## NOTES



# PIO INCIDENT ORGANIZER

**Updated February 14, 2011**

| | |
|---|---|
| **NAME** | **O-#** |
| **INCIDENT NAME** | **INCIDENT #** |
| **HOST UNIT** | **ACCT CODE** |

**INFO CENTER HOURS:**

**BREAKFAST:** **LUNCH:** **DINNER:** **SHOWERS:**

**DAILY SCHEDULE**

**AM BRIEFING**

**DISTRIBUTE AM UPDATE**

**PRESS CONFERENCE**

**PIO AM MEETING**

**C&G MEETING**

**PRE-PLANNING MEETING**

**PLANNING MEETING**

**PM BRIEFING**

**DISTRIBUTE PM UPDATE**

**PIO PM MEETING**

**PIO Briefings**

*Situation:* Here's what I think we face.

*Task:* Here's what I think we should do.

*Intent:* Here's why I think we should do it.

*Concern:* Here's what we should keep our eye on because if that changes, we're in a whole new situation.

*Calibrate:* Now talk to me. Tell me if you don't understand, cannot do it, or see something I do not.

**PIO Pulse Check**

What have I missed?

What is unclear?

What has to change?

Did I learn something others should know about?

Who's acting if lead is unavailable?

Do PIOs have regular communication with ICP?

Are PIOs are aware of incident-within-incident procedures?

Regular communication with host unit / key contacts?

Adequate meals / showers / breaks / work-rest ratio?

Are we learning from our mistakes?

## CALL-OUT / CHECK-IN / SET-UP

**UPON CALL-OUT**
- Notify Supervisor
- Obtain Resource Order
  - Incident name?
  - Report location? Report date and time?
  - Are rental car, laptop, camera, printer, GPS and/or cell phone authorized?
  - Contact number for lead PIO and/or Expanded Dispatch at the incident?
  - Copy of Resource Order to home unit
- Obtain Travel Authorization
- Call Lead PIO with ETA

**LEAD IMT PIO**
- Call IC for initial briefing
- Call unit PAO to assess needs
- Submit pre-order for PIOs
- Bring or ship team PIO supplies
- Update IMT website with current assignment info

**ALWAYS PACK**
*Max weight 65 lb total - label everything*
- Resource Order
- Red Card
- Federal and/or Team ID
- Taskbook
- Fireline Handbook
- Incident Response Pocket Guide (IRPG)
- Cell phone and charger (if authorized)
- Home Unit Dispatch Phone #
- Home Unit Timekeeper Phone # & Fax #
- Full PPE
- Personal Gear
- PIO Home Unit or Travel Kit

**REQUIRED PPE** *(<20lb)*
- Nomex pants & shirt
- 8" Leather fire boots & spare laces
- Helmet & Headlamp
- Goggles
- Gloves
- Fire shelter
- Ear plugs
- Water bottles

**PERSONAL GEAR** *(<45 lb, soft-sided bag)*
- Matches (can't take on an airplane)
- Signal Mirror
- Compass
- Jackknife (don't pack in carryon bag)
- Parachute cord
- Granola bar
- First aid kit

**PERSONAL GEAR (continued)**
- Space blanket
- AA batteries
- Hat
- Sunglasses / spare glasses
- Prescriptions
- Sunscreen
- Bug spray
- Bandana
- Rain gear
- Toiletries & flip flops
- Small towel
- Flashlight
- Extra clothing (cotton)
- Warm jacket, hat, gloves
- Alarm clock & AAA batteries if needed
- Tent
- Sleeping Bag & Pad
- Handheld Radio

**PIO TRAVEL KIT**
- Magnetic "Fire Information" signs
- "Fire Information" Banner
- PIO nametag
- Jumpdrive with templates and examples
- Digital camera (if authorized)
  - extra batteries or charger
  - extra memory cards
  - download cable
- Laptop computer & cables (if authorized)
- GPS & cables (if authorized)
- Portable printer, cables, and ink (if authorized)
- Folder for documentation
- Light duty staple gun and staples
- Staple puller or pliers
- Masking tape or painter's tape
- Push pins
- Pens and pencils
- Permanent markers (black and red)
- Highlighters
- Paper clips
- Rubber bands

**PIO HOME UNIT KIT**
- PIO Travel Kit Items
- Unit Logs
- Crew Time Reports (CTRs)
- General Message Forms
- Request for Recognition Forms
- Phone / Answering Machine
- Bulletin Boards
- Clear plastic / trash bags to cover boards
- Laptops Printer / Scanner/ Copier /Fax



## INCIDENT-WITHIN-AN-INCIDENT FACTS

**BOLD CAPS = RELEASABLE INFO** / *All other info DO NOT RELEASE without AA approval.*

**INITIAL REPORT BY:** **TO WHOM:** **DATE/TIME:**

**# PERSONNEL INVOLVED:** **# VEHICLES:** **# INJURIES:**

**# FATALITIES:** **# OK:**

**WHAT WERE THEY DOING AT THE TIME?**

**RESPONSE RESOURCES:** **RESPONSE TIME:**

**RESPONSE ACTIONS:**

---

**FIRE NAME:** **IMT/IC:**

**HOME UNIT:** **LOCATION/STATE:**

**CAUSE:** **START DATE:**

**# PERSONNEL:** **FUELS:**

**TERRAIN:** **WEATHER:**

---

*Name:* *Age:* *Fireline Position:*

**TRANSPORT:** **HOSPITAL:** **LOCATION:**

**HOSPITAL PAO NAME & PHONE:**

**INJURIES:** *Treatment:* *Cause of Death:*

*Affiliation:* *# Members:* *Location:*

*Home Unit:* *Agency:* *State:*

*Hometown:* *Yrs in Fire:*

---

**EQUIPMENT TYPE:** *Name:* *Make/Model:*

*Damage:* *Driver/Pilot:*

**TOTAL # ONBOARD:** *Names Onboard:*

---

*Description of lost, stolen, or missing property:*

*Criminal charges:*

**Statement of commitment**

- The situation is _____ (under, not yet under) control and we are working with _____ (local, state, federal) authorities to (contain this situation, determine _____ (how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again.)
- Whenever injuries such as these occur during firefighting operations, a top priority is to learn everything we can about them so we can work to prevent similar incidents from happening again.
- People are our most valuable resource and we remain committed to the safety of our firefighters. We cannot forget that there are still _____ (number) firefighters continuing to work to suppress fires here in _____ (location). We've made great progress but much remains to be done.
- Our interagency fire teams develop strategies for fighting a fire. Fire managers continue to consider fire behavior, weather forecasts, terrain, accessibility and proximity to communities when considering fire suppression strategies.
- We must consider firefighter safety in all of our tactical decisions. Firefighter and public safety will remain our number one concern.
- As a precaution, all _____ (aviation, etc.) operations on the _____ (home unit, etc.) are discontinued until further notice.

**Referrals (if possible, skip if not yet ready)**

- We will continue to gather information and release it to you as soon as possible. I will be back to you within _____ (amount of time, 2 hours or less), to give you an update. As soon as we have more confirmed information, it will be provided. We ask for your patience as we respond to this emergency. For more information…
- The name will be released by the _____ Sheriff's Department pending notification of family members.
- Next scheduled update…
- Calls on this incident will be taken starting at 0800 tomorrow morning (date) at the following numbers: _____.
- How can I reach you when I have more information?
- I'm not the authority on this subject. Let me have _____ (name) call you right back.
- We're preparing a statement on that now. Can I fax it to you in about two hours?
- You may check our web site for background information and I will fax/e-mail you with the time of our next update.
- Photographs will be made available as soon as possible at _____.
- A fund will be established by the Wildland Firefighter Foundation in _____ (firefighter's name) name. The foundation is online at http://wffoundation.org/ and can be contacted by calling 877-336-2950.



