix D

Organization	Contact Name	Phone Number
OSHA Office		
Police		
Sheriff		
Coroner/Morgue		
Hospital(s)/Clinic(s)	1. 2.	
Burn Centers		
Trauma Units		
Chief-to-Chief Network (NFFF) www.firehero.org/		301-447-1365
Wildland Firefighter Foundation www.wffoundation.org		208-336-2996
Chaplain		
CISM Resources		
Employee Assistance Program (EAP)		

FATALITY/SERIOUS INJURY NOTIFICATION GUIDE

Appendix E

The following information will provide some guidelines for preparing and completing fatality/serious injury notifications. The notification process needs to be done quickly and with the utmost sensitivity when an employee fatality or serious injury occurs. As the agency representative you are expected to be sensitive, courteous, sympathetic and helpful toward the next of kin during the notification. Your presence is designed to demonstrate that the agency is genuinely concerned with its personnel and their families.

Each notification is unique as a result of the individuals and circumstances surrounding the death or serious injury and will garner different reactions. Your alertness to the needs of the family will assist in maintaining a rapport with next of kin at the time of their greatest need. Your personal action and words in this sensitive task will reflect on the agency's image as well as instill confidence in the agency with the survivors. Line Officers are usually responsible to make the notification; however, other personnel may be called to assist in this task.

No guide can cover all situations that could arise during a notification. This guide is intended to highlight the key duties and responsibilities of the notification team members and ease some of the anxiety often experienced when as individual is called upon to personally notify the deceased or missing member's family. Since no two situations are ever the same, remember that nothing can substitute for common sense, good judgment and sensitivity when making death or serious injury notifications.

Selection of Notification Officers

The Agency Administrator/Line Officer or a person designated by agency leadership is the appropriate individual to make a notification and must be accompanied by at least one other person. Depending upon the situation, a coworker, close friend of the deceased or injured, a chaplain or other member of the clergy, or a law enforcement officer may be appropriate.

Notification should always be made by at least two or even three people and always in person. It is a good idea to consider taking separate cars in case one person needs to pick up a family member who is not home or perhaps accompany a family member to the hospital.

Preparing for the Notification

Key information will need to be gathered prior to making a fatality/serious injury notification, such as:

- The circumstances surrounding the death or injury (be clear what is fact and what is not verified), information on the survivors, medical status if the employee is injured, where the injured/deceased person is right now.
- Verify the address of the next of kin. Decide ahead of arrival who will speak first.
- If notification must be made at the next of kin's workplace, ask for a supervisor and a quiet private room to talk with the next of kin.

- If notification is made at the hospital, the same rules apply. Find a quiet private place for the notification and next of kin's questions and reactions.
- Bring Next of Kin Follow-up Worksheet with you. (See page E-9.)

Determining Primary Next of Kin

Refer to the Emergency Notification Information form that should have been completed by the employee. (See Emergency Notification Information, Appendix A). If not available, determine the primary next of kin. The following order is usually the order to use in notifying the primary next of kin.

- Spouse
- Parents
- Adult children
- Brothers and sisters, to include step-siblings and those acquainted through adoption
- Grandparents
- Persons granted legal custody of the individual by a court decree or statutory provision
- Other relatives in order of relationship to the individual according to civil laws
- If no other persons are available, the county coroner or medical examiner will provide information on who can officially act on the behalf of the deceased.
- The most important issue here is to make absolutely sure that the correct persons are notified.

REMEMBER: Family relationships can be very complicated. Fiancés and significant others, whether or not they live with the injured or deceased person, are not legal next of kin. If you are aware of such an individual, ask the primary next of kin if they want to call/visit the significant other.

Inability to Locate the Primary Next of Kin

If the next of kin is not home, contact neighbors, the police department or local postmaster for information on the next of kin's location (work, out of town, etc.). Take care not to disclose (other than a family-related emergency) the purpose of your contact except to the next of kin. If the next of kin's absence is temporary, you may await their return or go in search of them as appropriate. If the next of kin is out of town and not expected to return shortly, determine their exact location. If it is within reasonable distance, attempt to contact them in person. If not,
immediately contact the nearest Agency Administrator to the next of kin's physical location, brief him/her and request notification actions.

Secondary Next of Kin

If primary next of kin is not available, contact the secondary next of kin as identified on the Emergency Notification Information sheet.

First Visit Notification

The first visit will be very difficult and may present new uncomfortable feelings with many varied reactions from each surviving family member/survivor. Remember to be professional, demonstrate empathy and listen carefully. When notifying the next of kin, be yourself. This is not easy; be as natural as possible in speech, manner, and method of delivery. The following are suggested approaches with the family in this first visit:

Identify yourself to the next of kin. Example: “I am [AA title] and this is [name].”
Once you arrive at the residence and have identified yourself, confirm the identity of the next of kin. For example, “Are you Mr. Sam Brown?

As soon as most families of public safety professionals see you, they will know something is wrong. Ask to be admitted into the house and ask him or her to sit down.

Never make any notification on the doorstop of the house!

Verbally relate to the next of kin in your own words the information that you have. Always use the victim’s name.

For example:

"The Chief/Director of the [Agency] has asked me to express his/her regret that your (relationship; husband/wife/son/daughter [name]_____________________) died/was killed in (city/state) on (date). (State the circumstances). Our deepest sympathy to you and your family in your tragic loss.”

Another statement which may be needed is:

"The Chief/Director of the [Agency] has asked me to express his/her regret that your (relationship; husband/wife/son/daughter__________________[name]____) has been reported missing/injured in (city/state) since (date). (State the circumstances).

Injury: [Name of victim] is now at (name) hospital/treatment center. If you would like to go there now we can help make arrangements.

Missing: When we receive more information we will let you know immediately. We know this is a very difficult time for you and will try to help in any way we can.”

Do not drag on with the process.

Communication

- The persons making the notification should be in professional attire or Agency Class A uniform.
- The first visit should be brief and in private. The main concern is to answer questions and meet the demands and requests from the next of kin. A private meeting will cut down on the confusion that can occur with too many people in the room.
- Confirm the next of kin 's address and obtain telephone numbers for future contact.
- Listen: Your alertness to the needs of the next of kin at this time will help maintain a good rapport with the next of kin. Keep notes for later visits with the next of kin. They will be invaluable when reviewing what was said or done and to ensure all requests and commitments have been fulfilled.
- Offer to call immediate family members, friends or clergy who are available to come and support the family.
- Make sure your first visit is as inconspicuous as possible without calling undue attention to your visit by neighbors.
- Use the word died or killed. Do not down-play with “passed away” or “was lost.”
- Inform next of kin that they will be contacted by an agency family liaison within 24 hours to assist them with benefits paperwork and other arrangements.
- Verify that all children have been correctly identified.
- Leave names and phone numbers for the family to reach you, the chaplain or the family liaison. Make sure they can find you.
- Gather information to complete the Next of Kin Follow-up Worksheet. (See page E-9)

Do not promise anything that cannot be delivered.

DON'T in the Notification Process

- Do not notify the primary next of kin by telephone.
- Do not call for a prior appointment to making the initial personal notification.
- Do not hold your notes or a prepared speech in hand when making notification.
- Do not disclose your message to neighbors or other persons to have the next of kin to call you.
- Do not use code words or acronyms which may have been used in the incident.
- Do not hurry words, speak as naturally as possible.
- Do not make statements like, “I know how you feel.” or “I know what you’re going through.”
- Do not physically touch the next of kin in any manner unless there is shock or fainting. Summon medical assistance immediately, if necessary. Limit your discussion to information provided for the notification.
- Do not use your prior experiences or personal conjecture.
- Do not speculate on specific questions relating to the victim’s activity when they were killed or injured.
- Most decisions regarding cemetery, funeral director, the type of funeral wanted will not be discussed in the first visit. (The family will need time to think.)
- Never make a promise that is not in your power to keep.
- Do not make a statement or relay information to the next of kin unless you have verified the facts. Relaying false information, conflicting or misleading details regarding the fatality incident can be embarrassing to all parties involved. When you are uncertain about the answer to a question, reply that you do not know but will find out. Collect the facts before you respond and always follow through.

<u>Do not discuss matters that you are not qualified to discuss</u>.

<u>Do not take the victim's personal effects on the first notification</u>.