**PIO HOME UNIT KIT (continued)**

- Ink for Printer / Copier / Fax
- Router box / extra network cables
- Surge strip / extension cords
- Copy Paper / Colored Paper
- File Box
- Manila and/or Hanging Folders
- 2-Pocket Folders
- Accordion Folders
- Clear Sleeves / Laminating Pages
- Flip Charts / Markers / Easel
- Dry Erase Board / Markers
- Blank CDs / DVDs and Cases
- 6"x9" Steno pads with rings on top
- Calculator
- Binder Clips
- Post-it Notes
- 3-Ring Binders / 3-Hole Punch
- Laser Pointer
- Duct Tape / Blue Tape / Scotch Tape
- Stapler / Staples / Staple Puller
- Envelopes & Stamps
- Large manila envelopes
- Scissors
- Cardstock or Photo Paper
- Certificate Holders
- Portable TV / Radio
- Handheld people counter / clicker
- AA batteries
- Trash bags
- Calendar
- Interagency Standards for Fire & Fire Aviation Operations (the "Redbook")
- National Mobilization Guide
- GACC Mobilization Guide
- SW Media Guide
- Local unit/state highway maps
- Team templates
- Incident-Within-An-Incident Protocol
- Hand tool
- Water
- Hand Sanitizer
- Tissues / Paper Towels
- PPE for Media
- MREs
- Cooler

**CHECK-IN**

- Check-In (resource order & red card)
- Report to Lead PIO
- Ground Support
- Communications –(clone radio, batteries)
- Supply (hand tool, cooler, etc.)
- Training Specialist
- Set up Tent

**FIRST OPERATIONAL PERIOD**

- PIO Briefing
- Call key contacts: PAO, JIC, Media, etc.
- Order PIOs via General Message
- Order supplies via General Message
  - Newspapers
  - Yurt / Lights
  - Tables / Chairs
  - Phone / Answering Machine
  - Laptop / Network Connections
  - Printer / copier / fax machine
  - Bulletin Boards
- Map Request via General Message
  - Specify quantity, type (including PDF), and date and time needed
  - Assign 1 person to pick-up
- Coordinate with Liaison Officer
  - Key Contacts, Etc.
- Set up workspace (phones, etc.)
- Set up thumbdrive with templates
- Set up incident e-mail, Inciweb, Twitter, etc.
- Set up Google alerts http://www.google.com/alerts
- Prepare and distribute daily update
- Establish info center location & hours
- Determine trapline locations
- Assess taskbook needs
- Establish Doc Box

**ORDERING PIOs**

- Order via General Message – Print Legibly
- Specify quantity, qualification & report date/time needed
- Specify if rental car, computer, cell phone, camera, printer, or GPS are authorized
- If name request, specify name, qualification, phone number(s), home unit id, and home unit dispatch & phone.

**DOC BOX LABELS**

- Web Pages
- Thank You Letters
- Public Meetings / Briefings
- Press Releases / Docs
- Media Log / Key Contacts
- Daily Fire Updates
- Closure Orders
- Community Relations / PSAs
- Unit Logs
- General Messages
- News Releases / Clippings
- Photos, Essential, Annotated

# IN-BRIEFING

**Review:**

- ☐ Incident Action Plan (IAP)
- ☐ 209
- ☐ Delegation of Authority (especially review expectations for incident information protocol)
- ☐ Transition plan
- ☐ Wildland Fire Implementation Plan (WFIP) /Wildland Fire Situation Analysis (WFSA) / Wildland Fire Decision Support System (WFDSS)
- ☐ Fire Management Plan / Fire History
- ☐ List of current / ordered resources



# INCIDENT-WITHIN-AN-INCIDENT - FIRST MESSAGE

**Expression of empathy**

- This is an evolving emergency and I know that – just like we do – you want as much information as possible right now. I wish I could answer all of your questions here. While we work to get your questions answered as quickly as possible, I want to tell you what we can confirm right now.
- Our _____ (hearts / deepest condolences) go out to the _____ (firefighter's last name) family and friends during this very tragic time.
- _____ (firefighter's name) is a member of our _____ (agency) 'family,' and will be deeply missed.
- He/she took on a difficult job, and served our nation well, in the finest tradition of the _____ (agency). His/her through his/her dedication, courage, and spirit – will live on in the hearts and minds of all of us.
- Our thoughts and prayers are with _____ firefighter's name) family, friends, and co-workers.

**Clarifying facts** (VERIFIED facts only, skip if not certain)

- On ____ (date) firefighter _____ (name), an _____ (age)-year-old _____ (agency) firefighter based out of _____ (home unit) in ___ (state) _____ (describe situation - received multiple injuries yesterday, was killed while _____ (clearing trees, etc.) while working on the _____ (fire name) fire on the _____ (unit name) in _____ (state).
- We are extremely relieved that no one was apparently injured in this incident
- The crew has been taken off the fire pending investigation into the incident.
- It is with great sadness that we confirm the names of the _____ (agency) firefighters who tragically lost their lives while in the line of duty _____ (when).

**What we don't know**

- At this point, we do not know _____ (# of injuries, # of deaths, cause of accident, etc.)
- All of our efforts are directed at bringing the situation under control, so I'm not going to speculate about the cause of the incident.

**Process to get answers**

- We have a system (plan, procedure, operation) in place for emergencies such as this and we are being assisted by _____ (Sherriff's Dept. etc.) as part of that plan.
- We've just learned about the situation and are trying to get more complete information now.
- The accident investigation is ongoing.
- ____ (park mangers, etc.) are working with _____ (Sherriff's Dept, etc.) to ensure site safety and integrity.
- The _____ (DOI's Aviation Management Directorate, etc.) will participate in the crash investigation, which is being coordinated with the ____ (National Transportation Safety Board, Federal Aviation Administration, etc.).
- An interagency (DOI, Contractor, FAA, Serious Accident Investigation Team, etc) investigation team is scheduled to arrive in _____ (location) _____ (when) to conduct a review of the incident.

## INCIDENT-WITHIN-AN-INCIDENT - FIRST MESSAGE

1. Expression of empathy
2. Clarifying facts
3. What we don't know
4. Process to get answers
5. Statement of commitment
6. Referrals

- Provide information to victim/family first.
- State only facts. Do NOT speculate. Confirm the obvious.
- Document all individual actions on unit log.
- Restrict radio communications. Share info via phone or face-to-face.

---

*We are aware that an [accident/incident]_____ involving [type of incident]_____ occurred at approximately [time]_____, in the vicinity of [general location]_____. [Agency personnel]_____ are responding, And we will have additional information available as we are able to confirm it. We will hold a briefing at [location]_____, and will notify the press at least [time, ie. ½ hour]_____ prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.*

---

Check message for:

- Positive action steps
- Honest / open tone
- "We" not "I"
- Be careful with early promises

Avoid jargon
Avoid judgmental phrases
Avoid humor
Avoid extreme speculation

---

**RELEASABLE INFORMATION**

- How many people involved / number of injuries / number of fatalities
- What happened
- When
- Where
- Response Actions

**Do NOT Release without Agency Administrator permission:**

- Names of Fatality Victims, including juveniles (only after next of kin are notified)
- Names of Injured or Missing Victims
- Names, ages, and hometowns of the individuals involved in the incident.
- Crew names or designators or other identifying info
- Description of lost, stolen, or missing property.
- Criminal charges if applicable.