Reaction

Upon learning of the death or serious injury of a loved one, individuals may experience symptoms of shock such as tremors and a sudden decrease in blood pressure. Shock is a medical emergency and help should be requested immediately.

The family may want to lash out at the agency or person representing the agency that brings the bad news. Later they may feel that the bearer of bad news did not provide enough assistance or that the person was callous and non-caring. If this problem is encountered, remember it is not personal and it is important to call on the family again.

Before leaving, arrange for a time and location to contact the family the next day. Allow the next of kin time to react and offer your support; and if needed, take them to the hospital, or mortuary. Let them determine if they want to see the deceased.

Grieving family members go through different phases of grief and each react in their own unique way. Some factors that affect stress reactions are the intensity of the event (e.g., violent death vs. heart attack), the next of kin's ability to understand what is happening, and their equilibrium.
Below are some examples of reactions:

- Shock, followed closely by denial
- Numbness, inability to follow through or focus
- Panic, emotional release, mostly irrational
- Physical/somatic distress: sleepless, sighing
- Overwhelming loneliness
- Depression
- Guilt, recollection of things done and not done for the deceased
- Hostility/resentment toward the agency, or even God who "allowed" it
- Confusion, brought on by disruption of established routines
- Denial: Next of kin continually denying the death. They might repeat "there must be a mistake."
- Anger: Next of kin lashes out at the notifying official or the agency, the decedent, or themselves
- Negotiation: One normally sees this reaction when a family member is dying. Either the injured person or next of kin negotiates with God for extra time.
- Depression: Next of kin does not care about anything or anybody.
- Acceptance: Next of kin accepts the death and starts to rebuild their lives.

Grief recovery is a long-term process. It takes continued contact and understanding by supporters to get through this period.

Injured Person

One of the first questions the next of kin will ask is where their loved one is located and how do they arrange to see them. It is important to verify the location treating the injured individual or the status of the remains before arriving for the first visit. In cases of serious injury, immediately arrange for transportation of next of kin to the medical facility.

Remains of the Deceased

Often, remains of the deceased are not immediately recoverable or not readily available. Be alert to this concern and answer the questions with care. Also be prepared to answer questions about the possibility of viewing the remains. Remember to use the victim’s name.

Normally, remains of the deceased are not available until 24 to 36 hours after an autopsy. This needs to be well communicated to the family. Remains may be delayed for medical reasons, criminal investigations or for proper travel documentation.

The family may want to travel to the site to come home with the remains of the deceased.

Follow-up on the status of the remains and keep the next of kin informed.

Do not wait for the next of kin to ask the status.

Personal Effects

Personal effects should be gathered from the incident site and/or the home unit immediately. Items should not be delivered until later, perhaps days later when the family can deal with it. The items should be delivered in a clean unmarked box. All clothes should be cleaned, made presentable or disposed of at a later date. Anticipate delays due to accident or criminal investigations.

Follow-Up Contact

The Agency Administrator/notifier should make contact as previously agreed upon to check on next of kin’s welfare. Key points include the following:

- Expressing concern
- Offering assistance
- Answering questions, particularly unresolved questions from first visit (e.g., visiting the site, travel arrangements to hospital (if a distant location), when remains may be returned)
- Allowing next of kin time to talk
- Follow up on promises and obligations

Staying in touch with next of kin is an important Agency Administrator responsibility. Sometimes this can last years and span multiple Agency Administrators.

Agency Administrator Notification to Coworkers

Take care of family first but do not neglect the notification of coworkers who may have had close relationships with deceased or seriously injured employee(s). The same guidance and sensitivities apply as with notifying the family. It is essential that this be done in person and not by voice mail or e-mail.

- Efforts will be made to notify employees at the current workstation and prior workstation, if applicable.
- Notification of family members must never be delayed pending coworker notification.
- Consideration should be given to temporarily relieving affected coworkers from duty.
- Ensure employees are afforded access to CISM, EAP, or other counseling as appropriate.
- Continue to monitor employees' wellbeing and provide appropriate follow-up.
- Provide opportunity for employees to attend funeral(s)/memorial(s). Many agencies provide administrative leave for this purpose.

Notification for Members of the Public or Contractors

When victim is a member of the public, notification should be made by law enforcement. If the victim is an employee of a contractor, notification should be made directly to the contractor's home office (refer to contract specifications).

Next of Kin Follow-Up Worksheet

This form is to be filled out at the time of notification and retained by the notifier to provide information about the surviving family members and their wishes.

Name of next of kin:

Person providing information (if different): Address of

next of kin:

Community: Zip Code:

Telephone: Home Work Cell

Relation to the deceased:

Name of funeral home to which the body of the deceased should be sent:

If the next of kin has no preference in funeral homes, would he or she like the medical examiner to choose one? ☐ Yes ☐ No

Do any next of kin wish to see the body of the person who has died?
☐ Yes ☐ No ☐ Will decide later

Are there any special items that might have been in the possession of the person who died (such as jewelry or a donor card)? (Identify as best possible.)
List:

Others to be contacted by notifier (other kin, unmarried partners, roommates, etc.):

Name: ______________________________ Phone: ______________________________

Name: ______________________________ Phone: ______________________________

Persons contacted by notifier to provide support to the next of kin:

Name: ________________________ Phone: ___________ Date/Time: ___________

Name: ________________________ Phone: ___________ Date/Time: ___________

Signature of the notifier:______________________________ Date ________________

KEY CONTACTS DURING CRITICAL INCIDENT
Appendix F

Organization	Contact Name	Phone Numbers
Agency Administrator		
Local Unit Administration Officer		
Local Unit Law Enforcement		
Local Unit PAO/PIO		
Family Liaison		
Servicing Personnel Office		
Freedom of Information Act (FOIA) Coordinator		
Fiscal/Budget		
Servicing Agency Legal Counsel (e.g., Regional/Field Solicitor or Office of the General Counsel)		

PREPARING FOR SERIOUS ACCIDENT INVESTIGATION TEAM: ACTIONS TO BE TAKEN BY THE LOCAL UNIT

Appendix G

Secure the Site

Upon completion of the rescue and medical assistance, the scene must be secured. This may be done by law enforcement; however, it may be done by any responsible person under the direction of the Agency Administrator. The scene must remain secure until released by the accident investigation team. Methods to secure the site:

- Ropes
- Barrier tape
- Cones
- Signs
- Flashing lights
- Posted guards

Do not move equipment, shelters, or any other items at the scene. Do not walk around the scene unless it is necessary for rescue or medical assistance. Nothing should be removed from the scene without permission from the accident investigation team leader or chief investigator.
Evidence must be preserved at the scene. Photograph the scene (video or stills) if evidence could be lost before the accident investigation team arrives, such as by rainstorm, washing away ruts or fluid spills.

Autopsies

Request an autopsy for all fatalities. Offer to pay for the autopsy if funding is an issue. Ask your local law enforcement officer or team representative to provide a liaison to the county medical examiner or coroner. Access to emergency (911) logs and police reports may be needed.

In case of a fire-related fatality, immediately provide the county medical examiner or coroner with a copy of the FA 156 *Firefighter Autopsy Protocol* found at:
http://www.usfa.dhs.gov/downloads/pdf/publications/firefighter_autopsy_protocol.pdf

Witness Statements

Identify witnesses for accident investigation team interviews and make sure they stay in the area. If that is not possible and witnesses need to be released, have them write, date and sign a statement before they leave. Use the following procedures.

Separate the witnesses and have them write statements in their own words. Witness statements should be in the witness's own handwriting or typed by them on a computer. The witness statement should include:

- Name, work address, and phone number of the witness
- Time and location of the events
- What attracted the witness's attention to the accident
- Description of the sequence of events leading up to accident
- Environment (weather, lighting, temperature, noise)
- Positions of people, equipment, and material, as well as the witness
- What has been moved, repositioned, turned off or on, or taken from the scene
- What actions the witness took at the accident site
- Other witnesses or involved people (include names if known)

Critical Incident Stress Management

Determine need for, and level of, Critical Incident Stress Management (CISM) and implement accordingly. Advise Serious Accident Investigation Team (SAIT) of CISM actions taken.