**Do NOT Release:**

- Home Address, Phone, or Social Security Number
- Names of Juveniles Charges with Criminal Offenses
- Names of Victims of Sexual Assault
- Names of people or witnesses who may become victims of crime or retaliation in the future
- Information on incidents where criminal action is still under investigation and information released could hinder or adversely affect the investigation.
- Investigative information beyond general incident reporting
- Explicit details, including graphic photos or images of extreme injuries or brutal fatalities.



| **IN-BRIEF** | **Date/Time** |
|---|---|
| Incident Name | Complexity |
| IMT Name | IC Name |
| Ownership | Jurisdiction |
| **Location** | County |
| Legal | Coordinates |
| **Cause** | Elevation |
| Reported by | Reported When |
| **Date of Origin** | Time of Origin |
| **Estimated Size** | **Estimated % Containment** |
| Est Containment Date/Time | Est Control Date/Time |
| Injuries | Cost |

| Resources Responding (show how many) | | Total # Personnel |
|---|---|---|
| Type 1 Engines | Type 1 Handcrews | Type 1 Helicopters |
| Type 2 Engines | Type 2 Handcrews | Type 2 Helicopters |
| Type 3 Engines | Modules | Type 3 Helicopters |
| Type 4 Engines | Overhead | Air Tankers |
| Type 5 Engines | Dozers | SEATs |
| Type 6 Engines | Water Tenders | Retardant Drops |
| Type 7 Engines | Other | Water Drops |

| | | |
|---|---|---|
| Values at Risk | | |
| Structures Threatened: | Damaged: | Destroyed: |
| **Evacuations** | | |
| **Restrictions** | | |
| **Closures** | | |
| **Cooperators** | | |
| Fire Behavior | | |

| |
|---|
| Fuel Type |
| Topography |
| **Weather** |
| Growth Potential |
| **Current Status** |
| **Current Actions** |
| **Planned Actions** |
| Smoke |
| Socio/Political Concerns |
| Other Current Incidents in the Area |
| Significant Past Incidents |



## INCIDENT-WITHIN-AN-INCIDENT QUESTIONS TO ASK

**Discuss with Incident Commander / AA**
- Who will handle info release – Incident or Home Unit?
- Who will approve info release– IC or AA?
- What other agencies will be releasing information (Sheriff, Contractors, etc.)?
- Who will speak for the incident if there is an immediate press conference?
- What information is confirmed?
- What information is NOT releasable?
- If names are being withheld, who will know once family has been notified and tell IC?
- When the IC decides to release the names, how will information find out?
- How will families / home units / other people most directly affected be provided with critical information?
- How will incident personnel be notified?
- How will agency personnel be notified (Safety Manager, Personnel Officer, PAO, LE Staff, Aviation Mgmt, Solicitor, Tort Claims Officer, etc)
- How will national personnel be notified (agency director, agency administrators, OIG, etc.)?
- Who will contact WFF Foundation?
- How will cooperator personnel be notified?
- How will fire home unit personnel be notified?
- What is response for people who want to help?
- What about specialized help like animal trailers during an evacuation?

**Discuss with Agency PAO**
- Does host agency have qualified PIOs locally?
- Can any nearby incidents loan staff?
- Bring PAO on site with PIOs?
- Need to establish JIC?
- Need to establish 800 number?
- Can incident assist cooperators in need of phones, press conference location, etc.?

**Discuss with C&G Staff**
- Will incident personnel be authorized to make one short call home using the incident's cell or stationary phones?
- Are technical experts (safety, aviation, fire behavior, etc.) available and prepared for media interviews?

**Discuss with Operations**
- Media access, including overflights?
- Potential for press to block access / how to manage?
- How and when will PIO receive updates?
- Designate an operations liaison to be available to resolve questions of fact.

**Discuss with Plans**
- Do any personnel assigned to incident have PIO quals?
- Need for maps / graphics?

**Discuss with Logistics**
- Additional logistics needs for info function – radios, etc?
- Need to establish media briefing area?
- Need to establish media-free areas for incident personnel & family?

**Internal Lead**
- Chase down rumors
- Interface with operations for updates
- Update camp boards / spike camp
- Post paper next to chow line for firefighters to write notes to family
- Prepare for incoming teams / VIPs
- Prepare briefing packets
- Designate liaisons/escorts
- Arrange for transportation
- Help coordinate press conferences
- Keep key personnel informed
- Provide regular updates and contact with all internal / family PIOs

**Normal Fire PIOs**
- Continue to provide fire info operations

**PIO to work with Family Liaison:**
- Update family before info released to media
- Ask family if they want to talk to the media
- Contact home unit PIOs to help coordinate media contacts with families back at home
- Protect the rights of those who do not want media contact
- Prepare condolence letters within 24 hours (coordinate at all levels in the agency)
- Arrange escorts for families, etc.

**Community Lead**
- Post approved talking points in information center (to be updated with approved messages only)
- oversee information center operations
- provide regular updates and contact with all office / community PIOs

**Community PIOs**
- Update / staff community info boards

**Office PIOs**
- Staff info center phones
- Update website with approved info
- Periodically check e-mail and monitor blogs
- Prepare thank-yous and commendations
- Tasks for volunteers: herding, faxing, etc.
- Maintain documentation file

**Field PIOs**
- Intercept looky-looks and reporters on scene, in camp, at hospital, helibase, etc.
- Provide media/ VIP escorts
- Coordinate media access to accident site, overflights, memorial services, etc.

**Media Lead**
- Identify / serve as primary spokesperson
- Provide regular updates and contact with all field / media PIOs

**Media PIOs**
- Contact reporters via phone / return calls as soon as releasable info available / updated
- Prepare news release(s) for approval
- Distribute approved news release
- Prepare photos/bios of victims
- Arrange press conferences
- Designate "media-free" space for incident personnel.
- Designate media briefing area.
- Consider media needs – phones, work areas, parking, deadlines, PPE, photo opportunities, interviews, etc.
- Need for pool photographer?
- Publicize info phone / website
- Incorporate key messages
- Monitor media coverage

**MEMORIAL SERVICE CONSIDERATIONS**
- ☐ Set up a hotline with a recorded message and/or a website where info will be shared as soon as it is available.
- ☐ Embed PIOs in planning effort.
- ☐ Set up an e-mail or phone number for RSVPs to help anticipate attendance.
- ☐ Work with family to obtain photos, bios, establish memorial website, address and e-mail to send condolences, preferred charity, memorial and funeral service info, etc.
- ☐ Clarify and share information on agency protocol regarding travel, admin leave, uniforms, use of gov't vehicles, flag-lowering, and wearing of black bands.
- ☐ Arrange for photos / video of service.
- ☐ Ensure PIOs are familiar with program: names and relations of speakers, where the honor guard is from, immediate family members' names, what types of aircraft are flying in tribute, etc.
- ☐ Thank yous for incident personnel, flowers, gifts, donations, etc.



## QUESTIONS FOR LOCAL UNIT PAO

**Management, Leadership and Decision Making** Unified Command?

**Incident Info Center** Location, who will manage, staffing, hours, phone numbers?

**Incident Info Field Operations** Location, agencies involved, who will coordinate?

**Logistical Support** What is computer, phone, e-mail capacity of incident? Available laminator, LCD projector, printer, fax, etc.?

**Daily Fact Sheets** Who is responsible, how often, who will prepare, what template will be used, and will they have logos?

**Press Releases on Fire Activity** What template will be used, who approves, etc.

**Contacts** (Agency, Media, Congressional, Community, Local Governments, EOC, Governor, Partners, Cooperators, Tribal Agencies, etc) Contact lists, email and phone lists for updates. Who will send out?

**Sensitive Topics** what are they? Who will handle?

**Community Contacts** Evacuation centers, trap lines, etc. When, where and how often.

**Website** Inciweb or other? Use of social media? Who will coordinate, update, how often? Local unit webmaster? Passwords?

**Community Meetings** Location, format, how often? Who will manage / conduct? Role of the agency official?

**Media/Press Conferences** Media coordination, how often, who will conduct, who will send information to media?

**Elected official coordination, meetings and onsite tours of the incident.** Who will contact and coordinate?

**Documentation of the Incident** Specific needs? Who will monitor media coverage TV, radio, newspaper, web, social media?

**Incident Communications Strategies** Protocol for release of critical info? Leads & Deputies?

| Local PIO Resources | | | |
|---|---|---|---|
| **Name** | **Phone** | **Qual** | **Availability** |
| | | | |
| | | | |
| | | | |
| | | | |

## PAO / PIO ROLES AND RESPONSIBILITIES

**Local Unit PAO**

- ☐ Prepares / updates home unit emergency communications plan prior to incident
- ☐ Through the AA, and in discussion with the incident lead PIO, assigns info objectives and duties to the incoming PIO. Assigned PIO duties may include part or all of the emergency info responsibilities such as: community info, info center management, media contacts, web updates, daily info sheet updates, interagency info sharing, media briefings, the use of team and agency logos
- ☐ The agency PAO usually retains some or all duties that directly support the AA such as: congressional and other elected official contacts, agency lead on fatalities or serious accidents during the initial stages, spokesperson on issues related to agency policy, announcement of the cause of fires, media conferences.