Accident Investigation Team Administrative Support

The investigation team will need the following:

- A person to serve as a local unit liaison including phone numbers and fax numbers. (The liaison should not be directly or indirectly involved in the accident).
- Lodging/meeting place for the investigation team (including private interview room). Coordinate with the team leader.
- Office supplies (including flip charts, markers).
- Documentation support (at the discretion of the team leader).
  - Shredder
  - Fax
  - Computers
  - Printer
  - Vehicles
  - Speaker phones
  - Copier

Evidence Collection

Collect all or as much of the following applicable items as possible:

- Radio logs (written and recorded)
- Dispatch logs (occupant emergency plans)
- Maps
- Job Hazard Analyses/Risk Assessment
- Safety briefings
- Team briefings
- Employee training records
- Medical examination records
- Work capacity test results
- Qualifications/certifications (including red cards)
- Work/rest (timesheets) for at least two pay periods (current and before the accident)
- Recent fire assignments
- Equipment maintenance records
- Equipment performance tests
- Inspection documents
- Fire management plan
- RAWS (remote automated weather system information)
- Weather (forecast/conditions)
- Fire behavior
- Incident action plans/personnel lists
- Delegation(s) of Authority
- MOU/agreements
- Specifications/drawings
- Press releases
- Autopsy/toxicology report
- Death certificate
- 911 log
- Witness statements
- Internal policies/guidelines
- Tailgate safety session documentation
- Unit’s safety plan

DO NOT collect evidence at the scene unless it is in danger of disappearing. Try to contact the team leader or chief investigator if you think it is necessary to remove evidence from the scene.

Contacts

Designate someone to provide the following:

Family liaison – The purpose of the family liaison is to maintain open lines of communication between the agency and the family. The liaison will provide the family support, assistance, and information during the crisis situation.

Public Affairs Officer (PAO) – If there is significant media interest; contact the agency PAO for assistance.

GLOSSARY

Appendix H

Agency Administrator (AA)

Managing officer of an agency, division thereof, or jurisdiction having statutory responsibility for incident mitigation and management. Examples: NPS Park Superintendent, BIA Agency Superintendent, USFS Forest Supervisor, BLM District Manager, FWS Refuge Manager, State Forest Officer, Fire Chief, Police Chief. S*ee also:* Line Officer.

Casual Employee or Hire

A person hired and compensated under the Pay Plan for Emergency Workers.

Crisis Communication Coaches

Agency employees who have actual experience dealing with a critical incident and are qualified as incident information officers.

Critical Incident

A fatality or other event that can have serious long-term adverse effects on the agency, its employees and their families, or the community.

Critical Incident Stress Management

An adaptive short-term helping process that focuses solely on an immediate and identifiable problem to enable the individual(s) affected to return to their daily routine(s) more quickly and with a lessened likelihood of experiencing post-traumatic stress disorder.

Defusing

This is an informal session held immediately following the incident, within 24 hours. It is peer support led and focuses on initial venting of feelings and stress education.

Delegation of Authority

A statement provided to Incident Commander by the agency executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written delegation of authority to be given to incident commanders prior to their assuming command on larger incidents.

Employee Assistance Program (EAP)

An agency-contracted program that provides employees and their families' access to a variety of counseling and other support services in certain situations.

Entrapment
A situation where personnel are unexpectedly caught in a fire behavior-related, life-threatening position where planned escape routes or safety zones are absent, inadequate, or compromised. An entrapment may or may not include deployment of a fire shelter for its intended purpose.
These situations may or may not result in injury. They include "near misses."

Family Liaison The primary contact between the agency and the victim’s family.

FTR Fire Time Report (Form OF-288)
The official time reporting form for recording hours worked on an incident.

Incident Command System (ICS)
A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Management Team (IMT)
The incident commander, and appropriate general and command staff, assigned to an incident.

Line Officer
Managing officer, or designee, of the agency, division thereof, or jurisdiction having statutory responsibility for incident mitigation and management. *See also:* Agency Administrator.

Office of Workers’ Compensation Programs (OWCP)
The Federal office, under the Department of Labor, charged with administering the Federal Employees’ Compensation Act, which authorizes medical care and compensation for periods of disability for Federal employees who sustain traumatic injuries and occupational diseases in the performance of duty.

Peer Support
Employees or individuals trained in peer counseling CISM process, including CISD and defusing.

Tort
The Agency Federal Tort Claims Act is the avenue a private individual has to file a claim against an employee of the Federal government or the Federal government in general.

ACRONYMS

Appendix I

AD	Administratively Determined
AAR	After Action Review
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BPA	Blanket Purchase Agreement
CISM	Critical Incident Stress Management
DOI	Department of the Interior
EAP	Employee Assistance Program
EFF	Emergency Firefighter
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
FS	U.S.D.A. Forest Service
FWS	U.S. Fish and Wildlife Service
HRSP	Human Resource Specialist
ICS	Incident Command System
IMT	Incident Management Team
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NFFF	National Fallen Firefighters Foundation
NPS	National Park Service
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
OWCP	Office of Workers' Compensation Programs
PO	Post Office
SSA	Social Security Administration
USDA	United States Department of Agriculture
USDI	United States Department of the Interior
WFFF	Wildland Firefighter Foundation

SOURCES OF ADDITIONAL INFORMATION
Appendix J

This is a partial list of information and/or sites that may be helpful in your respective situation. You are encouraged to become familiar with these sites, obtain these documents, and any others as needed.

- Interagency Incident Business Management Handbook and Supplements (https://www.nwcg.gov/publications/902)
- BLM Employee Casualty Guide for Managers and Supervisors (https://www.nifc.gov/PUBLICATIONS/acc_invest_march2010/resources/BLM%20Employee%20Casualty%20Guide.pdf)
- Local Unit Emergency Operating Plans Wildland Firefighter Foundation (Family Liaison and LODD Tool Kit) (www.wffoundation.org)
- National Fallen Firefighters Foundation (Handling LODD) (www.firehero.org/)
- Department of Justice (Public Safety Officer Benefits Program) (https://www.benefits.gov/benefits/benefit-details/1073)
- Geographic Area Coordination Centers (www.nifc.gov/nicc/)
- U.S. Fire Administration (www.usfa.dhs.gov)
- International Critical Incident Stress Foundation (www.icisf.org/)
- Interagency Standards for Fire and Fire Aviation Operations (Red Book) (https://www.nifc.gov/policies/pol_ref_redbook.html)
- Accident Investigation Resources (https://www.nifc.gov/safety/safety_reprtsInvest.html)
- NWCG Safety and Health Working Team (https://www.nwcg.gov/committees/risk-management-committee)

Wildland Fire Fatality and Entrapment INITIAL REPORT

Complete this report for fire-related entrapment and/or fatalities. Timely reporting of wildland-related entrapments or fatalities is necessary for the rapid dissemination of accurate information to the fire management community. It will also allow fire safety and equipment specialists to quickly respond to these events as appropriate. This initial report does not replace agency reporting or investigative responsibilities, policies, or procedures. Immediately notify the National Interagency Coordination Center (NICC) Coordinator on Duty (COD) by phone, and then submit this written report to NICC within 24 hours—**even if some data are missing**—to the address given below.

NICC—National Interagency Fire Center
3833 South Development Ave.
Boise, ID 83705

Phone: 208–387–5400
Fax: 208–387–5414
Coordinator on Duty email: COD@blm.gov

Submitted by:	Position:
Agency:	Location:
Phone:	E-mail:

1. General Information

Date of event:________________________________Time: _______________

Number of personnel involved: __________________

Number of Injuries:_________________Fatalities: ________________

Fire name, location, agency, etc.: ____________________________________

2. Fatalities

Type of accident:

☐Aircraft ☐ Vehicle ☐ Natural (lightning, drowning, etc.) ☐Smoke

☐Medical (heart, stroke, heat, etc.) ☐Entrapment ☐Struck by falling object

Where fatality/entrapment occurred:

☐ Fire site ☐ In transit ☐ Incident base Other _____________________

Note: In the event of fatality(s), do not release name(s) until next of kin are notified.

Employing agency: ____

Unit name: ____

Address:____

For further information, contact: ____

Phone: ____

3. Fire-Related Information

Fuel Model: ______________________________

Incident management type at time of the incident/accident: (check one)

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Temperature:_________RH:__________Wind:_________Mph ________

Topography:______________________________Urban/wildland intermix?: ☐ Yes ☐ No

Slope:_______________%

Fire size at the time of the incident/accident:____________________acres _______________

Cause of fire: ☐ Natural ☐ Incendiary ☐ Accidental ☐ Unknown

4. Entrapment Information

A situation where personnel are unexpectedly caught in a fire-behavior-related, life-threatening position where escape routes or safety zones are absent, inadequate, or have been compromised. An entrapment may or may not include deployment of a fire shelter. Note: Engine and dozer burnovers also constitute entrapments.

Brief **description** of the accident:

Entrapment Description

Person trapped: With shelter Without shelter

Burns/smoke injuries while in shelter	☐ Yes	☐ No
Burns/smoke injuries while escaping entrapment	☐ Yes	☐ No
Burns/smoke injuries incurred while fighting fire	☐ Yes	☐ No
Fire shelter performed satisfactorily	☐ Yes	☐ No
Fire shelter was **available**, but not used	☐ Yes	☐ No

Personal Protective Equipment Used

Fire shelter	☐ Yes	☐ No
Gloves	☐ Yes	☐ No
Protective pants	☐ Yes	☐ No
Boots	☐ Yes	☐ No
Protective shirt	☐ Yes	☐ No
Goggles	☐ Yes	☐ No
Face/neck protection	☐ Yes	☐ No
Hardhat	☐ Yes	☐ No

Activity 8.1: Prepare a Plan to Manage a Special Situation

Activity 8.1 Overview—Unit 8

Purpose

The purpose of this activity is to provide students with an opportunity to prepare a plan to handle a special situation/incident-within-an-incident.

Objectives

Students will:

- Be able to develop plans to handle sensitive situations within an incident

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Facilitators will designate one of the three scenarios to each of the work groups. Students will review their respective scenario and develop a plan to handle the particular special situation. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Facilitators will designate one of the three scenarios (on the following pages) to each group.
3. Carefully read over your scenario.
4. As a group, develop a plan to handle the special situation. Each plan should include:
    a. Statement of the situation
    b. Staffing assessment
    c. Facilities assessment
    d. Action items
5. Present plan to the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 8.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 8.1 Scenario: Fire Along Tuolome River

Date: August 23, 1998

Incident Name: River

Area involved: 20,000 acres of brush and timber along the Twosome River in the Northern California foothills

Cause: Under investigation

Weather: 112 degrees, winds 20 mph with gusts up to 45 mph over the ridge tops, RH 13%.

Damages:

1. 30 homes destroyed by fire in palatial gated community of River Oaks where Senator Hawkins resides
2. 450 acres of old growth redwoods
3. 2,000 head of cattle on a State forest grazing allotment

Threats:

4. Numerous ranches west of Morristown Ridge and the farming community of Wishart (population 11,000)
5. Mountain House, a State Fish & Wildlife preserve
6. Sky Ranch Boy Scout Camp

Jurisdiction:

7. Lewis County Fire-Rescue
8. Swinhart Volunteer Fire Protection District
9. State Fish & Game
10. State OES and the National Guard

Scenario 1

Your Incident Management Team has been activated on the “River Incident.” Your primary mission is to keep the fire from crossing the fireline on Morristown Ridge and to cooperate with Federal, State, and local agencies to mitigate fire damages.

The incident is only 50 miles from Sacramento, the State capital, in historic “Gold Rush” country. Lewis County residents are not happy with the State and Federal agencies that have been called in to assist the local government, and Howard “Slim” Cheatam, one of the county board members from a wealthy, politically connected ranching family, has leaked his “concerns” to the press. The press is having a field day with the “dissention in the ranks” angle and a particularly aggressive reporter from the Sacramento Bee is hounding members of the Incident Command Team for comments. A Gold Rush Enquirer reporter is working another angle and is looking for controversy involving women on the fireline.

Meanwhile, Nancy Crete, Slim’s very pregnant daughter, suddenly goes into labor a month earlier than her due date. Since the closest ambulance has to re-route due to the fire and is still two hours away, a frantic “Slim” brings his daughter into incident base to get help. Nancy is taken to the Medical Unit, where Engineer Brownell and Captain Fowler deliver a healthy, 8-lb. baby boy.

Scenario 2

You are the (Type 1) Public Information Officer on the TickTock Fire. The person-caused fire has burned 15,000 acres. You have two (Type 3) Public Information Officers and one (Type 2) trainee, who is from the local agency. The fire is located 40 miles from Rockyville and 75 miles from the Hawk Military Training Center.

You receive a report that a firefighter has been injured and was airlifted to the Rockyville Medical Center by the Rockyville Life Flight. Your Incident Commander calls you aside and tells you that the firefighter stumbled across a land mine, as did four others who are seriously injured and being driven by ambulance to Rockyville. The Incident Commander tells you he was just informed by the local military commander that the west flank of the fire is on ground at the Hawk Military Training Center previously owned, but deeded 10 years ago, to Boom County.

Tom Trouble, the Chairman of the Boom County Commissioners, has just driven up to fire camp. He tells you and the Incident Commander that he wants “to keep a lid on this” because the county has plans to develop the land and doesn’t want the fact that there may be land mines left over from Hawk Military Training Center to ruin the deal.

The phone begins to ring as the local reporter from Rockyville gets the word on the injured firefighter and wants to know what’s going on.

Scenario 3

You are the lead Public Information Officer on the Flyer Fire. The fire has been burning actively for 10 days, consuming 42,000 acres. You have two Public Information Officers and have ordered three more. The local agency has sent you their Public Affairs Officer, who is a (Type 2) trainee.

Fires are burning actively across the country and resources are in short supply. You have five small communities (populations 15,000 or less) located to the west, south, and east of the fire, and all of them can see the smoke. None have been threatened at this time.

Two inmate crews arrive from a State prison located 750 miles away. The crews are assigned to relieve very exhausted firefighters on the south flank of the fire. As the evening shifts cross over, six of the inmates disappear. The guards put out the warning call to the Incident Commander and the division supervisors remaining on the south flank. The law enforcement officer on your fire calls the sheriff, who calls the prison to send search teams.

While you are signing your trainee’s task book, you hear frantic radio traffic. The Operations Section Chief finds you and tells you about the escaped inmates. While you are getting the information from her, your Incident Commander and Air Operations Branch Director come into your tent together. They tell you that one of the prison inmates (who, you find out later, was in prison for flying drugs across the border) has stolen a helicopter from the incident.

Four hours later, you find out that the inmate landed the helicopter at Bubbastown, robbed the local diner, and took off in a stolen car. The Sheriff’s Department has released an all-points bulletin on the escaped inmate, which is picked up by the Denver Holler newspaper. The Denver

Holler reporter has no trouble getting information from the sheriff about the inmate's escape from your fire and files an initial story with the Associated Press.

Around midnight, as you meet (in fire camp) with the reporter from the Denver Holler, the search teams from the prison show up with 40 bloodhounds to look for the other five prisoners. They'll start searching near the south flank of the fire, which is burning actively. The reporter wants to go with them.

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Unit 9: Creating a Safe Environment

STUDENT MANUAL

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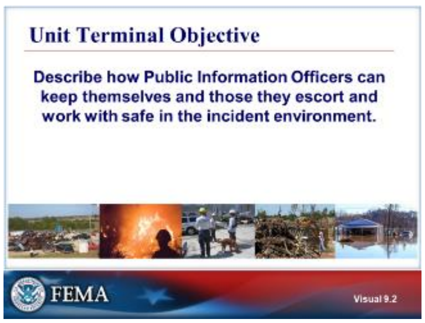
Visual 9.1

UNIT 9: CREATING A SAFE ENVIRONMENT

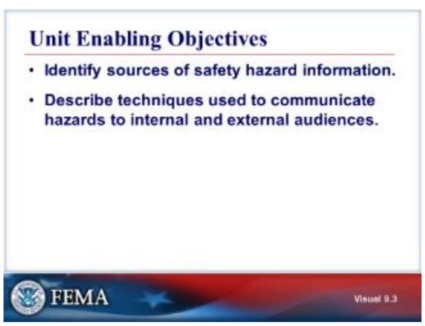
Through this unit, students will learn how to create a safe environment for themselves, those they escort, and the Information staff. Students will identify sources of hazards information and personal protective equipment (PPE) that may be required in the field. Interface, vehicle, road, camp, and aircraft hazards will also be discussed. Finally, the instructor addresses techniques for communicating safety hazards to internal and external audiences.