**Team PIO**

- ☐ Designs / executes an incident info strategy to achieve the AA's assigned objectives.
- ☐ Orders, assigns duties, and evaluates assistant PIOs working for IMT.
- ☐ Manages incident-within-an-incident in close coordination with PAO.
- ☐ Follows AA's protocol for fatalities and serious accidents.
- ☐ Conducts community mtgs requested by AA.
- ☐ Develops / implements strategy to keep incident personnel informed.
- ☐ Advises IC on emerging issues and communication strategies.
- ☐ Coordinates with other incident PIOs in the area including JIC.
- ☐ Demobilizes PIO personnel and resources.
- ☐ Prepares transition plan and incident PIO narrative.

**Leader's Intent for PIO Staff**

Be Safe – Be Professional - Have Fun

DUTY
- Provide clear, accurate, timely info to internal and external audiences.
- We work for the Agency Administrator and the public.
- Share issues / concerns with others.

RESPECT
- Demonstrate courtesy and tolerance.
- Work as a team for the greater good.
- Honor commitments, deadlines, and other's time.

INTEGRITY
- Know yourself and seek improvement.
- Seek and accept responsibility for your actions.
- Resolve issues at lowest level.

**Area Command**

- ☐ Develop / execute info strategy designed to meet AA's objectives as outlined in the Delegation of Authority.
- ☐ Coordinates with unit PAO to reduce duplication of efforts and strengthen relationships.
- ☐ Inventories personnel assigned within the command.
- ☐ Assists in filling PIO resource orders as needed by PIOs within the Command.
- ☐ Manages an info center that meets AA objectives.
- ☐ After discussions with Lead PIOs and ICs, reassigns info resources as needed within the command.
- ☐ Orders, assigns work, and evaluations PIO personnel working for AC.
- ☐ Supports incident PIOs in obtaining info/resources they need to accomplish their mission (ie. road closure / evacuation info)
- ☐ Supports AC info needs.
- ☐ Provides media with summary briefings on incidents within the command.
- ☐ Facilitates info sharing / issue identification among incident PIOs within the command.



## SERIOUS INCIDENT COMMUNICATION

In the event of a serious accident or an incident within the incident, there are certain reponsibilities that the lead PIO will assume. According to the Organization document for Serious Accidents, PIOs should follow these steps:

- During the Agency Administrator Briefing, set up the protocol to be used in releasing information with the local agency:
  A) The usual manner would be to have the local unit authorize the release of information.
  B) Set up who will be the accident contact with the local unit. This person might be the public Affairs Officer or Administrative Officer. Set up how the release of accident information will be handled with the incident Commnander.
  C) Once an accident ocurs reonfirm what protocol wil be followed with the local agency.
- Make sure that no names are released to media until the official release is done by the local unit.
- Restrict media from the accident scene until the Accident Operations Section Chief authorizes entry.
- Work with the Security Manager to prevent accident survivors from being interviewed until authorized.
- Work with the Safety Officer to gather correct information in preparing any news releases.
- Set up a press conference and/or interviews with the IC or another assigned person (i.e. local unit representative) after the official release of information.

The official release of information regarding serious accidents or fatalities will nearly always be a responibility of the local unit .

**After a fatality:** Restrict media access until bodies have been removed and all families notified. Then provide media a tour date and time and escort them to the scene.

**Lead PIO** (should NOT be unit PAO)

- Contact AA or IC for initial briefing
- Contact Agency PAO
- Delegate the Command Staff Information Officer duties to another qualified Information Officer for the Fire Incident.
- Designate Internal, Media & Community PIOs
- Place order for additional PIO staff.
- Set up notification process to ensure all PIOs / PAOs are notified when talking points are updated.
- Ensure PIOs take frequent short breaks
- Develop talking points for approval
- Obtain authorization for all info release
- Interface with / distribute approved talking points to:
  - IC / C&G / Liaison Officer
  - Agency Administrator
  - Agency PAO - request they contact:
    - Regional / national public affairs
    - Agency frontliners – dispatchers, receptionists, etc.
    - Agency FOIA Coordinator
  - Incident PIOs
  - Elected Officials
  - Partner agency PAOs / PIOs
    - Sherriff's Department
    - EOC
    - JIC
    - MAC / Area Command
    - FAA / NTSB
    - FAST / SAIT
    - CISM
- Brief PIOs with incoming teams
- Prepare transition plan which incorporates follow-up including:
  - Continuing impacts, staff rides, visitors, traffic, media, production companies, etc.
  - Need for follow-up committee
  - 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
  - Provide updates to family members

**Safety Officer (SOF)**

1. Coordinates with and supports the Division/Group Supervisor or person in charge at the scene of the emergency.
2. Initiates investigation and makes recommendation for additional investigation teams as needed.
3. Secures witnesses names and initial statements.
4. Obtains sketches and photos of emergency scene.
5. Obtains assistance from incident Law Enforcement in conducting the initial investigation.
6. Establishes contact with the local Emergency Operation Center prior to an emergency to provide the center with a copy of the Emergency Action Plan and to arrange for a communication link.
7. Completes the wild fire entrapment/fatality initial report (NFES 0859) as needed.

**Information Officer (PIO)**

1. Prepares and coordinates the release of information in accordance with agency policy and the direction and approval of the IC and Agency Administrator.
2. Provides photo and video equipment and operators to assist with the investigation as requested.
3. Arranges briefings for incident personnel.
4. For additional responsibilities, see following pages.

**Operation Section Chief (OSC)**

1. Implements the Incident Emergency Plan. Supervises the Division/Group Supervisor or person assigned to manage on-scene responsibility of the emergency incident.
2. Identifies nature of incident, number of people involved and their medical condition, location of emergency, and need for transportation and special needs (law enforcement, haz mat, etc).
3. Coordinates air operations as needed.
4. Ensures appropriate IWI organization is put in place to manage the emergency.

**Logistics Section Chief (LSC)**

1. Orders needed resources for the emergency as requested.
2. Provides ground transportation as needed.
3. Communicates with hospital and ambulance services. Refers to medical plan in place.
4. Coordinates security as necessary to protect accident scene.
5. Arranges for damaged vehicle removal as needed.
6. Provides EMT's to stabilize patients and to accompany injured to hospital.
7. Supervises camp evacuation as needed and ensures evacuation is done calmly and safely.
8. Provides law enforcement officers to assist the Safety Officer with investigation.
9. Provides emergency meal, potable water and supplies to personnel at the emergency site.
10. Communications will monitor the radio and ensure radio channel remain open for emergency communications only.
11. If a fatality has occurred, contacts the county coroner and sheriff's office.
12. Develops camp evacuation plan in advance of emergency in conjunction with Safety Officer & LSC.

**Planning Section Chief (PSC)**

1. Develops camp evacuation plan in advance of an emergency in conjunction with the Safety Officer and LSC.
2. Provides resource information, maps and other data as requested and maintains documentation.
3. Human Resource Specialist(HRSP) will:
   - Coordinate with and arrange needs for Critical Incident Stress Debriefing (CISD) Team.
   - Identify and meet personal needs of affected personnel.
   - Document all post incident activity.
   - Locate and secure personal effects of injured personnel.

**Finance Section Chief (FSC)**

1. Coordinates with agency administrative staff.
2. Coordinates Compensation/Claims Unit response.



## JOINT INFORMATION CENTER (JIC) ROLES AND RESPONSIBILTIES

**Lead PIO:**

- responsible for managing the JIC;
- serves as advisor to IC/UC;
- provides overall communication policy direction;
- recommends and develops strategy for messages, briefings, and news releases;
- obtains approval from those in authority before releases are made; and
- conducts JIS/JIC briefings (live or virtual) to update staff regarding Incident Command activities.