Visual 9.2

UNIT TERMINAL OBJECTIVE

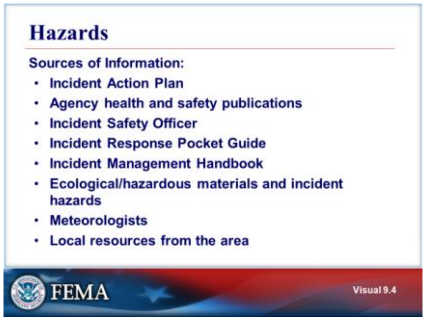
Describe how Public Information Officers can keep themselves and those they escort and work with safe in the incident environment.



Visual 9.3

UNIT ENABLING OBJECTIVES

- Identify sources of safety hazard information.
- Describe techniques used to communicate hazards to internal and external audiences.



Visual 9.4

HAZARDS

The Incident Action Plan should include information on the nearest hospital and other emergency services, safety objectives (ICS Form 208 Safety Message/Plan), and medical plans (ICS Form 206 Medical Plan).

Know the location of the Safety Officer. Often, you will want to bring escorted persons into the area. The Safety Officer should be included in briefings with these persons.

Hazards information is particularly important on bio-security incidents. Know what to wear, when to take it off, how to dispose of PPE, etc.

Visual 9.5

PERSONAL PROTECTIVE EQUIPMENT

Remember, if you are with the media, make sure that they know what they should be wearing. IT IS YOUR RESPONSIBILITY TO ENSURE THEIR SAFETY!

PPE is required for everyone going to the field/incident, this can include equipment such as:

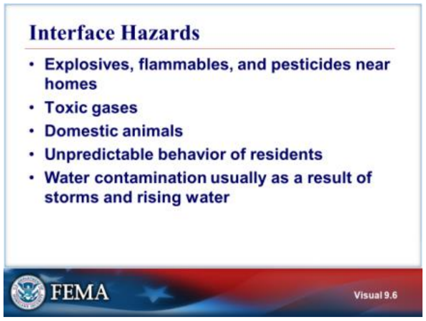
- Leather boots with 8-inch tops.
- Leather gloves.
- Tyvex®.
- Cotton undergarments.
- Hard hat.
- Earplugs and goggles.

Your word is law on safety issues. Brief those being escorted about:

- Hazards, i.e. snags, rolling material, swift moving water, etc.
- PPE.
- Spacing while walking.
- Travel times based on physical condition.
- The importance of not leaving the group or guide.
- Hazardous road or driving conditions.
- Warning signs of potential hazard exposure that should be mentioned if experienced such as chemical smells, lightheadedness, tingling, blurred vision, nausea.

Communications:

- Radio and frequencies.
- Notify Division Supervisor upon entering and leaving their assigned section.
- Check in and check out with the Public Information group on your destination and expected return.



Visual 9.6

INTERFACE HAZARDS

Additional hazards—mostly urban—that the Incident Management Team may encounter while managing an incident.

- Explosives, flammables, and pesticides in or near homes (propane tanks are common)
- Toxic gases (many manufactured items, such as PVC pipe, produce toxic fumes when burned)
- Domestic animals
- Unpredictable resident behavior (this can include not wanting to leave if evacuation is ordered, becoming panic-stricken or violent, etc.)
- Water contamination (sewer or chemicals) usually as a result of storms and rising water

These are all issues that should be part of the Public Information Officer's message. Make sure the public is aware of any interface hazards that may potentially affect them.

Visual 9.7

VEHICLE AND ROAD HAZARDS

Check the Incident Action Plan and security for known road hazards:

- Fire traffic (buses, bulldozers, engines, etc.)
- Smoke, dust, or sun angle

Remember to:

- Consider vehicle appropriateness for mission (4x4).
- Yield to downhill traffic and traffic with a load.
- Check proper vehicle fluid levels, including gas.
- Always drive with lights on.
- Leave gates as you find them.
- Avoid parking under power lines because smoke can cause electricity to arc.
- Never park under fire-weakened or storm-damaged trees or snags.
- Park facing in the direction in which you plan to leave, so you can leave without turning around.
- Watch for tall grass, which can be ignited by your catalytic converter.
- Keep keys accessible.
- Avoid blocking traffic.

Visual 9.8

AIRCRAFT HAZARDS

Aircraft Hazards to Ground Personnel - Ground personnel are susceptible to turning rotors and noise, retardant drops, and accidental losses of sling loads.

Helicopter Safety - Helitack crew personnel will escort passengers to and from the helicopter, load all gear, close and open all doors, and provide a safety briefing. Ensure you make eye contact with the pilot before approaching the aircraft. Never approach a helicopter from the rear of the aircraft.

Fixed-Wing Safety - The pilot will open and close all doors and provide a safety briefing for all passengers. The pilot also will load and unload all cargo and baggage.

Visual 9.9

CAMP HAZARDS

- If camps have been contaminated:
  - Know safe areas (Lookouts, Communications, Escape Routes, Safety Zones, also called LCES).
  - Keep safety gear nearby.
- Take care of yourself:
  - Be alert to signs of stress and fatigue in yourself, your staff, and others.
  - Take breaks; get rest.
  - Drink extra fluids; maintain your nutrition.
  - Escorts need hazardous response knowledge to know when it is time to leave.

Visual 9.10

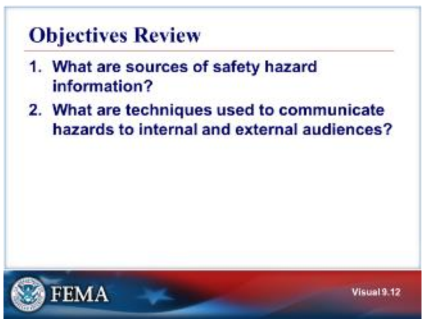
INTERNALLY COMMUNICATING SAFETY HAZARDS

- Base staffing decisions and assignments on:
  - Your knowledge of the job and its hazards.
  - The skills, abilities, desires, and limitations of your workforce.
  - Management objectives and strategies selected to meet those objectives.

Visual 9.11

EXTERNALLY COMMUNICATING SAFETY HAZARDS

Techniques for communicating safety hazards to external audiences.



Visual 9.12

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify sources of safety hazard information.
- Describe techniques used to communicate hazards to internal and external audiences.

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Unit 10: Transition and Demobilization

STUDENT MANUAL

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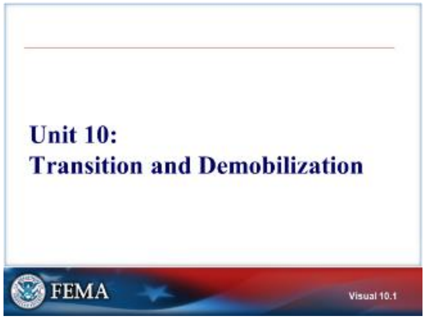
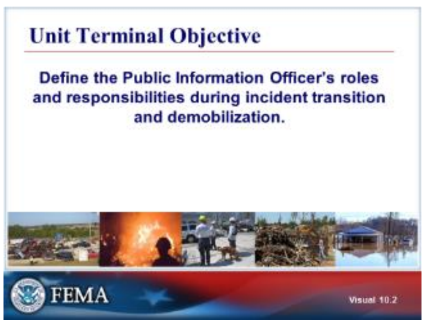


Visual 10.1

UNIT 10: TRANSITION AND DEMOBILIZATION

Through this unit, students will learn about the roles and responsibilities of the Public Information Officer during incident transition and demobilization. Differences between demobilization and mobilization will be defined and Public Information Officer incident documentation will be discussed. Demobilization of the Information staff will be addressed and students will learn about conducting personnel performance evaluations of their staff.

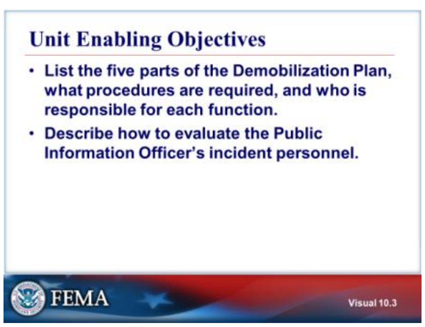
This is the final unit in the course. Following this unit, an expectations review will be conducted and the Final Exam will be administered.