**Information Gathering:**

- Response Partners – Coordination with supporting response agencies and their PIOs at EOCs, incident command posts, and other locations to gather information on the incident.
- Media Monitoring Analysis/Rapid Response – Entails reviewing media reports for accuracy, content, and possible response.
- Research and Writing:
  - Products – Writing materials such as media releases, fact sheets, flyers, etc.
  - Graphics Support – Entails designing layouts, developing PowerPoint presentations, and creating graphics for a range of materials (e.g., newsletters, flyers, etc.).
- Audio-Visual:
  - Broadcast Operations – Entails developing video documentation, special productions, remote live interview feeds, and logistical support of public meetings and presentations.
  - Photo Video – Entails providing still photography documentation to support print and internet media needs, and video documentation to support broadcast media needs. Also includes collecting materials for agency archives.

**Information Dissemination:**

- Briefing/Special Events – Entails handling events such as news conferences, media briefings, VIP visits, and tours for senior officials of affected areas.
- Media Relations:
  - News Desk – Serves as the primary point of contact for the media.
  - Spokesperson – Prepares and conducts regular news briefings and conferences.
- Web Support – Entails creating and maintaining web pages and blogs containing information about the incident for use by the public and the media.
- Public Inquiries – Entails responding to questions from citizens, making referrals, and developing a log of telephone calls, e-mails, etc., containing names, addresses, the type of calls, and any necessary follow up actions.

**Operations Support:**

- Special Needs/Multilingual – Entails providing language translation and other services to ensure appropriate and timely information reaches those in the affected areas with special needs.
- Facility Support – Coordinates with the JIC Facility Liaison to maintain and support the JIC operations concerning the facility and resources.

**Liaison:**

Provides a coordinated two-way communication link with key program areas and other entities involved in the response and recovery operation (e.g., elected officials, community leaders, VIPs, and other governmental and NGO support agencies).

**DEMOBILIZING THE JOINT INFORMATION CENTER (JIC)**

- prepare a comprehensive deactivation news release for lead-agency approval and distribution;
- notify community, media, agency communications managers and local officials about closing and provide regional contact information;
- provide casebooks to communication managers whose organizations will assume responsibility for ongoing information;
- complete an after-action report and participate in evaluation discussions;
- return borrowed equipment and supplies;
- inventory equipment and supplies; and
- replenish "Go Kits" as necessary.

## COMMUNICATION STRATEGY

### SITUATION / SOCIO-POLITICAL CONCERNS

### AUDIENCE

- Local communities / businesses
- Visitors / recreationists
- Media
- Elected officials
- Agency Personnel
- Incident Personnel
- Partner Agencies
- Nearby Incidents

### OBJECTIVES

- Keep internal and external audiences informed with accurate, timely information.
- Be the first and best source of information about the fire; Update information frequently.
- Address rumors to prevent confusion.
- Accommodate media requests quickly and safely.
- Communicate consistent messages about the benefits and risks associated with wildland fire.
- Collaborate with interagency and community partners for maximum efficiency and effect.

### STAFFING

Current Target

### KEY MESSAGES

- Safety always comes first in fire management.
- Fire management decisions are based on many factors.
- In general, fire seasons are becoming longer and many fires are more difficult to suppress.
- In fire, we all work together.
- Firefighters count on you.

### TACTICS

- ☐ Info Center
- ☐ Daily Briefings
- ☐ Daily Update
- ☐ News Releases
- ☐ Notification Phone Calls
- ☐ E-mail
- ☐ Website
- ☐ Inciweb
- ☐ Social Media
- ☐ Handouts
- ☐ Fire Info Boards
- ☐ Traplines
- ☐ Roving Contacts
- ☐ Community Meetings
- ☐ Employee Meetings
- ☐ Media Escorts
- ☐ Press Conference
- ☐ Camp Boards for Fire Personnel
- ☐ Info Updates for Spike Camp
- ☐ Community Events
- ☐ PSAs
- ☐ Tours of Camp / Fire
- ☐ VIP Briefing Packets
- ☐ Incident Newsletter
- ☐ Other

### EVALUATION

Accurate media coverage? Web chatter? Community feedback? Host unit feedback?

Possible monitoring tools include:

- http://news.google.com
- http://www.google.com/reader
- http://www.google.com/alerts
- http://www.icerocket.com/
- http://technorati.com/
- http://addictomatic.com/
- http://www.monitter.com/
- http://trendsmap.com/



## INCIDENT WITHIN AN INCIDENT EMERGENCY ACTION PLAN

### Introduction

An emergency such as a helicopter accident, firefighter entrapment or burn over, camp evacuations, vehicle accident, medical emergency or other unknown emergency condition could occur on any of the wild fires or all-risk incidents we may be assigned. This may result in serious injuries or fatalities, and periods of extreme stress. This is called an "incident within an incident (IWI)."

Assignments may be in remote or severely impacted locations that result in longer than normal response times for local emergency response personnel; therefore, the team is responsible for handling the situation professionally, timely and effectively.

The intent of this plan is to establish a process and protocol to effectively manage an emergency situation (IWI) while continuing to manage the primary incident with as minimum of distraction as possible.

### General Procedures

In the event of an emergency IWI, notification will be made thru the chain of command to the Operations Section Chief and/or Safety Officer. The Operations Section Chief (OSC) will assume control of the emergency and promptly assign on-scene responsibility to an appropriate Division/Group Supervisor or other individual not directly involved with the incident. If OSC cannot be contacted, the highest qualified operations person or safety officer on scene will assume command of the emergency and take appropriate action.

The Incident Commander, Medical Unit Leader and Communications will be notified promptly. The IC will ensure that all remaining command and general staff are notified.

All incident personnel will be instructed by the OSC or Safety Officer to clear the designated radio channel for "emergency traffic" related only to the emergency situation. If OSC or Safety Officer cannot be contacted, the highest qualified person on scene will broadcast "emergency radio traffic." If available, air attack will be over the incident to ensure clear communications are in effect and will be available as an airborne repeater if needed. In the event personnel are injured, when they have been loaded and being transported to the hospital or at an appropriate time, OSC or Safety Officer will announce on the radio that "emergency radio traffic" has been canceled.

Names of the injured or deceased individuals will *not* be transmitted on the radio.

To aid in an investigation, deceased individuals or their personal effects will not be moved except to accomplish rescue work or to protect the health and safety of others.

Those directly involved will provide written documentation of their actions. An ICS 214 may be utilized for the initial documentation, but a subsequent narrative will be required.

An After Action Review will be conducted after each emergency incident within an incident to determine strengths and needed improvements.

### Functional Assignments

When an emergency situation occurs, all Command & General Staff should quickly assess the situation. The following tasks should be accomplished as appropriate.

### Incident Commander (IC)

1. Ensures implementation and accountability of the Incident within an Incident Emergency Action Plan.
2. Notifies the Agency Administrator and Geographic Coordination Center as needed.
3. Approves release of all information regarding the emergency.
4. Determines the need for a Serious Accident Investigation Team (SAIT), if it is a fatality or entrapment on an USFS incident, USDA OIG must be notified by Agency Administrator, and will be the lead on this type of investigation.
5. Determines the need for a Critical Incident Stress Debriefing Team (CISD Team). The request will be routed through the Agency Administrator.
6. Determines which outside authorities need be contacted and initiates contact.
7. In the event a public evacuation is needed, the IC will inform the county sheriff and other officials as needed.