Visual 10.2

UNIT TERMINAL OBJECTIVE

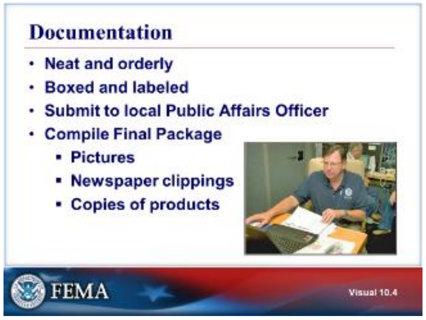
Define the Public Information Officer's roles and responsibilities during incident transition and demobilization.



Visual 10.3

UNIT ENABLING OBJECTIVES

- List the five parts of the Demobilization Plan, what procedures are required, and who is responsible for each function.
- Describe how to evaluate the Public Information Officer's incident personnel.



Visual 10.4

DOCUMENTATION

Public Information Officer's incident documentation and to whom it must be submitted during demobilization.

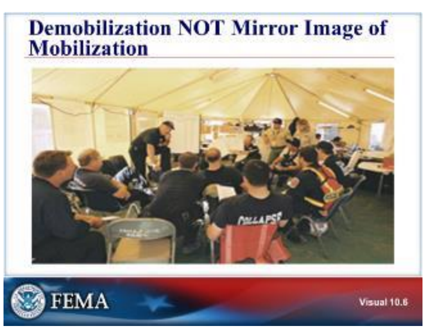
- Keep documentation in a neat and orderly manner.
- Box documentation and label with name of incident, date, and incident number.
- Submit it to the local Public Affairs Officer at the end of the incident.
  - It may be turned in to the Documentation Unit on some incidents.
- Turn over the documentation to the next Incident Management Team, if incident management is not finished.
- Compile information materials of interest to the Agency Administrator, such as:
  - Pictures.
  - Newspaper clippings.
  - Copies of all products generated by the information office (news releases, fact sheets, etc.).

Visual 10.5

TRANSITIONING

Public Information Officer's responsibilities during transition:

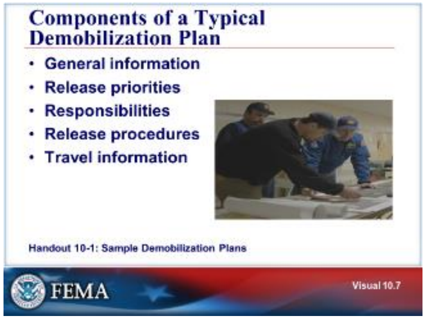
- Meet with the Incident Commander and staff.
  - Discuss whether information needs have been met.
  - Discuss Incident Commander's critique of the Information function.
- Meet with the local Public Affairs Officer.
  - Convey observations and recommendations for post-incident Information Strategic Plan.
  - Conduct local agency critique or an After Action Review of the Information function.
- Assess the need for an Information Section.
  - Indications of lessening need:
    - Reduced incident activity.
    - Reduced interest from media and community.
  - Other considerations:
    - Your employees.
    - Your employees' home units.
    - Needs of unit where incident is located.
    - Needs of Incident Command staff.



Visual 10.6

DEMOBILIZATIONS NOT MIRROR IMAGE OF MOBILIZATION

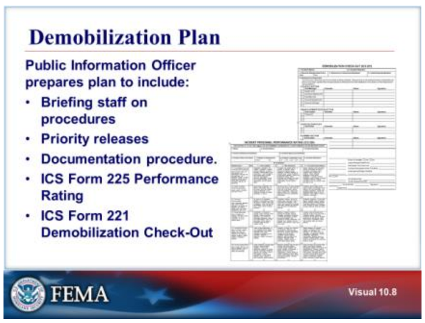
Demobilization is not a mirror image of mobilization. When mobilizing, many individuals in widely separated places direct, coordinate, and provide transportation to get incident resources to a single point. Demobilization is the responsibility of a few people to return these same resources to their departure points or to new assignments.



Visual 10.7

COMPONENTS OF A TYPICAL DEMOBILIZATION PLAN

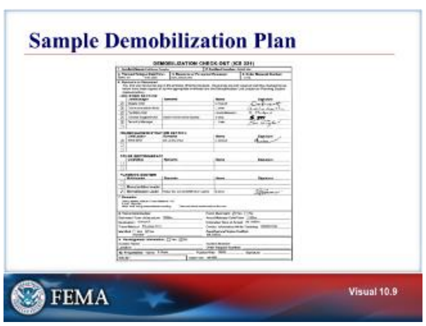
Refer to Handout 10-1: Sample Demobilization Plans. This handout features two demobilization plans—one for the Gap Fire (actual incident) and one for the Central City Train Derailment scenario from a past activity.



Visual 10.8

DEMOBILIZATION PLAN

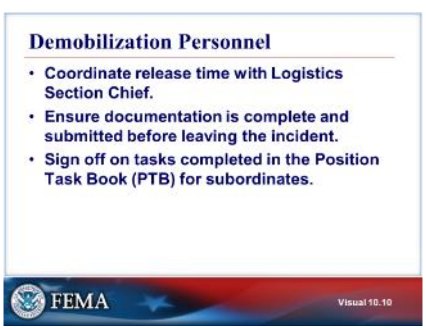
Components of a Demobilization Plan prepared by the PIO



Visual 10.9

SAMPLE DEMOBILIZATION PLAN

Sample filled out ICS Form 221 Demobilization Check-Out



Visual 10.10

DEMOBILIZATION PERSONNEL

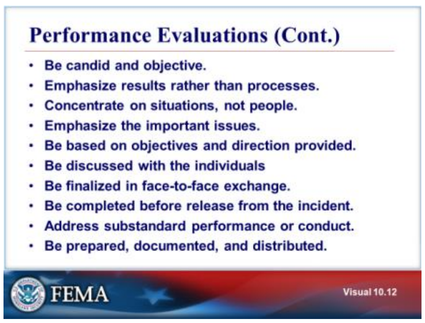
PIO resources should check in with their respective agency dispatchers upon arrival at their home units, informing them that you have arrived home safely.

Visual 10.11

PERFORMANCE EVALUATIONS

You must communicate expectations with incident personnel. If you do not tell them what you want from them, you will not get it.

Use ICS Form 225 Incident Personnel Performance Rating to evaluate personnel.

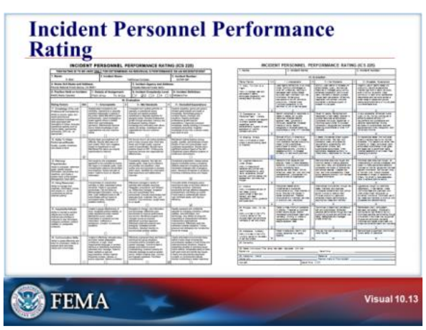


Visual 10.12

PERFORMANCE EVALUATIONS (CONT.)

Appropriate characteristics of performance evaluations:

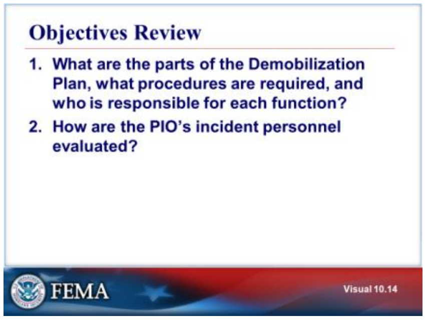
- Be candid and objective.
- Emphasize results rather than processes.
- Concentrate on situations, not people.
- Emphasize the important issues.
- Be based on objectives and direction provided.
- Be discussed with the individuals.
- Be finalized in face-to-face exchange.
- Be completed before the individuals are released from the incident.
- Facilitate a process to deal with substandard performance or conduct.
- Be prepared, documented, and distributed.



Visual 10.13

INCIDENT PERSONNEL PERFORMANCE RATING

- Evaluate individuals as required by agency policy.
- Complete the ICS Form 225 Individual Personnel Performance Rating or equivalent agency form.
- Provide a copy of the rating to the individual.
- List training and further leadership development recommendations if needed or desired.
- Discuss performance with the individual.
- Maintain accuracy and fairness.
- Submit signed form to Documentation Unit.