# MAP / PHOTO / VIDEO TIPS

**SAVING INCIDENT MAPS FROM FTP**
- ftp.nifc.gov > Incident Specific Data > double click on appropriate GACC > double click on appropriate area (skip this step if fire names are listed in this folder) > double click on fire name > double click on "GIS" > double click on "Products" > double click on folder with current date
- Right click on the file you want to copy > "Copy"
- Right click on the desktop or folder you want to copy the file to > "Paste"

**SAVE a PDF as a JPG**
- Double click on the pdf file
- "Edit" > "Copy File to Clipboard"
- "File" > "Exit"
- Click on the "Start" Menu, "All Programs" > "Accessories" > "Paint"
- "Edit" > "Paste"
- "File" > "Save As"
- Rename the file to something relevant like CubComplexBriefingMap_07-07-08
- Click on the down arrow to change "save as type" to "jpg"
- Click on the down arrow to change the "save in" location to the desktop or appropriate folder
- "Save"

**RESIZE PHOTOS**
- Right click on image
- "Open With" > "Microsoft Office Picture Manager"
- "Picture" > "Compress Pictures"
- "Web pages"
- "OK"
- "File" > "Save As"
- Rename the file
- "Save"

**BATCH RESIZE ALL PHOTOS IN A FOLDER**
- Select the folder you want to resize
- Right click, "Copy"
- Click on the desktop
- Right click, "Paste"
- Right click on the folder you just created
- Rename as Photos for Web or something similar
- Double click on the folder
- "Edit" > "Select All"
- "Open With" > "Microsoft Office Picture Manager"
- "View" > "Thumbnails"
- "Edit" > "Select All"
- "Picture" > "Compress Pictures"
- "Web pages"
- "OK"
- "File" > "Save All"

**BATCH RENAME ALL PHOTOS IN A FOLDER**
- Select the folder you want to resize
- Right click, "Copy"
- Click on the desktop
- Right click, "Paste"
- Right click on the folder you just created
- Rename as Photos for Web or something similar
- Double click on the folder
- "Edit" > "Select All"
- "Open With" > "Microsoft Office Picture Manager"
- "View" > "Thumbnails"
- "Edit" > "Select All"
- "Edit" > "Rename"
- Change the file name to something relevant like FireName_Photographer
- "OK"

**MyFireVideos.net** http://www.myfirevideos.net/
- Log in with any MyFireCommunity or IMTcenter account and upload your own fire-related videos.
- Videos will be posted after approval by the LLC staff, usually within 1-2 days.

**Standard Paper Sizes for the Plotter**

| | | | |
|---|---|---|---|
| ANSI C | 17 x 22 | ARCH A | 9 x 12 |
| ANSI D | 22 x 34 | ARCH B | 12 x 18 |
| ANSI E | 34 x 44 | ARCH C | 18 x 24 |
| | | ARCH D | 24 x 36 |
| | | ARCH E | 36 x 48 |



# FIVE NATIONAL THEMES FOR THE 2011 SEASON

1. **Safety of the public and firefighters is the top consideration in fire and aviation management.**
   - Public and firefighter safety is our highest priority.
   - Firefighters always make safety their top concern.
   - No structure, or natural or cultural resource, is worth taking an unneeded risk.
   - Structures can be rebuilt and natural resources generally come back in time. A life cannot be replaced.

2. **Fires are managed in different ways.**
   - More than one strategy can be used during a wildfire. The strategies may range from quickly putting out the wildfire to monitoring a wildfire benefiting the land.
   - When a wildfire threatens people, homes, or important natural or cultural resources, it will be put out as quickly and efficiently as possible, without compromising safety.
   - Ecosystems in the United States evolved with wildfire. Wildfire is essential to most ecosystems' health and resilience.

3. **Firefighters count on you to do your part.**
   - Thousands of communities are located in fire-prone areas. Residents must take action to adapt their communities to fire. These actions will protect their homes and improve the safety of the public and firefighters.
   - Wildland firefighters are not responsible for clearing brush, trees and other flammable material away from your house. That's the responsibility of property owners.

4. **Fire seasons are expected to become longer and more difficult.**
   - The last three fire seasons have been lighter than usual, but firefighters know that the trend will change. Wildfires occur throughout the year in various parts of the country.
   - Climate change is a factor in the changing fire season. Although the United States had a generally cool year in 2010, other parts of the world experienced record temperatures and dryness. Other factors leading to more difficult seasons include an overabundance of flammable plants and trees and construction in fire-prone areas.

5. **Teamwork is essential in wildland fire.**
   - Wildland fire knows no boundaries. Local, state, tribal and federal firefighters all work together to manage wildfires.
   - Pooling our strengths and resources helps us to be more effective and keeps our costs down.

## KEY MESSAGES

Tell the Story: What, Why, How, Who, When, Where

**Key Message:**

**Key Message:**

**Key Message:**

| MEDIA INTERVIEW TIPS | ANSWERS TO DIFFICULT QUESTIONS | FIRELINE VISITS |
|---|---|---|
| **Prepare Three Key Messages**<br><br>**Ask Reporter Before the Interview**<br>- What questions should I expect? Live or Taped?<br><br>**During the Interview**<br>- Give 10-20 second answers<br>- Use key messages<br>- Say most important thing 1st<br>- When you're done, be quiet.<br>- If you botch the answer, ask to start again (if taped).<br>- Remove sunglasses / hats.<br>- Look at the reporter, not the camera.<br>- NEVER talk "off the record."<br>- Don't speculate, give opinion or say "no comment."<br>- Don't speak for other agencies.<br>- Avoid yes/no answers.<br>- Don't disagree with reporter, instead clarify and correct the information. | *Asked about a problem? Talk about a solution.*<br><br>**Use Your Key Messages**<br>- This is an evolving situation and I will update you as soon as we have additional information.<br>- Everyone is working hard to reach their objectives safely and efficiently<br>- All of our efforts are directed at bringing the situation under control.<br>- I'm not the authority on that subject. You should talk to…<br>- I am unfamiliar with that statement and am not prepared to respond to it.<br>- I will look into it and get back to you.<br>- That's a hypothetical question and it's not appropriate for me to speculate.<br>- Our job is to manage public lands according to the law, balancing public use and resource protection. | Require IC approval and safety briefing.<br><br>Escorts must be qualified single resource boss or approved by IC.<br><br>Required PPE:<br>- 8-in high, lace-type work boots with non-slip, melt-resistant soles and heels<br>- Aramid shirt<br>- Aramid trousers<br>- Hard hat with chinstrap<br>- Leather gloves<br>- Fire shelter<br><br>Requirement for hand tool and water to be determined by escort.<br><br>*See Interagency Standards for Fireline Safety (The "Redbook") Chapter on Safety for Escorted and Non-Escorted Fireline Visits http://www.nifc.gov/policies/red_book.htm* |



## VIP VISIT

- ☐ Who to invite? Work with AA, IC & PAO.
- ☐ Invite them to visit & provide incident info
- ☐ Notify the IC and security manager
- ☐ Confirm departure and return times
- ☐ Confirm specific areas the tour will cover
- ☐ Arrange for appropriate vehicles(s).
- ☐ Arrange aircraft with air ops branch director (Note: federal law which restricts use of public aircraft for this purpose.)
- ☐ Assign a tour guide who knows the area and can answer questions
- ☐ Provide all appropriate safety gear
- ☐ Arrange for lunch / water
- ☐ Provide tour guide with a list of the dignitaries' proper names and titles.
- ☐ Security provided? By Whom?
- ☐ Expect a group of assistants to arrive with each dignitary.
- ☐ Prepare briefing packet(s)

## PRESS CONFERENCE

- ☐ Get the IC's approval
- ☐ Contact dignitary's press person and involve in the planning.
- ☐ Establish a facilitator with maps.
- ☐ Select the site, considering:
  - ☐ Close to the action without interfering in the operation.
  - ☐ Room for cameras, light stands, microphones, satellite truck parking,
  - ☐ Speakers should be on a riser where they can be seen and photographed.
  - ☐ Consider what is behind the speaker, (ex, a window would glare on TV).
  - ☐ Access to power for PA equipment.
- ☐ Notify the media of the time, place, and purpose of the briefing and who will be speaking. Include a contact name and phone number.
- ☐ Prepare handouts and maps with current info on the incident and an agenda with the names and titles of the speakers. Distribute to the media as they arrive.
- ☐ A facilitator should 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.
- ☐ Remember every mic is a live mic.