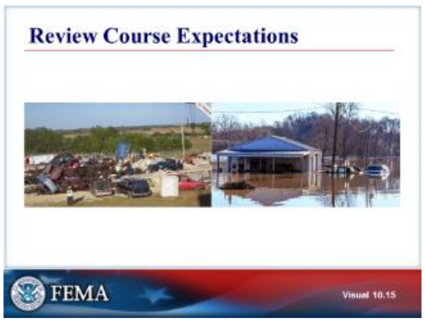


Visual 10.14

OBJECTIVES REVIEW

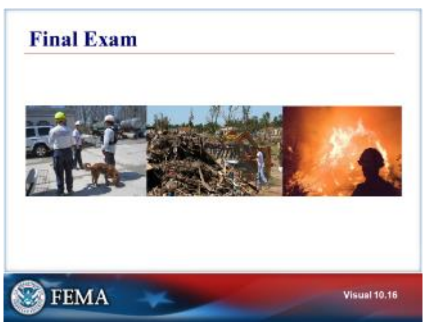
Unit Enabling Objectives

- List the five parts of the Demobilization Plan, what procedures are required, and who is responsible for each function.
- Describe how to evaluate the Public Information Officer's incident personnel.



Visual 10.15

REVIEW COURSE EXPECTATIONS



Visual 10.16

FINAL EXAM

END OF COURSE

Supplemental Materials

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Handout 10-1: Sample Demobilization Plans

Gap Fire Incident
Demobilization Plan

GENERAL INFORMATION

All functional units (Operations, Logistics, Finance, Command & General Staff) will advise the Planning Section of resources that are surplus to their sections/units. The Planning Section will identify resources surplus to the incident's needs and obtain approval from the Incident Commander for release. The Demobilization Unit will manage the release, return or reassignment of all surplus resources. The Demobilization process requires close coordination between the Incident Demobilization Unit Leader and (Incident Dispatch Center(s) Location).

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel while in the demobilization process.

GENERAL GUIDELINES

A NO resources will leave the Incident until authorized to do so by the Incident Commander facilitated through the Demobilization Unit.

B All releases and travel home or to a reassignment will be in compliance with the National Work/Rest Guidelines. Emphasis will be placed to ensure that all released personnel arrive home no later than 2200 hours local time or as authorized by the Incident Commander. Resources will have a minimum of at least 8 consecutive hours off duty before beginning a shift or demobilization (re; Sec 23. 1.1 R5 Mob Guide).

C All Vehicles leaving the incident will have a safety inspection and deficiencies will be corrected prior to departure for home or reassignment. In addition, all vehicles will be washed to prevent the spread of noxious weeds.

D All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be briefed by the Demobilization Unit prior to leaving the incident. The briefing will include: 1) method of travel 2) itinerary 3) manifests with destinations.

E All personnel flying commercial airlines will be given time to shower and dress in clean clothes prior to departure. A photo I.D. and travel authorization number (if necessary) is required by all personnel. The Demobilization Unit and/or Expanded Dispatch will make all flight arrangements unless another process is agreed upon.

F Notification of Incident personnel will be by posting of "Tentative Releases" in advance. Crew supervisors will be paged when the Demobilization process is to begin.

G Resources that have been reassigned within Geographic Areas will always be released on the original order and request number.

H Contractors/Operators of oversize vehicles (e.g. transports) are responsible for obtaining required permits for the return trip back to their point of hire.

I Actual departure times and estimated time of arrival (ETA) at final destination will be relayed to Expanded Dispatch upon departure of all resources from the incident base. This includes all contract equipment and services.

J Performance Ratings are required for:

a. Trainees
b. Outstanding performance
c. Deficient performance
d. By personal request

RESPONSIBLITIES

Section Chiefs are responsible for determining resources surplus to their needs and submitting a written list to the Planning Section with destination, travel needs and Request Numbers.

The Demobilization Unit Leader is responsible for:

- Preparing the Demobilization Plan with input from the TNF Center Manager or Expanded Dispatch.
- Providing Expanded Dispatch with “Tentative” releases.
- Providing Expanded Dispatch with confirmation of departing resources (including contract equipment) with their departure time and ETD at their final destination (if they have their own transportation).
- Making advance notification to incident personnel regarding tentative and final releases.
- Ensuring that all signatures are obtained on the ICS Form 221 Demobilization Check-Out.
- Monitoring the Demobilization process and making necessary adjustments in the process to maintain an orderly and safe release of all resources and ensure accurate and timely flow of release information.

The Incident Commander is responsible for:

- Establishing Incident release priorities in concert with the Geographic Area Coordinator.
- Review and approval of the Demobilization Plan
- Review and approval of tentative release lists.

The Safety Officer is responsible for:

- Identifying any special safety considerations for the Demobilization Plan.
- Approval of tentative surplus resources

The Planning Section Chief is responsible for:

- Review and approval of the Demobilization Plan
- Review and approval of the tentative release lists.

The Logistics Section Chief is responsible for:

- Insuring through the Facilities Unit, that all sleeping and work areas are cleaned up prior to release.
- Insuring, through the Supply Unit, that all non-expendable property items are returned or accounted for prior to release.
- Insuring, through Ground Support, that there will be adequate ground transportation during the release process and that all vehicles receive a safety inspection prior to leaving the incident. Any deficiencies must be corrected. Prevention of the spread of Noxious Weeds, by vehicles, will be followed as per (Location)
- Insuring through the Communications Unit that all communications equipment has been returned or accounted for.
- Insuring, through the Food Unit, that there will be adequate meals for those being released and for those remaining in camp.
- Follow the Hazardous Material Haulback Guide (R-5 letter dated 5/24/2000)
- Review and approval of the Demobilization Plan.
- Approval of tentative surplus (Logistics) resources.

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released resources.
- Coordination for any ADO payoff(s).
- Contract equipment payments.
- Reviewing and providing excessive shift length justification with IC's signature.
- Approval of tentative surplus (Finance) personnel.
- Review of the Demobilization Plan.

The Operations Section Chief is responsible for:

- Review of the Demobilization Plan.
- Approval of the tentative surplus (Operations) personnel.

The Liaison Officer is responsible for:

- Providing any agency specific requirements for the Demobilization Plan.

IV. RELEASE PRIORITIES

The following release priorities have been established by the IC in concert with TNF (Tahoe National Forest) Expanded Dispatch and the GACC (Northern California Redding):

1. Local Government and OES Engines (Type 1,2, & 3) (Priorities coordinated with OES Agency Representative)
2. CDF Engines (Priorities coordinated with CDF Agency Representative)
3. CDF Crews (Priorities coordinated with CDF Agency Representative)
4. State and Local Government Overhead
5. Forest Service Engines
6. Forest Service Type 2 crews
7. Federal Overhead

V. RELEASE PROCEDURES

Section Chiefs and Command & General Staff will identify surpluses within their units and submit a list (or lists) to the Demobilization Unit Leader in the Planning Section.

Demobilization will combine lists and form a "Tentative Release" list to be submitted to the Planning Section Chief and Incident Commander for review and approval. The Demobilization Unit will coordinate with the Resources Unit so that the resource status board(s) can be kept current. All incident formed strike teams (resource) and/or task forces must be disbanded before IC approval and release from the incident.

After IC approval, Demobilization will notify Expanded Dispatch of the tentative releases and obtain approval. **Demobilization will provide a minimum of 24 hours-notice for all resources**. Demobilization will also give Ground Support sufficient time to arrange for ground transportation for crews and overhead from the incident base to the departure point.

Demobilization will advise Expanded Dispatch of all surplus resources available for release, specifying those needing air transportation, identifying the nearest commercial airport to their home unit.

Expanded Dispatch will notify the appropriate GACC (Redding or Riverside) of all State and Federal surplus resources.

Expanded Dispatch will notify GVECC/OES R-4 Dispatch (Grass Valley) of all surplus/released OES 5 Party resources.

If the resource is to be reassigned, Expanded Dispatch will so advise the Demobilization Unit. The resource will be released to the new assignment and Expanded Dispatch advised of the ETD & ETA.

If there is no reassignment for the resources and the resource has transportation, Expanded Dispatch will advise Demobilization to release the resource back to the home unit. If the resource requires ground transportation, the Ground Support Unit will arrange transportation and coordinate with the Demobilization Unit.

When the Demobilization Unit receives confirmation of the release from Expanded Dispatch, notification will be as follows:

- Personnel to be released and prepare transportation manifests,
- Provide the crew leader or individual the Demobilization Check-Out form (ICS Form 221)
- Crew leader or individual will take the Demobilization Check-Out form (ICS Form 221) to the destinations checked off to:
  - Communications U.L. (if communications equipment has been issued).
  - Ground Support U.L. (for vehicle safety inspection as needed)
  - Facilities U.L. (to be sure all sleeping areas are clean)
  - Supply U.L. (to return all non-expendable property)

- Finance Unit (to close our time and obtain Fire Time Report)
- Documentation Unit (i.e.: Unit Logs, performance ratings)
- Demobilization U.L. (**WITH ALL SIGNATURES**)

Demobilization Unit will be last stop in the release process. Demobilization will:

- Collect and sign-off the Demobilization Check-Out Form (ICS Form 221)
- Brief the released personnel on method of travel, schedule, and time frames.
- Release the resource from the base.
- Advise Expanded Dispatch of ETD & ETA to the home base or transportation point.
- Coordinate with the Resources Unit so that resource status is kept current.
- Coordinate with Security for inspection, if required by the Incident Commander.

VI. TRAVEL INFORMATION- Incident Directory

INCIDENT BASE PHONE NUMBERS

COMMUNICATIONS________________________
DEMOBILIZATION- ____________________________________
PLANS- ____________________________________
SUPPLY- __________________________________
FINANCE- _________________________________
PIO- ______________________________________
GROUND SUPPORT- _______________________

EXPANDED DISPATCH -____________________

RADIO FREQUENCIES:

AGENCY DISPATCH:

FOREST NET: RX_______________
TX_______________

TRAIN INCIDENT DEMOBILIZATION PLAN

Reviewed By:____________________________________ Planning Section Chief

Reviewed By:____________________________________ Operations Section Chief

Reviewed By:____________________________________ Finance Section Chief

Reviewed By:____________________________________ Logistics Section Chief

Reviewed By:____________________________________ Safety Officer

Reviewed By:____________________________________ Liaison Officer

Reviewed By:____________________________________ Information Officer

Approved By:____________________________________ Incident Commander

Date Approved:_______1-22-xx______

DEMOBILIZATION PLAN

I. General Information: This Demobilization Plan will be adjusted and implemented within the operational/planning cycle of the incident. Guidelines contained within this plan will be used by the Command and General Staff in their efforts to properly release personnel and equipment from the scene with the approval of the Incident Commander. Staffing standards, work hours, overtime, and other personnel matters will be noted within this plan.

II. Responsibilities:

A. General.

1. All field deployed personnel and equipment can only be demobilized with the approval of the Incident Commander. Demobilization of critical resources is mentioned later.

2. No personnel or equipment will leave the incident until authorized to do so.

3. Demobilization will be accomplished in a cost effective manner.

4. Safety of personnel is paramount during demobilization.

5. All incident response personnel shall follow the guidelines put forth in this plan.

6. All equipment checked out must be returned to the appropriate originator.

B. Emergency Operations Center Manager

1. The role of EOC Manager is to facilitate demobilization through normal operating procedures, and assure the demobilization priorities are consistent with geographic area and national guidelines.

C. Incident Commander

1. The Incident Commander will follow normal procedures of developing and approving the Demobilization Plan and implementation procedures. The Incident Commander may use the County/State’s plan if it meets the needs or develop a new plan that addresses these issues.

D. Planning Section Chief

1. Shall ensure demobilization information is disseminated in sufficient time to ensure the orderly downsizing or reorganization of incident resources.

2. Submit proposed release of resources for the proper approvals. Ensure approved releases receive and comply with the ICS Form 221 Demobilization Check-Out.

E. Operations Section Chief

1. Identify surplus personnel and equipment to the Incident Commander.

2. Communicate excess personnel and equipment available for demobilization to the Planning Section Chief.

F. Logistics Section Chief

1. Coordinate all personnel and equipment transportation needs to final destinations.

2. Ensure all communications, facilities, and ground equipment and other returnable items are checked in and verified.

G. Finance/Administration Section Chief

1. All personnel time reports are up-to-date.

2. All equipment time reports are completed.

3. All known claims are recorded.

III. Critical Resource and Release Priorities:

A. Critical Resources

1. The County EOC will assist the Incident Commander in identifying critical resources.

2. The Incident Commander will determine the release priorities for any critical resources in the Incident Management Organization. Prior to scheduling the release of a critical resource the Planning Section Chief will notify the EOC Manager.

B. Non-Critical Resource Exchange

1. All non-critical resources will be demobilized through normal procedures.

C. Priority Release Guidelines.

Personnel:

1. Personnel that have worked continuously for 14 days. This time standard should not be flexible based on the national work rest guidelines.

2. Out-of-County Personnel

3. Assisting Agency personnel will be released in accordance with agreements or other arrangements made with their respective agency.

4. Local Personnel

Equipment:

1. Equipment designated as a critical resource.

2. Equipment staged for long periods of time and no longer expected to be needed.

3. Rented or leased equipment.

4. Equipment vital to other regional operations.

IV. Personnel Demobilization Guidelines:

A. Personnel Demobilization.

1. Demobilization Check-Out Form (ICS FORM 221) For each operational period where personnel demobilization is anticipated, the Demobilization Unit shall complete a Demobilization Check-Out Form (ICS FORM 221). This form is attached to this plan.

2. Check-out All personnel demobilizing permanently from the incident shall complete a Demobilization Check-Out Form (ICS FORM 221). This form will facilitate the return of:

   - Non-expendable equipment
   - Communications gear

- Vehicles
- Other equipment or administrative matters that need to be addressed before the release of the individual (i.e., removal of person for rosters, employee profile database, etc.).

3. Debrief Each demobilized person will receive an operational and safety/medical debrief. This is to ensure that the job they were performing is either complete or the person has been properly relieved by another worker to address ongoing issues. The safety/medical debriefs serves as a check to the Incident Management Team to determine any unsafe conditions not previously reported and to ensure that the person is leaving the incident in a healthy state.

4. Departure For safety reasons, demobilized personnel should insure they are properly rested before beginning their travel to their normal work place or home (especially if driving).

5. Travel Restrictions Travel shall be conducted in accordance with existing rules and guidelines as per individual travel authorizations

V. Equipment Demobilization Guidelines:

A. Equipment Demobilization.

1. Check-out. All equipment demobilizing permanently from the incident shall be noted on the ICS Form 221 Demobilization Check-Out.

Personnel Check-Out Process Checklist

General Check-out		
Preparing for Departure	☐	**General**. **All** persons demobilizing from the response shall ensure that they are cleared to leave with their immediate supervisor. If onsite relief is necessary, time should be planned to accomplish that task.
	☐	**ICS 211**. Each person demobilizing under the IMT or Incident Command shall ensure that the Resources Unit is aware of their departure so you can be signed out from the response via the ICS 211 or ICS 211.
Logistics		
	☐	**Logistics**. The Logistics Section Chief will ensure that lodging and other support needs are in-place for the demobilized individual while they are returning to their quarters. This would include transportation and other applicable issues needed to support their departure.
Equipment Return	☐	**Non-Expendable Equipment**. Non-expendable equipment shall be returned before departure. People shall not be allowed to fully demobilize without returning non-expendable property.
Transportation	☐	**Vehicles**. Vehicles shall be returned prior to departure. Individuals are responsible for the return of the vehicle assigned to them clean and inspected.
Finance		
	☐	**Timekeeping**. Each person will be responsible for insuring their time records are completed prior to departure from the incident
Health and Safety / Medical Debrief / Critical Incident Stress Management (CISM) Debrief		
Health and Safety	☐	**Health and Safety Debrief**. Each person shall receive a health and safety debrief prior to departure to document any outstanding issues
	☐	**Medical Issues**. Each person with outstanding medical issues shall have them addressed prior to departure
	☐	**Departure Rest**. All responders shall ensure that they receive the proper amount of rest before departing the incident. This is especially important for those driving.