## PUBLIC MEETING

Agenda:
- ☐ Assign a facilitator.
- ☐ Confirm agenda and speakers.
- ☐ Include IC, Liaison Officer, Operations, Agency Rep, Unified Commander, PIO, Community Leaders, and Sherriff.

Location:
- ☐ Adequate seating / parking
- ☐ Inside / outside
- ☐ Lighting
- ☐ Backdrop – facing sun?
- ☐ AV / PA system (test upon arrival)
- ☐ Power source
- ☐ Overflow contingency?

Supplies:
- ☐ Duct Tape
- ☐ Staple gun and staples
- ☐ Tape (scotch and masking)
- ☐ Pushpins
- ☐ Staple remover tool
- ☐ Laser pointer
- ☐ Flip charts / markers
- ☐ Extension cord / Surge strip

Visuals:
- ☐ Powerpoint / photos / videos / posters
- ☐ Locate projector / screen
- ☐ Order large briefing maps including fire location, fire history, and IR
- ☐ Board for posting visuals & maps
- ☐ Large fire information phone #s to post
- ☐ Fire Info Banner

Handouts:
- ☐ Sign-in sheet with clipboards / pens
- ☐ Fire maps
- ☐ Press releases
- ☐ Firewise materials
- ☐ Smoke information (State AQ Dept)
- ☐ Evacuation information (Sherriff)
- ☐ Red Cross information (Sherriff)

Notifications:
- ☐ Local Agency Representatives
- ☐ Partner land management agencies
- ☐ Law enforcement
- ☐ City/county government officials
- ☐ State/U.S. legislators
- ☐ Permittees
- ☐ Team members: IC, PSC, OPS, SOF
- ☐ Joint Information Center (JIC)
- ☐ MAC Group
- ☐ Area Command
- ☐ Red Cross

## CALENDAR *(Time Due Sun)*

| | | | | | |
|---|---|---|---|---|---|
| SAT | | | | | |
| FRI | | | | | |
| THURS | | | | | |
| WED | | | | | |
| TUES | | | | | |
| MON | | | | | |
| SUN | | | | | |



## DAILY TASKS

- Clone Radio
- Lunch / Water
- Shower / Break
- Call Home
- Check Work E-mail
- Check Work Voicemail
- CTR
- Unit Log
- Charge Cell / Camera

| | DATE | DATE | DATE | DATE | DATE | DATE | DATE |
|---|---|---|---|---|---|---|---|
| Print Sit Report | WHO | WHO | WHO | WHO | WHO | WHO | WHO |
| Make Copies | | | | | | | |
| AM Briefing | | | | | | | |
| Newspapers | | | | | | | |
| E-mail Daily Update | | | | | | | |
| Phones / Info Center | | | | | | | |
| Trapline / Mail | | | | | | | |
| Camp Boards | | | | | | | |
| Media Escort | | | | | | | |
| Inciweb | | | | | | | |
| Respond to E-mail | | | | | | | |
| Social Media | | | | | | | |
| News/Web clippings | | | | | | | |
| Photos | | | | | | | |
| PM Briefing | | | | | | | |
| Draft Daily Update | | | | | | | |
| Map Request | | | | | | | |
| Unit Log | | | | | | | |
| Doc Box | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| SPECIAL PROJECT | ASSIGNED TO | DUE |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

## COPIES

| | IAP | 209 | Sit Rep | Updates | Lg Map | Sm Map | Photos |
|---|---|---|---|---|---|---|---|
| PIOs | | | | | | | |
| Info Center | | | | | | | |
| Camp Boards | | | | | | | |
| Trapline | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| TOTAL | | | | | | | |

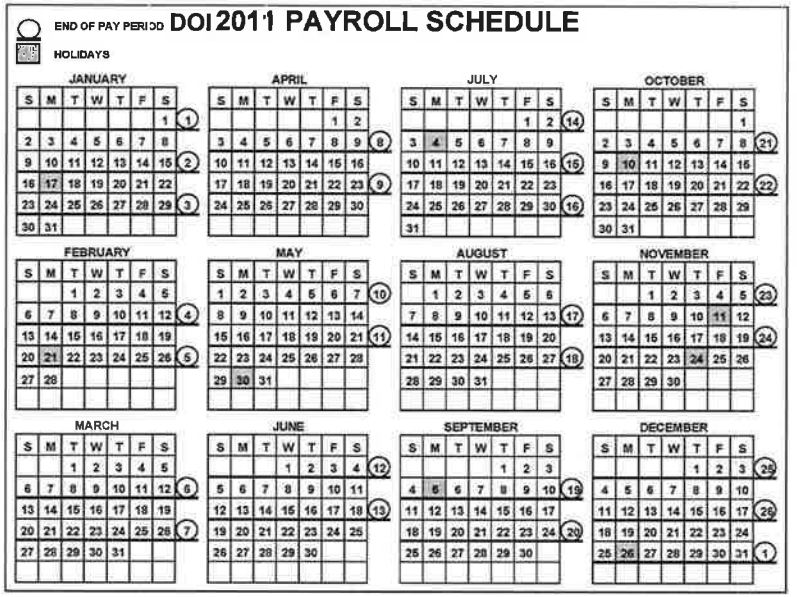
## TRAPLINE

| Location | Notes (pins, tape, etc.) | What's Posted |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

## EQUIPMENT

| Equipment | Assigned To | Out | In | Return To |
|---|---|---|---|---|
| | | | | |
| | | | | |






## FS PAY PERIOD CALENDAR 2011

| Month | Pay Period | S | M | T | W | T | F | S |
|---|---|---|---|---|---|---|---|---|
| JAN | 26 | | | | | | | 1 |
| | 01 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| | | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| | 02 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| | | 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| | | 30 | 31 | | | | | |
| FEB | 03 | | | 1 | 2 | 3 | 4 | 5 |
| | | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| | 04 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| | | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| | | 27 | 28 | | | | | |
| MAR | 05 | | | 1 | 2 | 3 | 4 | 5 |
| | | 6 | 7 | 8* | 9 | 10 | 11 | 12 |
| | 06 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| | | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| | | 27 | 28 | 29 | 30 | 31 | 1 | 2 |
| APR | 07 | | | | | | | |
| | | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | 08 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| | | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| | | 24* | 25 | 26 | 27 | 28 | 29 | 30 |
| MAY | 09 | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | 10 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| | | 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| | | 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| | 11 | 29 | 30 | 31 | | | | |
| JUN | | | | | 1 | 2 | 3 | 4 |
| | 12 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| | | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| | 13 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| | | 26 | 27 | 28 | 29 | 30 | | |

| Month | Pay Period | S | M | T | W | T | F | S |
|---|---|---|---|---|---|---|---|---|
| JUL | 13 | | | | | | 1 | 2 |
| | 14 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| | 15 | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| | | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| | | 31 | | | | | | |
| AUG | 16 | | 1 | 2 | 3 | 4 | 5 | 6 |
| | | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| | 17 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| | | 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| | | 28 | 29 | 30 | 31 | | | |
| SEP | 18 | | | | | 1 | 2 | 3 |
| | | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| | 19 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| | 20 | 25 | 26 | 27 | 28 | 29 | 30 | 1 |
| OCT | | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| | 21 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| | | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| | | 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| | 22 | 30 | 31 | | | | | |
| NOV | | | | 1 | 2 | 3 | 4 | 5 |
| | 23 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| | | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| | | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| | 24 | 27 | 28 | 29 | 30 | | | |
| DEC | | | | | | 1 | 2 | 3 |
| | 25 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| | | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 26 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| | | 25 | 26 | 27 | 28 | 29 | 30 | 31 |

*Note: March 8 - Mardi Gras Day
April 24 - Easter Sunday

## PIO RESOURCES

NIFC PIO Bulletin Board www.nifc.gov/PIO_bb.html

National Incident Management System (NIMS) Basic Guidance for Public Information Officers (PIOs) http://www.fema.gov/emergency/nims/PublicInformation.shtm

Social Media on Incidents - Some Lessons Learned http://fireground.com/?cat=1075

LLC PIO Toolbox www.wildfirelessons.net/documents/PIO_TOOLBOX_Final.doc

NPS PIO Toolbox www.nps.gov/fire/utility/uti_abo_iotoolbox.cfm

AA Guide to Critical Incident Management www.nwcg.gov/pms/pubs/pms926.doc

National Situation Report www.nifc.gov/nicc/sitreprt.pdf

National Fire Maps www.nifc.gov/fire_info/maps.htm

Geographic Area Coordination Centers (GACC) Portal http://gacc.nifc.gov/

National Fire Weather http://weather.gov/fire

NWCG Glossary of Wildland Fire Terminology www.nwcg.gov/pms/pubs/glossary/index.htm

ICS Forms www.nwcg.gov/pms/forms/icsforms.htm

Taskbooks http://www.nwcg.gov/pms/taskbook/command/command.htm

Qualifications http://www.nwcg.gov/pms/docs/docs.htm

Unit Identifiers http://www.nifc.blm.gov/nsdu/unit_id/Publish.html

What to Do Before, During, and After a Wildfire www.fema.gov/hazard/wildfire/index.shtm

Preparing for Wildland Fire
www.nifc.gov/fire_info/PIO_bb/Background/PreparingForWildlandFire.pdf

www.nifc.gov/fire_info/PIO_bb/Background/PreparingForWildlandFire-TextVersion.pdf

Wildfire Approaching Checklist www.firewise.org/fw_youcanuse/app/approach.pdf

Firewise www.firewise.org

Wildland Fire Smoke and Your Health www.bt.cdc.gov/disasters/wildfires/facts.asp

How to Protect Your Family from the Health Effects of Smoke
http://airnow.gov/index.cfm?action=topics.smoke_events

Smoke Visibility / Air Quality Chart http://www.azdhs.gov/phs/oeh/pdf/smoketable.pdf

Wildfire Smoke: A Guide for Public Health Officials (revised July 2008)
http://www.nifc.gov/smoke/documents/Wildfire_Smoke_Guide_Public_Health_Officials.pdf

NIFC Smoke Management http://www.nifc.gov/smoke/

Aircraft Recognition Guide
http://www.fire.ca.gov/communications/downloads/fact_sheets/AviationGuide_FINAL_webbooklet.pdf

Burned Area Emergency Response http://www.nifc.gov/BAER/Page/NIFC_BAER.html



## PIO RESOURCES - If span of control exceeds 3-7, make changes.

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Avail Extend** | | | | | | | | | | | | | | | |
| **Day 14** | | | | | | | | | | | | | | | |
| **Day 1** | | | | | | | | | | | | | | | |
| **Home Unit** | | | | | | | | | | | | | | | |
| **Lodging** | | | | | | | | | | | | | | | |
| **O-#** | | | | | | | | | | | | | | | |
| **Vehicle** | | | | | | | | | | | | | | | |
| **Task book** | | | | | | | | | | | | | | | |
| **Qual** | | | | | | | | | | | | | | | |
| **Cell** | | | | | | | | | | | | | | | |
| **Name** | | | | | | | | | | | | | | | |

## KEY CONTACTS

| KEY CONTACTS | NAME | CELL | NOTES |
|---|---|---|---|
| IC | | | |
| AGENCY ADMINISTRATOR | | | |
| PAO | | | |
| WEBMASTER | | | |
| AREA COMMAND | | | |
| JIC | | | |
| EOC | | | |
| SHERIFF | | | |
| RED CROSS | | | |
| EXPANDED DISPATCH | | | |
| INFO DESK | | | |
| | | | |
| | | | |
| NIFC Fire Info | (208) 387-5050 | | www.nifc.gov |
| Inciweb Helpdesk | (800) 253-5559<br>(208) 387-5290 | M-F, 0730-1700 CT | fire_help@fs.fed.us |
| SATO Travel (DOI) | (866) 486-6135 | (877) 273-6040 FIRE | www.govtrip.com |
| Gov Trip Help Desk (Forest Service) | (877) 372-7248 option 3 | M-F , 0700-1700 MT | www.govtrip.com |
| WFF Foundation info@wffoundation.org | (877) 336-2950 Toll Free<br>(208) 336-2995 | (208) 336-2996 Fax | www.wffoundation.org |

| WEBSITE | USERNAME | PASSWORD |
|---|---|---|
| Inciweb www.inciweb.org | | |
| IMT Center www.imtcenter.net | | |
| FAMWeb http://fam.nwcg.gov/fam-web/ | | |
| WFDSS http://wfdss.usgs.gov | | |
| FTP ftp://ftp.nifc.gov/Incident_Specific_Data/ | | |
| | | |
| Incident E-mail | | |
| **ICP Mailing Address** | | |



## TRANSITION / CLOSE-OUT

**TRANSITION PLAN**
- ☐ Info Strategy / Key Messages
- ☐ Local Policy
- ☐ Contacts
- ☐ Passwords
- ☐ Products
- ☐ Schedule
- ☐ Resources
- ☐ Need for Personnel

**TRANSITION CLOSE-OUT**
- ☐ Requests for Recognition
- ☐ Request Demobs In Advance (specify name, O#, date and time of release, method of transportation, jetport, and if reservation have already been made or if you're requesting they be made)
- ☐ Sign Taskbooks (Evaluation Forms - www.nwcg.gov/pms/taskbook/taskbook.htm
- ☐ Performance Evaluations (ICS-226 www.nwcg.gov/pms/forms/icsforms.htm
- ☐ Burn CD for Doc Box
- ☐ Doc Box to Plans
  - Web Pages
  - Thank You Letters
  - Public Meetings / Briefings
  - Press Releases / Docs
  - Media Log / Key Contacts
  - Daily Fire Updates
  - Closure Orders
  - Community Relations / PSAs
  - Unit Logs
  - General Messages
  - News Releases / Clippings
  - Photos, Essential, Annotated

**FINAL CLOSE-OUT**
- ☐ Tear Down Trapline / Boards
- ☐ Final update on Inciweb website
- ☐ Cancel Newspapers
- ☐ Cancel Phones/Internet
- ☐ Return Equipment

**DEMOB**
- ☐ Check on Travel Arrangements
- ☐ Ground Support
- ☐ Supply
- ☐ Time
- ☐ Training Specialist

**AFTER ACTION REVIEW**
Focus on the *what*, not *who*.

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do next time?
  - Sustain/Maintain Strengths
  - Improve Weaknesses

**PIO PERFORMANCE CRITERIA**
- ☐ Knowledge of the job
- ☐ Ability to work with others
- ☐ Organizational skills
- ☐ Attitude
- ☐ Safety
- ☐ Leadership
- ☐ Flexibility
- ☐ Obtain necessary supplies
- ☐ Media interaction
- ☐ Community interaction
- ☐ Initiative

**UPON RETURN HOME**
- ☐ Call Dispatch
- ☐ Update ROSS status
- ☐ Keep a copy of your resource order, fire timesheet, and performance evaluation for your records.
- ☐ Make a copy of your taskbook and keep in it a safe place in case you ever lose the original.
- ☐ Submit your fire timesheet to your home unit timekeeper.
- ☐ Submit a travel voucher to your home unit travel coordinator; attach a copy of your resource order.

**POST-SEASON**
- ☐ Submit an updated IQCS Individual Firefighter Update Form (http://gacc.nifc.gov/nrcc/dc/idgvc/dispatchforms/iqcsupdateform.doc) with copies of training certificates, resource orders, performance evals, and completed taskbooks to your home unit at the end of the season.

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## CONTACT LOG

| NOTES | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PHONE / E-MAIL | | | | | | | | | | | | | | | |
| AFFILIATION | | | | | | | | | | | | | | | |
| NAME | | | | | | | | | | | | | | | |
| DATE / TIME | | | | | | | | | | | | | | | |

## CONTACT LOG

| DATE / TIME | NAME | AFFILIATION | PHONE / E-MAIL | NOTES |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



## SUMMARY OF ACTIONS (ICS 214)

| Date / Time | Major Events<br>Important decisions, significant events, briefings, reports on conditions, etc. |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |