


Instructor Introduction

PIO

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 - USEPA Region 10
- ▶ Roberta Runge
 - USEPA Headquarters

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Facility Information

PIO

- ▶ Classroom
- ▶ Restrooms
- ▶ Water fountains, snacks, refreshments
- ▶ Lunch
- ▶ Emergency telephone numbers
- ▶ Alarms and emergency exits

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Administration

PIO

- ▶ Student Registration Card
- ▶ Student Evaluation Form
- ▶ Course Agenda
- ▶ Student Manual – available for download
- ▶ Student Handouts

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Student Introductions

PIO


► State your name

► Briefly explain what do you normally do (title)


► Tell us where you are from (Agency, town)

► Describe previous ICS experience, (for example; Katrina, Deepwater Horizon, Enbridge Spill, Fukushima, Hurricane Sandy, Hurricane Matthew, Gold King)

► List course expectation



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Purpose of the Course

PIO

To provide training to agency personnel to develop the skills necessary to perform as a Public Information Officers on an Incident Management Team in compliance with the direction and standards described in the NIMS.



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Course Objectives

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► To enable students to recognize and perform:


• The roles and responsibilities of the PIO

• The duties required of the PIO in all types of incidents

• Establishing an Information Office by developing an organizational structure for the Information Office appropriate for the incident

• The key functions of the Information Office


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Course Objectives (cont)

► Upon the successful completion of this course, the student will demonstrate an understanding of the duties, skills, knowledge, and tools necessary to become an effective EPA ICS Public Information Officer



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Course Schedule

Module 1 Introduction

Module 2 ICS Overview & PIO roles and Responsibilities

Module 3 Crisis Communication at EPA

Module 4 PIO Leadership – Management Responsibilities

Module 5 PIO and ENVL Coordination

Module 6 PIO and LNO Coordination

Module 7 Community Relations

Module 8 Media Relations


Module 9 Web EPA OSC Governance

Module 10 Documentation

Module 11 Lessons Learned Best Practices

Module 12 PIO Job Aid

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Course Schedule (cont)

► Final Exercise

- On Friday, March 24th , all participants will participate in a capstone final exercise
- You and some of your fellow-students will be assigned to perform your KLP function on one of 8 Incident Management Teams
- It will be scenario-based and last about 7 hours
- Coaches will be provided
- More details will be provided as the week progresses

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Course Structure

▶ Course combines lecture and exercises


▶ Student participation encouraged

▶ Course does not include media training


▶ Final Exam: 70% is passing

▶ 100% attendance is expected

▶ Address all “Parking Lot” issues





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ICS Forms 214





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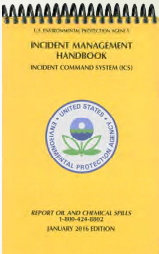
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USEPA Incident Management Handbook


▶ What is the Incident Management Handbook (IMH)?

▶ Use the IMH as a reference throughout the course

▶ Familiarize yourself with the IMH and its format



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PIO

ACTIVITY



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PIO

Unit 2

ICS Overview, and
PIO Roles and Responsibilities

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1

Unit Terminal Objective

PIO

Describe the ICS structure and general roles and responsibilities of the PIO



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Unit Enabling Objectives

PIO

- ▶ Describe the basic ICS structure
- ▶ Describe key concepts of ICS
- ▶ Describe the roles and responsibilities of the Command & General staff
- ▶ Define the roles and responsibilities of EPA's Public Information Officers
- ▶ Identify the major functions and specific responsibilities of a PIO

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Unit Enabling Objectives

PIO

- ▶ Describe the duties and assignments of PIO assistants
- ▶ Describe the planning cycle

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Incident Command System (ICS)

PIO

The Incident Command System is an overarching structure that applies common terminology and procedures to equipment, personnel, and communications.

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Key Concepts of ICS

PIO

- ▶ Common terminology
- ▶ Modular organization
- ▶ Management by objectives
- ▶ Incident action planning

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Key Concepts of ICS (Cont)

PIO

- ▶ Manageable span of control
- ▶ Incident facilities & locations
- ▶ Comprehensive resource management
- ▶ Integrated communications

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Key Concepts of ICS (Cont)

PIO

- ▶ Establishment & transfer of command
- ▶ Chain of command/unity of command
- ▶ Accountability
- ▶ Dispatch/Deployment
- ▶ Information & intelligence management

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Incident Command System

PIO

SINGLE
COMMAND


Command Staff


OPS

PSC

LSC

FSC





UNIFIED COMMAND

A

B

C

Command Staff

OPS

PSC

LSC

FSC

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Public Information Officer

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Major Incident Management Activities

PIO

▶ Command

▶ Operations

▶ Planning

▶ Logistics

▶ Finance / Administration

COMMAND

Command Staff

OPS

PSC

LSC

FSC

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Importance of Using Position Titles in the ICS Organization

PIO

▶ Provide standardization in multi-agency incidents

▶ Ensure understanding when ordering personnel to fill positions

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Incident Commander (IC)

PIO

▶ Responsible for the overall management of the incident

▶ May directly manage all aspects of a small incident

▶ Requests various ICS positions for large incidents

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Deputy Incident Commander

PIO

- ▶ An IC may have one or more Deputies
- ▶ Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time
- ▶ Deputies play a critical role in ensuring manageable span of control

```
graph TD; A[Deputy IC] --- B[ ]; A --- C[ ]; A --- D[ ]; A --- E[ ]
```

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Incident Command System

PIO

Major Incident Management Activities

```
graph TD; A[Incident Command] --- B[Command Staff]; A --- C[Operations Section]; A --- D[Planning Section]; A --- E[Logistics Section]; A --- F[Finance/Administration Section]
```

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Command Staff

PIO

```
graph TD; A[Incident Commander] --- B[Public Information Officer]; A --- C[Safety Officer]; A --- D[Liaison Officer]
```

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Guidelines for Command Staff

PIO

- ▶ One person designated for each position
- ▶ Positions should not be combined
- ▶ May be filled by persons from other agencies or jurisdictions
- ▶ There are no “Deputy” positions at the Command Staff level
 - Command Staff can have “Assistants”

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Guidelines for Command Staff

PIO

- ▶ Each member of the Command Staff reports directly to the Incident Commander
- ▶ Command Staff members should interact with any position within the ICS for purposes of information exchange



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Guidelines for Command Staff

PIO

- ▶ Each position may have one or more assistants
 - Assistants are recommended to manage span of control
 - Assistants can be designated from other jurisdictions or agencies as appropriate



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Public Information Officer

PIO


► Responsible for developing and releasing information about the incident to the news media and outreach to the public

► Only one Public Information Officer will be assigned in the incident


► The PIO is assigned by the Regional Administrator, Public Affairs Director and AA OPA

IC

PIO



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Safety Officer


PIO

► Develops and recommends measures for ensuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations


► May have assistants who are assigned specific responsibilities, such as air operations, hazardous materials

IC

SO



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Liaison Officer

PIO

► The primary contact for personnel assigned to the incident by assisting or cooperating agencies


► Ensure Environmental Justice issues are addressed

► Coordinate Volunteer activity


► Coordinate Congressional inquiries and VIP visits

IC

LNO



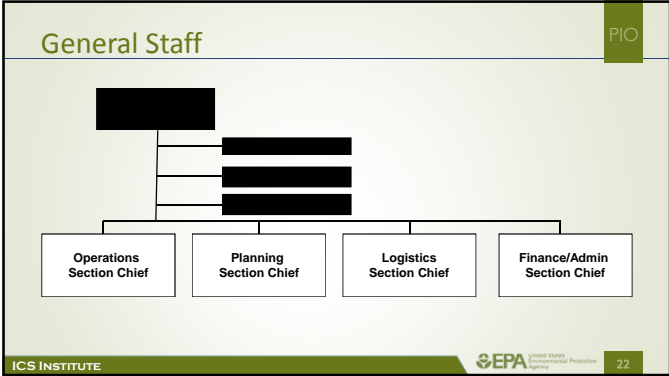
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Public Information Officer

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Guidelines for General Staff

PIO

- ▶ Only one person will be designated to lead each General Staff position
- ▶ General Staff positions may be filled by qualified persons from any agency or jurisdiction
- ▶ Each member of the General Staff reports directly to the Incident Command

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Guidelines for General Staff

PIO

- ▶ Deputy positions may be established for each of the General Staff positions
- ▶ General Staff members should exchange informal information with any person within the organization
- ▶ Formal requests for work products or resources must go through the chain of command
- ▶ General Staff positions (i.e., sections) should not be combined

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Operations Section Chief (OPS)

PIO

► Responsible for the management of all operations directly applicable to the primary mission

► Activates and supervises tactical organizational elements in accordance with the Incident Action Plan and directs its execution

```
graph TD; A[ ] --- B[ ]; A --- C[ ]; A --- D[ ]; A --- E[ ]; A --- F[ ]; B --- OPS[OPS]; C --- G[ ]; D --- H[ ]; E --- I[ ]; F --- J[ ]
```

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Planning Section Chief

PIO

► Responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources. Information is needed for IMT use to:

• Understand the current situation

• Predict probable course of incident events

• Prepare alternative strategies and control operations for the incident

► Produces IAP

► Keeps incident records

```
graph TD; A[ ] --- B[ ]; A --- C[ ]; A --- D[ ]; A --- E[ ]; A --- F[ ]; B --- G[ ]; C --- PSC[PSC]; D --- H[ ]; E --- I[ ]; F --- J[ ]
```

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Logistics Section Chief

PIO

► Responsible for providing facilities, services, and material in support of the incident

► Participates in development and implementation of the Incident Action Plan

```
graph TD; A[ ] --- B[ ]; A --- C[ ]; A --- D[ ]; A --- E[ ]; A --- F[ ]; B --- G[ ]; C --- H[ ]; D --- LSC[LSC]; E --- I[ ]; F --- J[ ]
```

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Public Information Officer

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Finance Section Chief

- ▶ Responsible for overall financial planning and strategic guidance for financial matters to the incident and for coordinating the duties of the Finance Section staff
- ▶ The position includes financial management of EPA contractor personnel



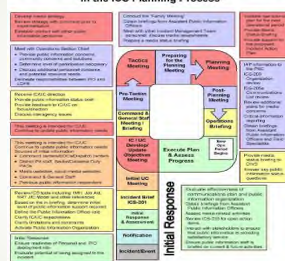
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Planning Process

Public Information Officer Activities in the ICS Planning Process



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Who is the PIO?



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Public Information Office

PIO

- ▶ Incident complexity may require the PIO to organize an office and manage staff
- ▶ Only one PIO is assigned per incident, including Unified Command
- ▶ PIO may designate Assistant PIOs to carry out the various information needs of the response
- ▶ Assistants may originate from other jurisdictions or agencies

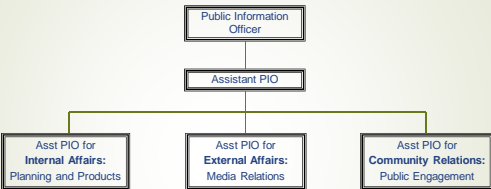
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Organizational Chart for a Typical Incident

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```
graph TD; PIO[Public Information Officer] --> AsstPIO[Assistant PIO]; AsstPIO --> AsstPIO1[Asst PIO for Internal Affairs: Planning and Products]; AsstPIO --> AsstPIO2[Asst PIO for External Affairs: Media Relations]; AsstPIO --> AsstPIO3[Asst PIO for Community Relations: Public Engagement];
```

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Public Information Officer General Functions

PIO

- ▶ Represents and advises the IC on all public information matters related to the management of the incident
- ▶ Fulfills duties and roles in EPA Order 2010



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PIO Functions

- ▶ Develop and implement incident communication program and strategy
- ▶ Ensure incident specific communication products adhere to review process
- ▶ Adhere to EPA policies and practices
- ▶ Organize and assign duties to PIO staff

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PIO Functions

- ▶ Participate in Incident meetings as required
- ▶ Determine resource needs of the PIO and staff, and request resources as appropriate
- ▶ Ensure adherence to safety and security measures
- ▶ Maintain documentation and records
- ▶ Demobilize resources as appropriate



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Internal EPA Communication

- ▶ Represents and advises the IC
- ▶ Adhere to EPA Order 2010 and public information policies and practices
- ▶ Apprise EPA Leadership Cadre on announcements
- ▶ Ensure internet guidelines are followed
- ▶ Adhere to EPA process for release of environmental data

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Communication
Within the Incident Command

PIO

- ▶ Ensure information materials follow review process and coordinate process with the IC
- ▶ Gather, organize and release information through a well-defined process
- ▶ Brief IC to ensure accurate release of information
- ▶ Obtain and share external media, social and stakeholder monitoring information
- ▶ Provide communication summary and expected activities
- ▶ Coordinate with the Liaison Officer (LNO)

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Internal Communications:
Planning and Product Development

PIO

- ▶ Research and anticipate information needs
- ▶ Develop materials for use in internal meetings, media briefings and community relations efforts
- ▶ Support planning for press and VIP events



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External Communications: Media Relations

PIO

- ▶ Manage media operations
- ▶ Develop press releases and desk statements
- ▶ Track media inquiries and responses
- ▶ Establish interview parameters and organize press events
- ▶ Prepare EPA spokespeople

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Community Relations

PIO

- ▶ Ensure early and meaningful community engagement
- ▶ Analyze public perceptions of the response
- ▶ Develop, implement and adjust community relations strategy as necessary
- ▶ Ensure that community relations activities are effectively coordinated

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PIO Reporting for Duty

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Arriving at the Incident Command Post

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Initial PIO Reporting Requirements

PIO

1. Receive assignment

2. Check-in at the designated check-in location


3. Receive briefing from Incident Commander and, if rotating in, from the outgoing PIO

4. Acquire work materials, e.g. Incident Action Plan (IAP), Incident Management Handbook (IMH), Job Aid, etc.

5. Begin/maintain Unit Activity Log (ICS 214)

CHECK-IN & DEBRIEF
DAILY SIGN-IN/OUT
DOCUMENTATION UNIT

US EPA
VSCS
ATSDH
SERAS
NOAA / NWS
START
(WESTON & SUBS)



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Unit Enabling Objectives

PIO

► Describe the basic ICS structure

► Describe key concepts of ICS

► Describe the roles and responsibilities of the Command & General staff

► Define the roles and responsibilities of EPA's Public Information Officers

► Identify the major functions and specific responsibilities of a PIO

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Unit Enabling Objectives

PIO

► Describe the duties and assignments of PIO assistants

► Describe the planning cycle

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Public Information Officer


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PIO

Unit 3

*Crisis Communication Plan
– An Agency Order, A Living Document*

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Unit Terminal Objective

PIO

Describe the EPA policies and procedures that guide the PIO in conjunction with the incident Command System



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Unit Enabling Objectives

PIO

- ▶ Describe and define EPA's Crisis Communications Plan and how it is used in conjunction with the Incident Command System structure
- ▶ Describe the Leadership Cadre organization and their roles and responsibilities
- ▶ Describe the "Review, Approve, Release" process

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EPA's Crisis Communications Plan

PIO

- ▶ The Crisis Communications Plan is an **Agency Order** and uses EPA's existing emergency management structure
- ▶ Initial plan was established in 2009
- ▶ Pursuant to the GKM After Action Report, the 2009 plan was modernized and the revised order was issued on November 30, 2016 and is effective immediately
- ▶ Plan is forward thinking; imagining and planning for all situations
- ▶ Plan complies with the NCP
- ▶ Basic parameters that can be applied regardless of incident type or scale

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EPA's Crisis Communications Plan (continued)

PIO

- ▶ The 2017 updated plan incorporates principles to enable the agency to achieve a nimbler framework for effective crisis communications.
- ▶ The plan relies on a collaborative communications approach involving response and public affairs staff, as well as agency leadership, and provides for the coordination of information from a federal response to save lives, minimize damage, and help with long-term community and economic recovery.

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EPA PIO Responsibility

PIO

- ▶ As EPA PIO it is your responsibility to make sure the CCP is integrated into ICS for EPA activities
- ▶ As EPA PIO it is your responsibility to make sure EPA information complies with all Agency requirements
- ▶ Don't forget other organizations may have specific requirements also
- ▶ EPA always retains its authority for information management, even if we are not the lead PIO for the response

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EPA's Crisis Communications Plan (continued)

PIO

▶ When EPA responds to an incident, the Plan facilitates coordination among information managers

- EPA PIOs
- Regional Public Affairs Directors
- Headquarters' Office of Public Affairs (OPA)
- EPA OSCs
- Other responding entities, including federal, state and local agencies

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Purpose & Scope

PIO

▶ Plan establishes the agency's process for communicating environmental information to the public and coordinating public information among the agency's field operations, regional offices and HQ during a response.

▶ Though this Plan, EPA intends to assist the OSC in communicating with affected parties and the public during an incident.

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Purpose & Scope (continued)

PIO

▶ Plan establishes roles and responsibilities to effectively integrate the agency's public affairs, emergency management and interagency communications activities during an emergency response to ensure that public dissemination of information about a response is understandable, timely, accurate and consistent.

▶ While this plan is scalable, flexible and adaptable to the needs of a specific response, the principle of collaboration between the public affairs and emergency management personnel always applies.

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Authorities

PIO

► Internal agency authorities related to implementation:

• EPA Order 2070 – EPA’s Incident Management Teams and National Incident Management Assistance Team

• EPA Order 2071 –National Approach to Response, supports agency’s efforts under NRF

• EPA Order 2072 – Response Support Corps

• EPA Order 2073 – EPA Incident Command System Training, Qualifications and Certification Standards

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Applicability

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► The plan applies to all agency offices, programs and facilities, with the exception of the Office of Inspector General.

► The plan applies to all agency Public Information Officers serving in incident management structures, including Incident Command Points, HQ and Regional EOCs and Joint Field Offices.

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Activation – Who

PIO

► The Crisis Communications Plan can be activated for any incident by the AA for OPA, a regional administrator, the agency’s national incident coordinator or by the Director of the Office of Emergency Management.

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Mandatory Activation – When

PIO

► The Plan will always be activated and deployed under two scenarios:

• The agency caused or is directly involved in the release or incident

• The release or incident involves multiple regions

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Activation - Optional

PIO

► Additional situations when the plan may also be activated include – but are not limited to – the following:

• The incident will exceed the response resources of the region

• Incident will attract national, sustained, political and/or media attention

• Simultaneous incidents occur in different regions, triggering the need for resource prioritization

• Incident is the result of a terrorist act, for which the agency may serve as a response partner under the national response framework

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Crisis Communications Plan

PIO

► The agency will retain full responsibility for its crisis communications programs and policies related to its activities.

► The agency will implement an organized, integrated and coordinated response to ensure the delivery of understandable, timely, accurate and consistent information to the public during an incident response.

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Crisis Communications Plan (continued)

PIO

- ▶ EPA will provide the public with the widest practical and appropriate dissemination of information concerning its activities.
- ▶ The agency will work with federal, state, local, tribal, trust territory officials, and other unified command partners to coordinate on development and release of all materials, including analytical data, digital content and press releases.

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Crisis Communications Plan (continued)

PIO

- ▶ EPA will contribute to the overall unified message of the response support external affairs activities based on the Emergency Support Function 15 Annex of the National Response, including providing staff and other support to the Joint Information Center, if requested.
- ▶ As EPA representative to ESF-15, you should adhere to EPA's information policies and practices.

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Crisis Communications Plan (continued)

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- ▶ The Crisis Communications Plan was developed to facilitate national consistency in the review, approval and release of agency information during an incident, while allowing for flexibility to meet regional needs.

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Crisis Communications Plan (continued)

PIO

► Successful implementation of the plan requires the collaboration of response and public affairs personnel, as response tactics and communications objectives are interrelated and drive each other throughout a response.

► The plan draws from the best practices to establish the key review and approval parameters, as well as roles and structures that organize information management during a response.

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Crisis Communication Plan – Key Objectives

PIO

► Agency will:

• Ensure messages are conveyed to public quickly, accurately and consistently by working with the media and sharing information externally

• Work with partner agencies (federal, state, local, and tribal levels), private sector and NGOs on development of public health and environmental information

• Convene Leadership Cadre to coordinate agency-wide communication

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Crisis Communication Plan – Key Objectives (continued)

PIO

► Agency will:

• Develop the strategy for product distribution, including agency-specific products and joint products developed under ESF -15

• Develop and disseminate incident-specific “review, approve, release” process

• Oversee verification and coordination of all materials for release

• Review and approve messages in coordination with the Leadership Cadre

• Review and approve public response products (e.g. press releases, social media, remarks)

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Crisis Communication Plan – Key Objectives

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(continued)

► Agency will:

• Coordinate with the OPA official for the lead federal agency conducting the investigation of any incident-specific information, particularly terrorism-related information, or information related to criminal investigations into the cause of the incident

• Ensure that all information dissemination is coordinated with the Department of Homeland Security JIC as described under ESF-15 as required by the event

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Crisis Communication Plan – Key Objectives

PIO

(continued)

► Agency will:

• Keep NSC and larger interagency community informed

• Develop and maintain resources to assist OPA in roles

• Coordinate with EOC Environmental Unit, program communication offices, and the field/Incident Command Public Information Officer (field PIO) on development and approval of products related to data

• Complement and support EPA Emergency Response Orders 2070, 2071, 2072 and 2073

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“Review, Approve, Release” Process

PIO

► Incident-specific process that will be developed in coordination with the IC, OEM, OPA, regional EOC, and Field PIO

► Developing SOP for process

► AA OPA will lead development of this process and will ensure coordination at all levels

► Typically materials reviewed by the Leadership Cadre, OEM, OGC and technical experts (regional & program office)

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EPA Leadership Cadre

PIO

▶ The Leadership Cadre is responsible for ensuring the coordination between field, regional, national and HQ-level incident management structures.

▶ The Leadership Cadre ensures that all communication with the public is understandable, timely, accurate and consistent.

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EPA Leadership Cadre (continued)

PIO

▶ EPA Leadership Cadre includes:

• AA OPA, OLEM, OCIR,

• AA Office of Homeland Security

• Regional Administrator(s) in impacted area(s)

• Senior advisor for emergency response communications

• Regional Public Affairs Director(s) (PAD) in impacted area(s)

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EPA Leadership Cadre (continued)

PIO

▶ EPA Leadership Cadre includes:

• National incident coordinator

• Regional Superfund Division Director

• Regional Incident Coordinator

• HQ Emergency Operations Center (EOC) PIO

• HQ Emergency Operations Center manager

• Incident Commander

• Field/Incident Command PIO

• EPA's ESF-15 Representative to DHS (if named)

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Assistant Administrator for Public Affairs

PIO

- ▶ AA OPA represents and advises the Administrator on all public information matters related to the management of the incident response and serves as the focal point for crisis communications policy issues
- ▶ Has ultimate decision-making authority for public information matters on behalf of the Administrator

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AA OPA

PIO

AA OPA will:

- ▶ Serve on PCC, convened during a nationally significant incident by the Administrator to exchange information about the incident and address significant agency and inter-agency policy issues
- ▶ Serve as the Administrator’s representative to the White House and other cabinet-level public affairs officials
- ▶ Serve as the Administrator’s representative to regional PADs and PIOs at all levels of the response

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AA OPA (continued)

PIO

- AA OPA will:
 - Serve on and coordinate with the Leadership Cadre throughout the incident
 - Establish an incident-specific process to be used for the public release of agency information pertaining to the incident. This process is referred to throughout the plan as the “review, approve, release” process
 - Ensure that www.epaossc.org guidelines are followed
 - Coordinate the development of agency public messages

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AA OPA (continued)

PIO

▶ AA OPA will:

• Approve communication products, including press releases, talking points, digital content and internal agency employee communications

• Designate a representative to act as the agency’s ESF-15 representative to DHS

• Designate a qualified OPA representative to be a member of the National Incident Coordination Team

• Coordinate with OEM to designate qualified PIOs to work in the EOC

• Coordinate with the PAD, field PIO and NIC to designate spokespeople for media inquiries

• Coordinate with other involved federal agency public affairs offices.

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AA OLEM

PIO

▶ AA OLEM oversees the NIC and ensures the effectiveness of the response to meet agency objectives

▶ AA OLEM will:

• Serve on and coordinate with the Leadership Cadre throughout the incident

• Fulfill duties and roles as outlined in EPA Order 2071

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AA OCIR

PIO

▶ AA OCIR will:

• Serve on and coordinate with the Leadership Cadre throughout the incident

• Provide information on interest and requests from elected officials

• Provide official responses on behalf of the Administrator to elected official inquiries

• Coordinate with the incident commander on the ground for official visits by elected officials and

• Coordinate with other involved federal agency congressional/ intergovernmental offices

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Public Information Officer

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AA Office of Homeland Security

PIO

▶ AA OHS will:

• Serve on and coordinate with the Leadership Cadre throughout the incident

• Inform the National Security Council and, in consultation with AA OLEM, AA OCIR, AA OPA and others, facilitate interagency coordination regarding the incident

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AA Office of Homeland Security (continued)

PIO

▶ AA OHS will:

• Assist the Administrator if it is appropriate to convene a PCC to address significant intra-agency and inter-agency national policy issues, consistent with EPA Order 2071

• Monitor intelligence streams for information relevant to the incident and the Leadership Cadre

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Regional Administrator

PIO

▶ The RA provides the strategic vision for the scope of agency involvement in the response by setting overall management objectives and priorities.

▶ The RA will:

• Serve on the Leadership Cadre or delegate responsibility to the deputy regional administrator

• Act as the regional spokesperson

• Fulfill duties and roles as outlined in EPA Order 2071

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Senior Advisor for
Emergency Response Communications

PIO

- ▶ The senior advisor represents and advises the AA OPA on all public information matters relating to management of the incident
- ▶ The senior advisor also serves as the HQ lead for day-to-day crisis communication issues, including coordination with regions and serving as the agency ESF-15 representative to DHS

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Senior Advisor for
Emergency Response Communications

PIO

- ▶ The senior advisor will:
 - Provide support and counsel to the AA OPA on public affairs matters
 - Serve on the Leadership Cadre or delegate responsibility within OPA
 - Oversee the “review, approve, release” process during the incident. This process may be modified throughout the incident as necessary

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National Incident Coordinator

PIO

- ▶ EOC will serve as the primary contact point for information coming into the agency and will disseminate information to appropriate parties.
- ▶ Serve as the official channel for the flow of all internal and external information between the regions and HQ.
- ▶ The NIC and the EOC PIO are part of the Leadership Cadre. The director of OEM will typically serve as the NIC for the incident, and the EOC PIO is appointed by the AA OPA in consultation with OEM.

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National Incident Coordinator

PIO

- ▶ The NIC will:
 - Serve on the Leadership Cadre
 - Fulfill duties and roles as outlined in EPA Order 2071
 - Ensure that www.epaossc.org guidelines are followed

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EOC Public Information Officer

PIO

- ▶ The EOC PIO will:
 - Coordinate with the NIC in the EOC and other staff, such as the liaison officer
 - Serve as primary coordination point in the EOC for OPA leadership. Coordinate all materials for release from field PIO to the AA OPA and work with the Office of General Counsel, represented by an attorney assigned to the EOC, to review materials

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EOC Public Information Officer

PIO

- ▶ The EOC PIO will:
 - Coordinate with the EOC Environmental Unit regarding data and their release including the preparation of summaries of environmental sampling results, advisories, and statements on environmental data and related topics, coordinating with and seeking input from the field PIO and the PAD
 - Ensure that materials are written in language easily understood by the general public

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EOC Public Information Officer

PIO

▶ The EOC PIO will:

• Coordinate approval and release of data-related materials using the established “review, approve, release” process

• Coordinate with the field PIO and PAD to address media inquiries that require the expertise of headquarters personnel to answer

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Regional Superfund Division Director

PIO

▶ The regional superfund division director, or other DD assigned by the RA, may serve as the agency’s senior official at the DHS JFO

▶ The superfund DD will:

• Serve on the Leadership Cadre

• Fulfill duties and roles as outlined in EPA Order 2071

• Ensure that www.epaos.org guidelines are followed

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Regional Incident Coordinator /
REOC Manager, REOC PIO

PIO

▶ The REOC supports and coordinates the agency’s tactical response in the field. It provides immediate reach-back support to the field Incident Management Team, and is the official channel for information flow and deployment of resources in the region.

▶ The PAD appoints the REOC PIO, who serves as the crisis communication liaison to the REOC.

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Regional Incident Coordinator /
REOC Manager, REOC PIO

PIO

► The RIC is the primary point of contact with the IC and provides the IC with the management and strategic objectives for the incident, as well as ensuring effective and timely communication between the field and senior management involving the Regional Incident Coordination Team and the NICT to assure that policy issues are elevated and resolved

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Regional Incident Coordinator /
REOC Manager, REOC PIO

PIO


► The REOC Manager/RIC will:

- Fulfill duties and roles as outlined in EPA Order 2071

► The REOC PIO will:

- Coordinate with the REOC Manager, the REOC, the EOC PIO and HQ Environmental Unit on data and its release using the established “review, approve, release” process
- Work in close coordination with the Regional PAD and supports the field PIO

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Regional Public Affairs Director

PIO

► The PAD advises and carries out the direction of the RA on all public information matters relating to the management of the incident. In close coordination with the AA OPA, the PAD serves as the crisis communication lead for the affected region(s)

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Regional Public Affairs Director (continued)

PIO

► The PAD will:

• Serve on the Leadership Cadre

• Develop for the AA OPA's approval, in coordination with the RA and the field PIO, all communication strategies and messages for the incident

• Ensure products developed at the regional level go through the "review, approve, release" process and keeps the RA, the RICT and Regional Counsel apprised of the status of products being processed

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Regional Public Affairs Director (continued)

PIO

► The PAD will:

• Ensure that www.epaossc.org guidelines are followed in standing up and transitioning to the incident response public facing website, including coordination with the AA OPA on assessing the need for, transition to, and management of a national incident response website on www.epa.gov

✓ The PAD develops incident specific procedures to review and post information on the website, including plans to sustain the website in order to meet the public communication needs for the duration of the response

✓ In some cases, the agency's Office of Public Affairs may manage the agency's public epa.gov website during an incident

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Regional Public Affairs Director (continued)

PIO

► The PAD will:

• Coordinate the release of information in response to requests from HQ, affected states, tribes, territories, local public officials and the public

• Provide public affairs resources to the field PIO as needed

• Keep the AA OPA fully informed of public and media inquiries

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Regional Public Affairs Director (continued)

PIO

► The PAD will:

• Work with the IC and field PIO to assess the need for additional communications resource support for the response

✓ The Public Information Assistance Team and National Incident Management Assistance Team are two mechanisms available to provide support during an incident response

✓ In addition, if assistance is needed from other regions during responses that exhaust regional office resources, additional resources will first be requested by regions from their backup region(s), as defined on existing backup region Memoranda of Agreement, before pursuing resources from other regions

✓ Requests and coordination will be made through the REOCs

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Regional Public Affairs Director (continued)

PIO

► The PAD will:

• Recommend to the RA who should serve as the field PIO during various stages of the incident

✓ If the PAD and the AA OPA determine that the PAD will serve as the field PIO, the PAD will designate a PIO in the Region to coordinate from the regional office, including requesting public affairs support from another region

✓ Subsequent rotations of individuals serving as field PIO will typically be other PADs or other agency public affairs staff with appropriate training and experience

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Incident Commander

PIO

► The IC will:

• Serve on the Leadership Cadre

• Fulfill duties and roles as outlined in EPA Order 2071

• Ensure that www.epaossc.org guidelines are followed

► IC refers to the agency's Incident Management Handbook for full responsibilities

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Field / Incident Command
Public Information Officer

PIO

- ▶ The field PIO serves on the Command Staff represents and advises the IC on all public information matters related to the management of the incident.
- ▶ The PAD will appoint the field PIO in consultation with the AA OPA. The field PIO provides operational support to the IC and coordinates with the Leadership Cadre.

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Field / Incident Command
Public Information Officer (continued)

PIO

- ▶ The field PIO handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and disseminates accurate, concise and timely information related to the incident, particularly regarding information on public health and protection.
- ▶ Responsible for coordinating public information at or near the incident site and serving as the on-scene link to the JIC.

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Field / Incident Command
Public Information Officer (continued)

PIO

- ▶ The field PIO will:
 - Serve on the Leadership Cadre and act as the IC's representative to public affairs personnel staffing the JIC, if one is established
 - Attend command and general staff meetings and planning meetings and coordinate public information activities with command and general staff
 - Brief the IC or designated field personnel to ensure the accurate release of information to the public and media

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Field / Incident Command
Public Information Officer (continued)

PIO

► The field PIO will:

• Apprise the Leadership Cadre of any forthcoming announcements or major developments

• Provide the agency JIC assistant PIO(s) with current information about agency response activities and assist in review/approval of information requests

• Working in coordination with the Leadership Cadre and public affairs personnel at the JIC, develop communication products such as risk communication templates, press releases and flyers for the IC’s approval and distribution

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Field / Incident Command
Public Information Officer (continued)

PIO

► The field PIO will:

• Ensure products developed at the field level go through the “review, approve, release” process and coordinate the process with the IC

• Keep the PAD updated on the need for resources to support public affairs activities and assign assistant PIOs as necessary (through the EOC resource request systems). In addition to backup region support, the PIAT and National IMAT are two other mechanisms available to provide support during an incident response

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Field / Incident Command
Public Information Officer (continued)

PIO

► The field PIO will:

• Ensure that www.epaossc.org guidelines are followed

• Coordinate as needed with the PIAT and the National IMAT PIO if deployed

• Advise the PAD of emerging issues and provide guidance to address these issues

• Provide a communication summary at the end of each day to the Leadership Cadre on the activities for that day and on expected activities for the next day

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Field / Incident Command
Public Information Officer (continued)

PIO

► The field PIO will:

• Ensure all public affairs materials are archived and documented

• Ensure early and meaningful community engagement with affected stakeholders in the incident response

• Assess community needs, including vulnerable population needs, language barriers and other significant community factors that may affect incident response communications

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EPA ESF-15 Representative to DHS (if named)

PIO

► The ESF-15 representative to DHS will serve as the agency liaison to the JIC or JFO and will work to ensure that the agency’s public information and messaging is accurately and appropriately integrated into the overall national information coordination effort.

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EPA ESF-15 Representative to DHS (if named)
(continued)

PIO

► The ESF-15 representative will:

• Be appointed by the AA OPA and serve on the Leadership Cadre

• Provide situational awareness to the Leadership Cadre of all public information efforts related to the overall response at the national level and ESF-15 (e.g., the JIC, NICCL calls and joint media events)

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EPA ESF-15 Representative to DHS (if named)
(continued)


PIO

► The ESF-15 representative will:

• Serve in a leadership role on behalf of the agency in all National Incident Communications Conference Line calls during the response.

• DHS operates these calls, which are designated as executive calls; they are held at least once a day during an incident to exchange and transmit up-to-date information between federal and affected state, local and tribal authorities.

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Office of General Counsel and
Freedom of Information Act Coordination

PIO

► The Leadership Cadre will coordinate with the Office of General Counsel, as necessary, to ensure that all non-public information (including classified information) is appropriately protected.

► When requests for information regarding an incident are submitted to the agency under the Freedom of Information Act, the FOIA Expert Assistance Team will consult with the Leadership Cadre for a coordinated response, ensuring that all applicable deadlines and required reviews are adhered to in responding to FOIA requests from the public and media.

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National
Incident Management Assistance Team

PIO

► The National IMAT is available to provide support during an incident response.

► The National IMAT will function as described in EPA Order 2070. When the National IMAT is involved in a response, the field PIO will continue to be the lead PIO, as supported by the National IMAT PIO and the PIAT, if deployed.

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Public Information Assistance Team

PIO

► The agency’s PIAT will develop a communication module to provide a standardized mechanism to organize, integrate and coordinate agency information to ensure timely, accurate, accessible and consistent information

► In accordance with the PIAT Concept of Operations Plan, the PIAT will be deployed to support the field PIO in establishing a communication framework to support the communication objectives during a federal response to an incident.

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Key Communication Considerations

PIO

► The Crisis Communication Plan identifies several key communication considerations that are to be specifically addressed by agency PIOs during an incident:

• Community Engagement

• Commitment to Language Access Obligations under Executive Order 13166

• Environmental Justice

• Environmental Data

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Key Communication Considerations (continued)

PIO

► **Community Engagement**

• The agency has a longstanding commitment to active community engagement during a response.

• The agency’s community involvement coordinators are highly experienced in determining what environmental messages are important to the public and if key messages are being disseminated to the public in an understandable, timely, accurate and consistent manner.

• CICs should coordinate with the field PIO to determine content and delivery of key response messages.

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Public Information Officer

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Key Communication Considerations (continued)

PIO

► Commitment to Language Access Obligations under Executive Order 13166

- For every response, the agency will assess limited English proficient populations and needs.
- The agency will provide multi-lingual information that is understandable, timely, accurate and consistent to the public during an incident, where needed.

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Key Communication Considerations (continued)

PIO

► Environmental Justice:

- The agency will develop information which addresses environmental justice factors as prescribed by agency Memorandum, “Incorporating Environmental Justice Considerations into EPA Disaster Preparedness and Response Procedures,” November 2, 2006.

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Key Communication Considerations (continued)

PIO

► Environmental Data:

- Environmental data is defined as scientific sampling and monitoring data related to the incident, which includes but is not limited to soil, sediment, air and water.
- In a response, environmental data must be disseminated to the public in an understandable, timely, accurate and consistent manner.
- The agency’s Playbook for Data Personnel describes the core functions for data management and communications personnel including the development of data communication and messaging.

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EPA Authority

PIO

- ▶ The agency will retain full responsibility for its crisis communication programs and policies related to its activities.
- ▶ The agency will implement an organized, integrated and coordinated response to ensure the delivery of understandable, timely, accurate and consistent information to the public during an incident.

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Coordinating with Agency’s Partners

PIO

- ▶ State and Tribal Agency and Trust Territory Coordination
 - The agency will coordinate the release of data and information with the affected states, tribes, local governments and trust territories.
 - The agency will work with the state, tribal, local governments and trust territory agencies to develop the incident-specific process for release of state data and information.
 - The agency will follow regional and area contingency plans for notification protocols to inform the potentially impacted stakeholders of an incident.

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Coordinating with Agency’s Partners (continued)

PIO

- ▶ Interagency Coordination with DHS under ESF-15 – External Affairs Annex
 - The agency will contribute to the overall unified message of the response and support external affairs activities based on the ESF-15 Annex of the NRF, including providing staff and other support to the JIC, if requested.
 - The agency will retain full responsibility for its crisis communication programs and policies related to its activities.

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Plan Review

PIO

- ▶ This plan is effective immediately and will remain in effect until revised or rescinded based on after-action findings from future response actions.

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ACTIVITY



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Unit Enabling Objectives

PIO

- ▶ Describe and define EPA's Crisis Communications Plan and how it is used in conjunction with the Incident Command System structure
- ▶ Describe the Leadership Cadre organization and their roles and responsibilities
- ▶ Describe the "Review, Approve, Release" process

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PIO

Unit 4

Leadership and Management Responsibilities of the PIO

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Unit Terminal Objective

- Describe leadership and management responsibilities of the PIO in the ICS structure and in relation to EPA -specific communications practices, procedures and operations.

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Unit Enabling Objectives

- Describe the leadership and management responsibilities of the PIO, including their role on the EPA Leadership Cadre
- Describe how to organize and manage the Information Office
- Identify the required meetings in a typical day
- Describe important safety considerations for the Information Office

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Unit Enabling Objectives (continued)

PIO

- ▶ Describe the resource request and ordering process
- ▶ Identify ICS forms requiring PIO input
- ▶ Describe ICS reporting and documentation requirements
- ▶ Define the PIO's responsibilities during incident transition and demobilization

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Unit Enabling Objectives (continued)

PIO

- ▶ Describe the importance of developing a Communications Strategy
- ▶ Describe the importance of close coordination with the EPA public affairs organization throughout the incident
- ▶ Describe the overall situational awareness the PIO needs to have to be successful

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Overarching Considerations

PIO

- ▶ You are part of the Command Staff
- ▶ You are part of the EPA Leadership Cadre
- ▶ This is a challenging job
- ▶ This is an important job
- ▶ Important to adhere to your role in the ICS structure while interfacing with the EPA public affairs organization

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Public Information Officer Activities in the ICS Planning Process

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Day in the Life of the PIO

- ▶ Meet with LNO
- ▶ Command and General Staff (8:00)
- ▶ Meet with Operations Section Chief and EUL
- ▶ PIO Check in with HQ/Regional Public Affairs (10:00)
- ▶ Meet with Assistant PIOs
- ▶ Planning Meeting (13:00)
- ▶ PIO Check in with HQ/Regional Public Affairs (15:00)
- ▶ Operational Briefing



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Command and General Staff Meeting

- ▶ Receive IC/UC direction
- ▶ Provide public information status brief
- ▶ Identify key issues (media and community) and provide feedback to IC/UC on focus / direction
- ▶ Review incident-specific 'review, approve & release' process
- ▶ Discuss concurrence process and documentation
- ▶ Delineate responsibilities between PIO and Liaison Officer (LNO)

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PIO / Operation Section Chief Meeting

PIO

▶ Review pending press inquiries

▶ Provide public information concerns, community concerns

▶ Determine and prioritize information needs

▶ Provide status update

▶ Determine level of participation

▶ Discuss additional personnel concerns and resource needs

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PIO / Environmental Unit Leader Meeting

PIO

▶ Review pending press inquiries

▶ Provide public information concerns, community concerns

▶ Determine and prioritize information needs

▶ Provide status update

▶ Determine level of participation

▶ Discuss additional personnel concerns and resource needs

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PIO / HQ OPA Conference Call

PIO

▶ Review pending press inquiries

▶ Provide public information concerns, community concerns

▶ Determine and prioritize information needs

▶ Provide status update

▶ Determine level of participation

▶ Discuss additional personnel concerns and resource needs

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Public Information Officer

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Planning Meeting

PIO

- ▶ Defines strategies and tactics and identifies resource needs to accomplish incident objectives for the next operational period
- ▶ Resolves any last minute issues regarding the incident plan
- ▶ Provide media status briefing
- ▶ PIO and all Command and General Staff commit to support the plan



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PIO/HQ OPA Conference Call

PIO

- ▶ Review and discuss policy-related press inquiries
- ▶ Provide pubic information & community concerns
- ▶ Determine and prioritize information needs
- ▶ Provide status update
- ▶ Determine level of participation
- ▶ Discuss additional personnel concerns and resource needs


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Information Office Staff Meeting

PIO

- ▶ Regular meetings with your staff are important
- ▶ Remain proactive - focus on new developments and issues that impact information dissemination
- ▶ Review procedures for sharing information
- ▶ Complete IAP information & Reporting
- ▶ Stress close coordination with EPA HQ and Regional public affairs organizations




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Operational Briefing

PIO

- ▶ This meeting is held at the beginning of each operational period (shift change)
- ▶ The purpose is to brief the incoming Operations Section supervisors
- ▶ PIO covers public affairs & public information issues, including any visitors expected at the Incident Command or in the field
- ▶ Provide instructions to field team regarding press & public engagement




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Daily Communication / Coordination with EPA Public Affairs organization

PIO

- ▶ Important to schedule regular communications channels with EPA public affairs organization, including HQ Office of Public Affairs, Regional Public Affairs Director, EPA HQ EOC PIO
- ▶ The Incident Commander is part of the Leadership Cadre outlined in the EPA Crisis Communications Plan, enabling you to work within the ICS structure while coordinating with EPA public affairs staff




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The Information Office

PIO

- ▶ PIO is responsible for establishing and managing the Information Office
- ▶ Location of the Information Office is coordinated through the Logistics Section
- ▶ Factors that may affect the size and organization of the Information Office include: size and complexity of the incident, whether it is multi-jurisdictional, and the level of public and media interest.



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Key Considerations in Organizing the Information Office

PIO

- ▶ An Information Office can expand and contract throughout the incident, however experience tells us that in some circumstances it is prudent to “go early and go big” in order not to get behind in the information cycle
- ▶ Chain of command and unity of command
- ▶ Incident needs and resource availability
- ▶ Know what resource skills you need to do the job – assign the right person to the right job
- ▶ Span of control is important

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Other Information Office Considerations

PIO

- ▶ Hours of Operation
- ▶ Staffing, day and night operational period
- ▶ Transportation availability and options
- ▶ Visitor access
- ▶ Availability and access to communications infrastructure tools
- ▶ Safety - in the office and in the field



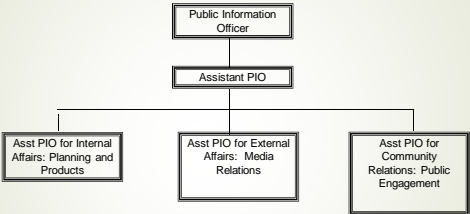
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Basic Information Organization Chart

PIO



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Remember you can expand and contract

PIO

Organization chart for a complex incident

```
graph TD
    PIO[Public Information Officer] --> AsstPIO[Assistant PIO]
    AsstPIO --> Liaison[Liaison to JIC or JFO]
    AsstPIO --> AsstPIO_Internal[Asst PIO for Internal Affairs  
Planning and Products]
    AsstPIO --> AsstPIO_Community[Asst PIO for Community Relations]
    AsstPIO --> AsstPIO_External[Asst PIO for External Affairs  
Media Relations]
    AsstPIO_Internal --> Conf_Ast[Conf. Ass't]
    AsstPIO_Internal --> Prod_Ast[Product Ass't]
    AsstPIO_Internal --> Supp_Ast[Supply Ass't]
    AsstPIO_Internal --> Plan_Ast[Planning Ass't]
    AsstPIO_Community --> Docu_Ast[Documentation Ass't]
    AsstPIO_Community --> Sched_Ast[Scheduling Ass't]
    AsstPIO_External --> Prep_Ast[Preparation Ass't]
    AsstPIO_External --> Supp_Ast2[Public Support Ass't]
```

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Quickly Assess Your Staffing Needs

PIO

- ▶ Possible positions include:
 - Assistant PIO
 - Assistant PIO for External Affairs: Media Relations
 - Assistant PIO for Internal Affairs: Planning and Products
 - Assistant PIO for Community Relations
- ▶ Remember: Under ICS there is only one PIO – no Deputies

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Roles for the Assistant PIO

PIO

- ▶ Supervise daily operations of the Information Office
- ▶ Provide direction to the other Assistant PIOs
- ▶ Execute plans and policies as directed by PIO
- ▶ Set staff works hours & daily operating schedule
- ▶ Manage ESF 10 Joint Information Center, if established
- ▶ Ensure ICS documentation procedures are followed, including maintaining the Unit Log – ICS Form 214

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Specialty Positions in the Information Office

PIO


Information Management

- ▶ Create media lists specific to the location of the incident
- ▶ Analyze and produce newsclips for the incident, maintain media inquiry log for coordination with HQ and Regional public affairs organizations, monitor Social Media about the incident

Public Engagement/Support

- ▶ Support for news conferences and community meetings, coordinate security needs with Facilities Unit in Logistics Section
- ▶ Provide audio/visual support

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Specialty Positions in the Information Office

PIO

Research/Fact Gathering

- ▶ Gathers information about the incident from throughout the incident command for the assistants handling inquiries and developing external communications materials


Graphics/Products

- ▶ Produces documents such as fact sheets, develops Q & As, and PSAs

Preparation Assistant

- ▶ Spokesperson preparation, prepares briefing packages, on-site escort to the Incident Command Post and field for media, community and distinguished visitors

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Specialty Positions in the Information Office

PIO

Web/Social Media


- ▶ Coordinates preparation and delivery of information on social media

Senior Executive Briefer

- ▶ Coordinates preparation and delivery of briefings to senior executives

As PIO, when assigning staff to any of these positions, it is important to assess skillsets, as some positions require extensive media relations, crisis response and ICS experience, as well as ability to communicate highly technical information.

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Getting What You Need to Do the Job


PIO

▶ Resource (the people you need) Request Process


▶ Think about not only the number of staff, but also lag/travel time, shifts and hours, and tours of duty

▶ And continually re-evaluate staffing needs

- Fill out 213RR
- Check with Resource Unit Leader to see if available
- Take to Logistics to place order
- Ordered by Logistics



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Resource Request Information

PIO

▶ Incident Name with date and time

▶ Quantity

▶ Kind


▶ Detailed Description

▶ Reporting location with date and time

▶ Suggested sources

▶ Person/title placing request, with contact info

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Sources for Information Office Staff

PIO

▶ Regional resources


▶ Back-up region resources

▶ National ICS Roster

▶ Regional Response Corps

Important: It is not okay to call a great PIO that you have worked with previously and ask them to come to the incident to help. Self-deployment is not a good idea – however you can specifically request that resource through Logistics.

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Public Information Officer


10

When Help Finally Arrives

PIO

- ▶ Assign based on expertise, training, experience – including field experience. Get the right person in the right job at the right time
- ▶ Quickly provide briefings on incident status and objectives, Incident Action Plan, SitRep, media coverage, Information Office operations, and their role and responsibilities
- ▶ Emphasize importance of ICS structure
- ▶ Emphasize importance of coordination with HQ and Regional public affairs organization

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Sometimes You Can't Do it Alone

PIO

- ▶ Some incidents may call for additional assistance
- ▶ EPA National Incident Management Assistance Team (NIMAT) may be on the ground and there will be a PIO ICS coach available to assist you and your team
- ▶ The Public Information Assistance Team (PIAT) could also be there
 - They are not there to do the job of the PIO, rather they are there to assist you in setting up the systems and infrastructure that will assure the Information Office runs smoothly

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And EPA Doesn't Often Do it Alone

PIO

- ▶ EPA frequently responds in coordination with other local, state, tribal or federal agencies
- ▶ Sometimes the Information Office is co-located with the communications staff from those entities
- ▶ Early on, important to establish how PIO will coordinate with interagency partners
- ▶ While good relationships are important, remember that EPA will retain full responsibility for its crisis communications programs and policies related to its activities

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Public Information Officer

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Criteria for a Successful Information Office

PIO

► Develop a Communication Strategy, define goals and objectives and set priorities


► While recognizing the fast pace of a response, set realistic timelines for deliverables

► Avoid reach-back, remain proactive


► Make sure that everyone understands the “review, approve, release” process for the incident

► Encourage teamwork and avoid duplication of effort

► Get feedback, from your team, and from the IMT



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Taking Care of People

PIO


► Long hours/tight quarters – watch out for burn out and stress

► Get help – Critical Incident Stress Management Team – CISM


► If someone is not working out in the Information Office, seek assistance through the IC to resolve the situation

- Sometimes people need to go home

► Work with the Safety Officer to identify possible hazards, both in the office and in the field, and ensure that staff have the appropriate training and equipment



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Welcoming Visitors to the Office And in the Field


PIO

► Establish visitor request approval criteria early


► Too many visitors can quickly disrupt response activities

► PIO should brief members of the Command and General Staff, especially the Safety Officer, prior to bringing visitors to the incident, including the command post and field operations

► Ensure visitors receive any necessary safety briefings



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ICS Forms and More Forms

PIO

► And they are all important

- * Form 213RR, Resource Request Form
- * ICS Form 213, General Message Form
- * ICS Form 214, Unit Log
- * SITREP (takes the place of ICS Form 209)
- * Other forms as needed

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Planning for Printing Your Messages

PIO


► Early on, work with Logistics on the process

► Important to follow GPO policies rather than ad hoc use of response contractors

► Regional Public Affairs offices have GPO Express Cards to facilitate time sensitive printing at incidents

► HQ Printing Office has great awareness of emergency response needs and stands ready to help

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Providing Multi-lingual Access


PIO

► Executive Order 13166 requires agency to assess limited English proficiency populations

► Agency has a contract to provide translation services; Public Affairs Directors can assist in accessing services for print products as well as community meetings

► Agency has contract for American Sign Language services for the hearing impaired

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Public Information Officer

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Time to Communicate

PIO

- ▶ Priority One: Develop a Communications Strategy in coordination with HQ and Regional public affairs organizations
- ▶ Use Community Involvement Coordinators to assess stakeholder concerns and environmental justice issues
- ▶ Address Limited English Proficiency and American Sign Language translation needs
- ▶ Media monitoring, including social media
- ▶ Develop incident messaging to use in the field

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Key EPA Communications Considerations

PIO

- ▶ As the PIO you have significant responsibility for ensuring that the Information Office operates with awareness of specific EPA communications processes
- ▶ Can be challenging to balance the requirements of the ICS structure, however it can be done
- ▶ Frequent and open communication with the Command and General staff – *no surprises*
- ▶ Close coordination with HQ and Regional public affairs organizations

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Always Have Awareness

PIO

- ▶ In your role as the PIO, it is important for you to maintain awareness of various things throughout the incident. These include:
 - epaosc.org governance
 - FOIA
 - Litigation Hold
 - Crisis Communications Plan “review, approve, release” policy
 - Data Playbook
 - Environmental Unit coordination
 - Liaison Officer Coordination

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PIO – ‘Take Aways’

PIO

- ▶ Remain positive and lead
- ▶ Remain proactive and stick to your plan
- ▶ Don’t overreact about mistakes, learn
- ▶ It’s okay to say ‘no’
- ▶ Be resource conscious
- ▶ Always think about unintended consequences, devil’s advocate
- ▶ Never allow your team to go unprepared, delay if needed

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Time to Go Home

PIO

Transitioning between Incident Management Teams is important. As much as you are ready to go home, it is important to work with the incoming PIO for continued smooth operation of the Information Office.

The IMT transition begins with the Incident Commander briefing that provides an overview of the current situation, incident history, response guidelines, and specific concerns.


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Welcome the new PIO

PIO

- ▶ Brief them about:
 - Incident Action Plan
 - Established talking points
 - Media demand and public interest
 - Media lists
 - Information Office organization and activities
 - Outstanding orders for resources
 - Current Communications Strategy
 - Perspective on how things are going
 - Coordination with PIOs from other responding agencies



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New PIO

PIO

► Don't

• Change strategy

• Redo established systems

• Rewrite established content

• Reach back or criticize

► Do

• Adjust existing plans to emerging response needs

• Expand on success

• Bring new ideas and energy to new challenges

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Demobilization Reminders

PIO


► Follow the steps of the Demobilization Plan established by the Planning Section

► Turn in documents to the Documentation Unit

► Turn in equipment and meet with a supervisor

► Upon arriving home, contact the Command Post or Resources Unit to confirm safe arrival

► Decompress and get some R and R



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Unit Enabling Objectives

PIO

- ▶ Describe the leadership and management responsibilities of the PIO, including their role on the EPA Leadership Cadre
- ▶ Describe how to organize and manage the Information Office
- ▶ Identify the required meetings in a typical day
- ▶ Describe important safety considerations for the Information Office

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Unit Enabling Objectives

PIO

- ▶ Describe the resource request and ordering process
- ▶ Identify ICS forms requiring PIO input
- ▶ Describe ICS reporting and documentation requirements
- ▶ Define the PIO’s responsibilities during incident transition and demobilization

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Unit Enabling Objectives

PIO

- ▶ Describe the importance of developing a Communications Strategy
- ▶ Describe the importance of close coordination with the EPA public affairs organization throughout the incident
- ▶ Describe the overall situational awareness the PIO needs to have to be successful

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PIO

Unit 5

PIO Coordination with the EPA Environmental Unit

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Unit Terminal Objective

PIO

Describe the coordination needed between the PIO and the Environmental Unit based on EPA guidelines



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Unit Enabling Objectives

PIO

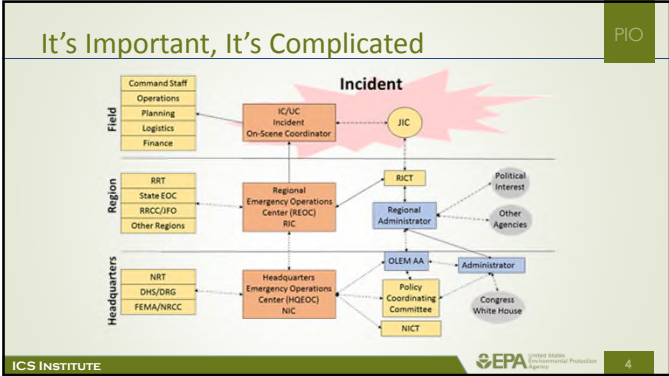
- ▶ Describe the duties of the Environmental Unit Leader within the ICS system
- ▶ Describe the relationship between the Environmental Unit and the PIO
- ▶ Discuss CCP & Playbook for Data Management Personnel

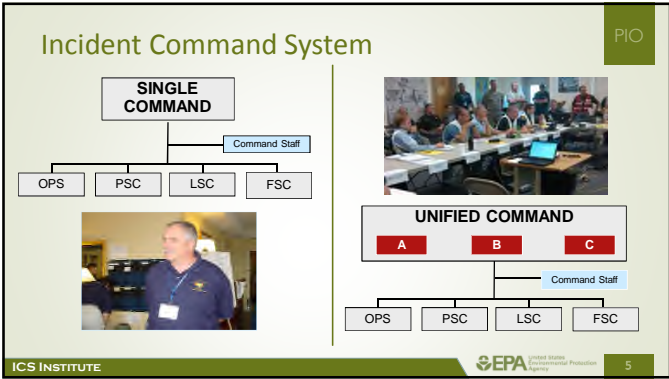
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Environmental Unit Leader

PIO

- ▶ General Command in the Planning Section under the Environmental Unit Leader
- ▶ Depending upon the size of the response, a HQ EOC Environmental Unit may be established
- ▶ ***Environmental data management is a crucial area of environmental response. It is the basis for meaningful risk communication with the public and other first responders***

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Environmental Unit Leader

PIO

- ▶ Responsible for scientific support:
 - data management, monitoring, sampling and analysis
 - ✓ Sampling and Analysis Plans
 - ✓ Quality Assurance Control Plans
 - Modeling & data interpretation
 - Natural resources and ecological issues

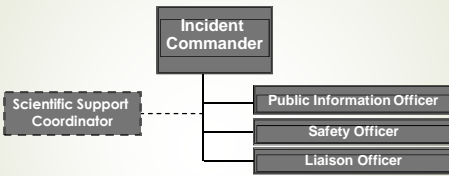
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The Command Staff

PIO



```
graph TD; IC[Incident Commander] --- SSC[Scientific Support Coordinator]; IC --- PIO[Public Information Officer]; IC --- SO[Safety Officer]; IC --- LO[Liaison Officer]; SSC -.- PIO
```

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Public Information Officer

PIO

- ▶ Member of Command Staff
- ▶ Represents and advises the IC on all public information matters related to the management of the incident
- ▶ Fulfills duties and roles in EPA Order 2010



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What you should know going in...

PIO

- ▶ Communication of data is one of the most important and challenging response activities
- ▶ Historically, there have been some tensions between incident response and public affairs, but through education and collaboration (such as this ICS Academy) we can change this dynamic
- ▶ Developing Risk communications using ER data is challenging

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What you should know going in...

PIO

- ▶ Interpretation of data is complex, and often impacts policy and national consistency
- ▶ Don't forget plain language, literacy and translation
- ▶ Be cautious in how we release data – there are privacy implications (PII) with personal information scattered throughout data collection

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What you should know going in...

PIO

- ▶ We are on the leading edge of data management technology and we have a growing use of infographics; using Geo-platforms to display data is an important tool
- ▶ In an age where we strive for transparency, using quality controlled (verified) vs. preliminary (raw) data remains a challenge, and the agency is still evolving on this issue
- ▶ WHEN IN DOUBT - PUBLIC SAFETY RULES


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Public Information Officer and Data

PIO

- ▶ Start thinking about data **before** you deploy
- ▶ Read the regional Data Management Plan(s)
- ▶ Communicate with Environmental Unit regarding data layout and timelines
- ▶ BE PREPARED. Your first question about data will come on day one
- ▶ Stay up-to-date on sampling efforts with Operations Unit



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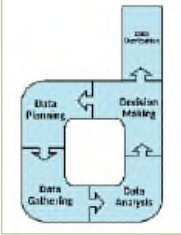
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Public Information Officer and Data

PIO

- ▶ Predict data communication needs
- ▶ Establish plan for data posting
- ▶ Document 'review, approve, release'
- ▶ Seek feedback from LNO regarding stakeholders



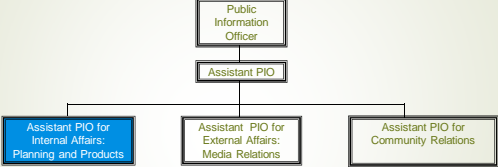
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Typical PIO Organization Chart

PIO



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Crisis Communication Plan

PIO

- ▶ AA OPA establish incident-specific process for release
- ▶ Senior Advisor ER Communications oversee ‘review, approve, release’ process
- ▶ EOC PIO coordinate with the EOC EU regarding data and their release
- ▶ EOC PIO coordinates with and seeks input from PIO and PAD
- ▶ EOC PIO coordinate the approval and release of data-related materials using the established ‘review, approve, release’ process

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Environmental Data

PIO


Environmental Data:

- ▶ is collected from soil, sediment, air and
- ▶ needs to be disseminated to the public in a timely, understandable, accurate and consistent manner



The Playbook for Data Personnel describes core function of data and communications personnel

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Environmental Data

PIO

- ▶ Most “Environmental Data” is gathered from either sampling, or from monitoring equipment. It’s important to understand the difference(s):
 - **Sampling** involves collecting a sample that gets sent to lab where it is analyzed and results are ultimately provided. These results need to be quality controlled to be considered valid.
 - **Monitoring** typically involves obtaining information using direct-reading equipment, and sensors. This data is not, nor should it be confused with, laboratory data. Monitoring data is typically used to make immediate Health & Safety decisions, including evacuations, types of personal protective equipment that needs to be worn, etc.

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Playbook for Data Personnel

PIO

- ▶ Integral to the Crisis Communication Plan
- ▶ Promotes data management activities
- ▶ Addresses data review and information sharing
- ▶ IC, RICT, RIC leadership on management, review and use of data
- ▶ Regional and national coordination to forward Agency's mission
- ▶ Fosters data and public affairs coordination and collaboration

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ICS Positions

PIO

Incident Commander

- ▶ IMH page 7-2
- ▶ Determine incident objectives and coordinate with the Regional Incident Coordinator (RIC) to implement management objectives
- ▶ Maintain clear and effective information sharing with the RIC
- ▶ In coordination with the Public Information Officer (PIO), Headquarters PIO (if established) and the Office of Public Affairs (OPA), approve the release of information to the news media and public

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ICS Positions

PIO

Command Staff:
Public Information Officer

- ▶ IMH pages 7-4 and 7-5
- ▶ Coordinate with OPA when required under the Crisis Communications Plan
- ▶ Gather incident data
- ▶ Determine, in consultation with the IC/UC and OPA, if there are any limits on information release

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New ICS Position?

PIO

Data Support Coordinator

- Responsibilities may be performed by the Deputy Incident Commander and/or Technical Specialist assigned to the Command Staff or may be added to the ICS structure based at the discretion of the IC
 - ✓ May be added to Command Staff
 - ✓ May be added to the IMH

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Data Support Coordinator

PIO

- ▶ Evaluate incident and Management objectives and develops an incident-specific Data Management Plan
- ▶ Determine an appropriate data and information management organizational structure to achieve incident objectives and assist unit leaders with the tasking of personnel to coordinate the effective implementation of the incident-specific Data Management Plan

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Data Support Coordinator

PIO

- ▶ Coordinate that data management activities to support data and information transparency across various organizational levels
- ▶ Coordinate that data summaries and reports to support the internal and external release of data and information

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Data Support Coordinator

- ▶ Serve as the primary point of contact for all data and information management issues and needs for the response

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PIO25

ICS Positions

**Operations Section:
Single Resource Leader for Field Data Management**

- ▶ IMH page 8-14
- ▶ Capture, record and/or otherwise collect field data and information
- ▶ Process, verify and report field data and information to the Situation Unit

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PIO26

ICS Positions


**Situation Unit:
Data Management Specialist**

- ▶ IMH page 9-7
- ▶ Manage and administer the incident database(s)
- ▶ Provide appropriate information for situational reporting

Geographic Information Systems Specialist

- ▶ IMH page 9-8
- ▶ Gather and compile updated information and provide map products

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PIO27

ICS Positions

PIO

Environmental Unit:

Sampling and Monitoring Plan Coordinator

▶

IMH page 9-16

▶

Develops and maintains a Quality Assurance Project Plan (QAPP)

Quality Assurance Coordinator

▶

IMH Page 9-15

▶

Perform quality assurance activities and advise response personnel on quality assurance issues and limitations on the use of data

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Roles & Responsibilities

PIO

Playbook for
Data and Information Management Personnel

▶

Decision Making

▶

Data Planning

▶

Data Analysis

▶

Data Distribution

▶

Release Data

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Data Distribution Roles & Responsibilities

PIO

Data Support Coordinator

▶

Identifies guidelines for release of data

▶

Insures guidelines are supported by DMP

PIO

▶

Coordinate with HQ and OPA the approval and release of data-related materials

▶

Ensures incident specific 'review, approve, release' is followed

▶

Communicates data products and schedule to Coordinator

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Region and HQ Functions

PIO

Headquarters: Policy data release approval (national significant event), and Agency direction


Region: Integrated strategic management, overarching public messaging to ICPS, EPA Regional synchronization and coordination

Unified/Incident Command:

- ▶ Unified tactical response, EPA, State, Counties, Tribes, and local government
- ▶ Stakeholder engagement
- ▶ Blending of all levels of government with stakeholders



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Region and HQ Positions


PIO

Headquarters Emergency Operations Center (HQ EOC)

- ▶ EOC staff, specific HQ Office Desks, and HQ Environmental Unit
- ▶ IMH page 2-6
- ▶ Serves as primary hub for receiving and disseminating national level information about the incident
- ▶ Be the official channel for the flow of data and information between the Regions and Headquarters



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Region and HQ Positions


PIO

Headquarters Emergency Operations Center (HQ EOC): EOC PIO

- ▶ Coordinate with EOC Environmental Unit regarding data and their release
- ▶ Coordinate with and seeks input from field PIO and PAD
- ▶ Coordinate approval and release of data-related materials using ‘review, approve, release’



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Region and HQ Positions

PIO

Data Management Coordinator:

▶ A position in OEM, Preparedness and Response Operations Division (PROD) and the lead of the HQ Environmental Unit

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Data Management Coordinator


PIO

▶ Leads and coordinates the processing of data and information at Headquarters

▶ Provides appropriate data and information products to other HQ offices so they many fulfill their responsibilities

▶ Coordinates early and consistently with the Regions and the IC/UC Data Support Coordinator concerning data and information needs and responsibilities

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Data Management Coordinator

PIO

▶ Establishes an appropriate data and information organizational structure to achieve Headquarters objectives and properly implement the OEM Emergency Response Data and Information Plan

▶ Coordinate data and information transparency across various Headquarters organizational levels and coordinate issues and various uses of the data at Headquarters

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Data Management Coordinator

- ▶ Coordinate data summaries and reports support the internal and external release of data and information with PIO
- ▶ Serve as the primary point of contact for all data and information issues and needs for Headquarters
- ▶ Coordinate with PIO and Public affairs on data and information release to public and media

PIO

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Region and HQ Positions

Associate Administrator of the Office of Public Affairs

- ▶ AA OPA has ultimate decision-making authority for public information matters on behalf of the Administrator
- ▶ Establish an incident-specific ‘review, approve, release’ process to be used for the public release of agency information pertaining to the incident

PIO

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Region and HQ Positions

Senior Advisor for Emergency Response Communications

- ▶ New position in OPA
- ▶ May be added to IMH
- ▶ Oversee the “review, approve, release” process during the incident

PIO

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Review, Approve, Release Process

PIO

Review

- ▶ Define the review process for the response
- ▶ Coordination between the technical review, risk assessment and public messaging
- ▶ Identify pathway for data corrections and updates

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Review, Approve, Release Process

PIO

Approve

- ▶ Identify the process for data review on the response
- ▶ Define conditions for data being approved/rejected
- ▶ Develop feedback mechanism so incident personnel know what data has been approved for public release

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Review, Approve, Release Process

PIO

Release

- ▶ Identify different formats for releasing data (spreadsheets, maps, tables, etc.)
- ▶ Coordinate between incident and HQ on the status of data products release
- ▶ Notify incident personnel when data products are released to the public

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Wow! That is a lot.

PIO

▶ EPA successfully responds to thousands of incidents each year

▶ The ICS system works, trust it

▶ More eyes, more discussion, fewer errors

▶ It will always take more time than everyone wants – be patient

▶ Be flexible – change is certain

▶ Work as a team

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Overall Data Communication Challenges

PIO

▶ Difficult to come to consensus internally and externally

▶ Complex data may be difficult to categorize/summarize

▶ Time crunch during an emergency becomes an issue

▶ Need to be true to the science but easy to understand (which is nothing new)

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PIO



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PIO

Unit 6

PIO and Liaison Officer Coordination

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Unit Terminal Objective

PIO

Describe the coordination responsibilities between the EPA PIO and EPA Liaison Officer



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Unit Enabling Objectives

PIO

- ▶ Familiarize the PIO with the duties of the Liaison Officer (LNO) within the ICS system
- ▶ Describe the relationship between the LNO and the PIO

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LNO Job Description

PIO

The LNO:

- ▶ Member of the Command Staff
- ▶ Designated by the IC/UC
- ▶ May be a federal, state, local or responsible party individual
- ▶ Is responsible for the information flow between the IC/UC and other agencies / stakeholder groups

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The Command Staff

PIO

Incident Commander

Public Information Officer

Safety Officer

Liaison Officer

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LNO Objectives

PIO

- ▶ Contributing to the efficiency of the response by ensuring the best use of available assisting agency resources and cooperating agency support
- ▶ Contributing to the attainment of stakeholder objectives by effectively coordinating with stakeholders and understanding their concerns

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When to use a Liaison Officer


PIO

▶ The response entails participation by assisting and/or cooperating agencies

▶ Response activities elicit stakeholder group, Environmental Justice (EJ) and community interests or concerns



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Liaison Officer Responsibilities

PIO

▶ Identifying and linking up with Agency Representatives


▶ Ensuring that the needs of assisting and cooperating agencies are met

▶ Ensuring that assisting and cooperating agencies understand the needs of the IC/UC

▶ Providing Agency Representatives with information and updates on incident status and response operations

▶ Providing information and updates to the IC/UC regarding assisting agency resources and cooperating agency support activities

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Liaison Officer Responsibilities

PIO


▶ Determining and providing information to the IC/UC on stakeholder groups (including EJ groups) and their interest in the response

▶ Coordinating with Stakeholders including Environmental Justice (EJ)

▶ Providing a forum for stakeholder groups to provide input into the response process

▶ Meeting or briefing local groups or other organizations Meeting with representatives of VIPs

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Liaison Officer Responsibilities

PIO


- ▶ Represent/advise the IC/UC on all liaison matters
- ▶ Working closely with the Public Information Officer (PIO) to ensure a clear delineation of responsibility for coordinating with stakeholders
- ▶ Coordinate VIP visits with PIO

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Public Information Officer


- ▶ Responsible for developing and releasing information about the incident to the news media and outreach to the public
- ▶ Only one Public Information Officer will be assigned in the incident
- ▶ The PIO is assigned by the Regional Administrator, Public Affairs Director and AA OPA




Public Information Officer

PIO

- ▶ Represents and advises the IC on all public information matters related to the management of the incident
- ▶ Fulfills duties and roles in EPA Order 2010



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PIO Communication Within Incident Command

PIO

- ▶ Ensure information materials follow review process and coordinate process with the IC
- ▶ Gather, organize and release information through a well-defined process
- ▶ Brief IC to ensure accurate release of information
- ▶ Obtain and share external media, social and stakeholder monitoring information
- ▶ Provide communication summary and expected activities
- ▶ Coordinate with the Liaison Officer (LNO)


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PIO Community Relations

PIO

- ▶ Ensure early and meaningful community engagement
- ▶ Analyze public perceptions of the response
- ▶ Develop, implement and adjust community relations strategy as necessary
- ▶ Ensure that community relations activities are effectively coordinated

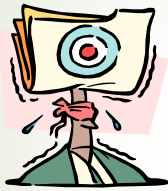


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Delineating Responsibilities with the PIO

PIO




PIO



LNO

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Public Information Officer


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PIO and LNO

PIO

- ▶ LNO and PIO need constant coordination
- ▶ LNO meets with stakeholders to solicit input and concerns/provides incident updates and feedback
- ▶ Communication with the general public is done by the PIO; not by the LNO
- ▶ PIO broadcasts information out to the community
- ▶ PIO is responsible for protocol functions for visiting dignitaries
 - LNO may help escort VIPs while representing the IC/UC

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Stakeholders

PIO

“Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.”

- ▶ Stakeholder contacts and issues must be closely coordinated between the IC, LNO and PIO
- ▶ The LNO:
 - solicits input and concerns
 - provides incident updates
 - feedback through scheduled meetings and briefings

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Differences

PIO

LNO	PIO
<ul style="list-style-type: none">• Meets with stakeholders to solicit their input and concerns• Provides incident updates• Holds meetings of selected individuals• Provides feedback through meetings	<ul style="list-style-type: none">• Disseminates information to the community including through community relations specialists or media• Updates disseminated information• Holds Public meetings• Provides community feedback to IC, LNO

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Public Information Officer

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PIO

ACTIVITY



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PIO

Unit Enabling Objectives

- ▶ Familiarize the PIO with the duties of the Liaison Officer (LNO) within the ICS system
- ▶ Describe the relationship between the LNO and the PIO

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PIO

Unit 7

PIO and Community Relations

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Unit Terminal Objective

PIO

Describe the PIO roles and responsibilities in develop and implement a community relations strategy



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Unit Enabling Objectives

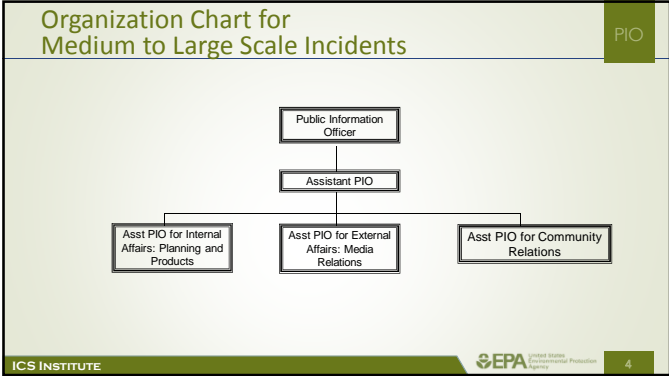
PIO

- ▶ Describe seamless integration as part of public information framework
- ▶ Describe assessing community needs for information
- ▶ Describe developing a community relations strategy
- ▶ Describe bringing community perception information back to Assistant IO
- ▶ Describe Supporting Liaison Officer in outreach to Environmental Justice communities

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Community Relations Coordinators

PIO

Implementing the strategy...



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Assessing the Community

PIO



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Assistant PIO for Community Relations (Cont.)

PIO

- Requires broad experience in community relations, crisis response, Information Office operations and management, and skills in interacting with the community (& co-workers) in an emotionally charged peak stress environment

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Assistant PIO for Community Relations

PIO

- ▶ Reports to the Information Officer
- ▶ Works with Operations Section Chief and Liaison Officer as needed to carry out community relations activities
- ▶ Work with Assist. PIO of Planning and Products to develop communication materials

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Assistant PIO for Community Relations

PIO

- ▶ JIC Manager

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Community Relations Skills & Experience

PIO

- ▶ ICS understanding
- ▶ Emergency response experience
- ▶ Risk communication
- ▶ Interpersonal skills
- ▶ Conflict resolution
- ▶ Evacuation/Relocation
- ▶ Translation needs
- ▶ Property access and cleanup
- ▶ Environmental Justice training


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PIO

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Unit Enabling Objectives

PIO

- ▶ Describe seamless integration as part of public information framework
- ▶ Describe assessing community needs for information
- ▶ Describe developing a community relations strategy
- ▶ Describe bringing community perception information back to Assistant IO
- ▶ Describe Supporting Liaison Officer in outreach to Environmental Justice communities

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PIO

Unit 8

Managing Media Relations

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Unit Terminal Objective

PIO

Describe the PIO roles and responsibilities in effectively managing the Media



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Unit Enabling Objectives

PIO

Provide overview of the following primary responsibilities:

- ▶ Managing media operations (including best business practices)
- ▶ Press releases and desk statements
- ▶ Media inquiries and responses
- ▶ Interview parameters and organize press events
- ▶ Preparing EPA spokespeople
- ▶ Supporting the media footprint throughout the incident

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Public Information Officer

RESL

- ▶ Responsible for developing and releasing information about the incident to the news media and outreach to the public
- ▶ Only one Public Information Officer will be assigned in the incident
- ▶ The PIO is assigned by the Regional Administrator, Public Affairs Director and AA OPA



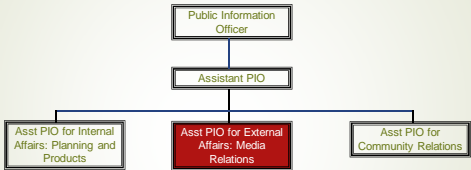
Media Relations

PIO

- ▶ Manage media operations
- ▶ Develop press releases and desk statements
- ▶ Track media inquiries and responses
- ▶ Establish interview parameters and organize press events
- ▶ Prepare EPA spokespeople

Typical Organization Chart

RESL



Assistant PIO for External Affairs: Media Relations


PIO

▶ Assigned by the PIO or Assist. PIO

▶ Supervises media relations

- Press inquiries
- Press interviews
- Press events
- Prepares spokespeople for interviews

■ Distributes information to the media and monitors press coverage



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Managing Media Operations

PIO


Fast paced, high-volume demand with 24/7 news cycle

▶ Takes time to gather facts and check accuracy


▶ Triage incoming & Rapid Response

▶ Reactive vs. Proactive

▶ Documentation



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Developing Press Releases & Desk Statements

PIO

▶ Situational Awareness

▶ Media Monitoring

▶ Response Priorities

▶ Review, approve, release

▶ Internal coordination


▶ External coordination

▶ LNO integration

▶ Distribution

▶ Documentation

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Public Information Officer

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Track Media Inquiries and Responses

PIO

- ▶ Have a system before you deploy
- ▶ Fill the void
- ▶ Control the narrative
- ▶ Reuse statements/answers
- ▶ Separate tactical & policy
- ▶ Provide partial responses
- ▶ Manage expectations
- ▶ Be prepared to say ‘no’

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Establishing Interview Parameters and Press Events

PIO

- ▶ Establish guidelines for response personnel – ‘talk about what you do’
- ▶ News is a business – you have to manage it
- ▶ Set boundaries
- ▶ Open the barn door – Resources (Time and People)
- ▶ Always staff interviews
- ▶ Document (record) interviews



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Preparing EPA spokespeople

PIO

- ▶ Always practice
- ▶ Evaluate readiness
- ▶ Preparedness equals success
- ▶ Avoid impromptu interviews
- ▶ Keep it simple and brief to control messaging



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Spokespersons

PIO

- ▶ The AA OPA, in coordination with the PAD, PIO and NIC is responsible for choosing spokespersons who will represent the Agency to the press
- ▶ The RA has been predesignated to act as the regional spokesperson
- ▶ The IC is often a key spokesperson for most responses
- ▶ Responders in the field are often approached by the press and public
 - The PIO should prepare them for such inquiries

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Tips to Strengthen Your Message

PIO



- ▶ Repetition
- ▶ Sound bites
- ▶ Limited messages
- ▶ Understandable terms
- ▶ Third-party endorsement
- ▶ Analogies and anecdotes
- ▶ Appeals to emotion and reason

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False Statements or Errors

PIO

- ▶ Be polite but firm
- ▶ Offer facts
- ▶ Request corrections
- ▶ Monitor
- ▶ Elevate if necessary

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Rumors

PIO

- ▶ Develop a rapid response system before you need it
- ▶ Predict consequences and prepare
- ▶ Monitor rumors and act quickly
- ▶ Share your response with others to prevent rumor from spreading
- ▶ Elevate early – out-of-control rumors can change the course of actions



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Coordinating Media

PIO

- ▶ Not just calling you
- ▶ Tracking can assist with coordination
- ▶ Coordination with response partners
 - Response Partners
 - Joint Information Center (JIC)
 - Emergency Support Function-15
- ▶ Media referrals



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Coordinating with the Regions and Headquarters

PIO

- ▶ EPA Leadership Cadre, coordinated by AA OPA, coordinates communications
- ▶ PIO participates on the Leadership Cadre
- ▶ Opportunity to raise and discuss information challenges and issues
- ▶ Designed to resolve problems

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Coordinating Messages with Other Responding Agencies

PIO

- ▶ May be necessary to set up or participate in a JIC where multiple Agencies work together to provide a one stop shop for the press
- ▶ There could be an ESF-10 JIC for small scale incidents or events that require response/coordination among more than one organization or authority
- ▶ When necessary, DHS will activate ESF-15 to ensure the coordination of public information at the Federal level
 - this coordination normally occurs at the JFO



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Escorting Media During Incident

PIO

- ▶ Develop & document selection criteria
- ▶ Adhere to predetermined safety zones
- ▶ Liability Release Forms may be required
- ▶ Safety briefing and equipment
- ▶ Document rules and potential hazards
- ▶ Coordinate all requests with Safety Officer
- ▶ Always escort endorsed media tours
- ▶ **THINK SAFETY!**



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Media Relations – Helpful Tips

PIO

- ▶ Think strategic
- ▶ Don't lose the signal for the noise
- ▶ Remain proactive, limit reach back and chasing rabbits
- ▶ View inquiries as an opportunity
- ▶ Triage incoming – reduce loss
- ▶ Ask for help
- ▶ Watch out for stress

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PIO

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PIO

Unit Enabling Objectives

Provide overview of the following primary responsibilities:

- ▶ Managing media operations (including best business practices)
- ▶ Press releases and desk statements
- ▶ Media inquiries and responses
- ▶ Interview parameters and organize press events
- ▶ Preparing EPA spokespeople
- ▶ Supporting the media footprint throughout the incident

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PIO

Unit 9

Web and EPA OSC Governance

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Unit Terminal Objective

PIO

Describe the PIO roles and responsibilities in use and governance of Epaosc.org, Epa.gov



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Unit Enabling Objectives

PIO

Provide overview of the following PIO primary roles and responsibilities:

- ▶ Epaosc.org Governance
- ▶ Epa.gov
- ▶ Different management approaches
- ▶ Best Practices & Lessons Learned

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PIO Roles & Responsibilities

PIO

- ▶ Serves as IC rep and coordinate public information activities
- ▶ PIO ensures epaossc.org guidelines are followed (CCP)
- ▶ PAD ensures guidelines are followed in standing up and transition to the website
- ▶ Coordinate with AA OPA, need for, transition to, and management of epa.gov website



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PIO Roles & Responsibilities

PIO

- ▶ PAD establishes incident specific procedures to review & post
- ▶ PAD plan to sustain website for response duration
- ▶ OPA may manage the website during an incident



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Internet

PIO

- ▶ It's a collaborative process
- ▶ It's a shared responsibility
- ▶ Don't forget to seek input from Community Involvement Coordinators
- ▶ Identify and reconcile problems quickly

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Typical PIO Organization Chart

PIO

Public Information Officer

Assistant PIO

Asst PIO for Internal Affairs: Planning and Products

Asst PIO for External Affairs: Media Relations

Asst PIO for Community Relations

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Assistant PIO for External Affairs: Planning


PIO

Assign internet management to Assistant PIO for planning and products

Coordinates the development of incident specific information

Develops information for the public

Seeks input from Assistant PIO for Community Relations



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epaosc.org Governance

PIO

Memorandum: New epaosc.org governance in effect starting January 1, 2017


Signed by OLEM, OEI, OPA

Allows use of epaosc.org for public information

All existing sites grandfathered

Regional procedures

January 2018 transition to epa.gov



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Public Information Officer

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epaosc.org Governance

PIO

Don't post anything not intended for the public:

▶ PolReps and SitReps and other internal planning and operational documents

▶ Enforcement related orders, letters or compliance history summaries

▶ Documents containing non-redacted PII, CBI or Privacy Act, or privileged information

▶ Criminal Investigation information

▶ Certain cost related documents

▶ Draft documents

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epaosc.org Governance

PIO

Post:

▶ Site profile information

▶ Photographs & Video

▶ Maps


▶ Fact sheets, FAQs, Press Releases

▶ Products created for the Public

▶ Data summaries, charts and graphs

▶ Notices

▶ Contacts – limited to OSC, PAD and CIC only



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epa.gov

PIO

▶ PAD coordinates with AA OPA, need for, transition to, and management of epa.gov website

▶ PAD establishes incident specific procedures to review & post

▶ PAD plan to sustain website for response duration

▶ OPA may manage the website during an incident

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Public Information Officer

4

Approaches


PIO

► PRP-lead response

► State-lead response


► EPA-lead response

► Unified Incident Command response



Remember: EPA retains full responsibility for its crisis communication programs and policies related to its activities.

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Best Practices

PIO

► Read the region’s plan

► Know EPA policies, ask questions


► It’s okay to not be in the lead

► Link to other partners whenever possible

► Do not link to PRPs

► Do not forget the digital divide


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PIO

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Unit Enabling Objectives

PIO

Provide overview of the following PIO primary roles and responsibilities:

- ▶ Epaosc.org Governance
- ▶ Epa.gov
- ▶ Different management approaches
- ▶ Best Practices & Lessons Learned

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PIO

Unit 10

Documentation and the PIO

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Unit Terminal Objective

PIO

Describe the PIO requirements in developing and maintaining documentation



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Unit Enabling Objectives

PIO

Provide overview of the following primary responsibilities:

- ▶ Documentation responsibilities
- ▶ Understanding FOIA
- ▶ Understanding Litigation Hold
- ▶ Best Practices & Lessons Learned

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Documentation

PIO

- ▶ PIO Leadership – set process early and lead by example
- ▶ Establish PIO documentation protocols before you respond
- ▶ Entire team is responsible for following documentation requirements
- ▶ Review documentation requirements at check-in and check out
- ▶ Integrate your documentation system

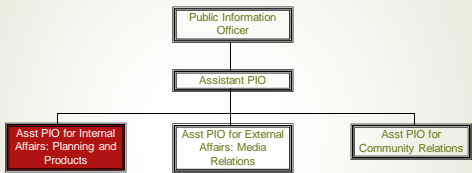
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Typical PIO Organization Chart

PIO



```
graph TD; PIO[Public Information Officer] --> AsstPIO[Assistant PIO]; AsstPIO --> AsstPIO1[Asst PIO for Internal Affairs: Planning and Products]; AsstPIO --> AsstPIO2[Asst PIO for External Affairs: Media Relations]; AsstPIO --> AsstPIO3[Asst PIO for Community Relations];
```

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Assistant PIO for External Affairs: Planning

PIO

- ▶ Assigned daily documentation to this Assist. PIO
- ▶ Key PIO documentation:
 - ICS Forms
 - Concurrence
 - Review & Release
 - Communication Products
 - Records of Communication
 - Web/social media



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Records

PIO

- ▶ What is a Record?
<http://intranet.epa.gov/records/whatis/index.html>
- ▶ EPA Records Management Policy
- ▶ New content created with social media tools qualifying as a federal record must be captured and maintained in a recordkeeping system according to EPA's Records Management Policy
<http://www.epa.gov/records/policy/>
- ▶ Mobile Devices

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FOIA isn't a PIO function, but...

PIO

- ▶ Documentation is managed by Logs Chief
- ▶ Every FOIA will ask for your email and text messages
- ▶ FOIA management should be done outside the incident response



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FOIA

PIO

It is almost certain that a FOIA request will be filed information for every incident

- ▶ 20 minute – FOIA Awareness Training at
<http://workplace.epa.gov/elearning.html>
- ▶ EPA Freedom of Information Act Policy & Procedures
- ▶ There is no FOIA exemption for stupid or embarrassing
- ▶ On July 16, 2014 EPA Inspector General released a report titled *"No Indications of Bias Found in a Sample of Freedom of Information Act Fee Waiver Decisions But the EPA Could Improve Its Process"*

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Litigation Hold

PIO

- ▶ You are a named custodian of potentially relevant information (“PRI”) subject to one or more pending litigation holds
- ▶ You must continue to preserve materials, whether paper, electronic, or otherwise, that are potentially relevant to the matters
- ▶ EPA E-Discovery Help Desk at 1-855-372-3472
- ▶ <http://intranet.epa.gov/ediscovery/employees/index.html>

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Best Practices

PIO

- ▶ Start with a Plan – Don’t Wait
- ▶ Pay me now or Pay me later
- ▶ Standardized Subject Line can ease burden
- ▶ Limit unnecessary noise and chatter
- ▶ New trends with text messages, photos and video

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Unit Enabling Objectives

PIO

Provide overview of the following primary responsibilities:

- ▶ Documentation responsibilities
- ▶ Understanding FOIA
- ▶ Understanding Litigation Hold
- ▶ Best Practices & Lessons Learned

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PIO

Unit 11

*Best Practices & Lessons Learned
– a Plenary Discussion*

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PIO

Unit Terminal Objective

Strengthen PIO Trainee skills by sharing
Best Practices and Lessons Learned



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PIO

Unit Enabling Objectives

- ▶ Describe PIO Best Practices and Lessons learned
- ▶ Demonstrate PIO Tools, Templates, and Regional Disaster Response Templates and Guides
- ▶ Describe the Crisis Communications Resource Guide
- ▶ Describe Risk Communication Workshops
- ▶ Familiarize the Trainees with Vocus
- ▶ Discuss Twitter and other Tools

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Unit Enabling Objectives

PIO

- ▶ Describe PIO Best Practices and Lessons learned
- ▶ Demonstrate PIO Tools, Templates, and Regional Disaster Response Templates and Guides
- ▶ Describe the Crisis Communications Resource Guide
- ▶ Describe Risk Communication Workshops
- ▶ Familiarize the Trainees with Vocus
- ▶ Discuss Twitter and other Tools

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Instructor Closing Comments

Course Evaluations

PIO

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Review and Post Test

PIO

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PIO

Unit 12

PIO Job Aid & Incident Management Handbook

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PIO

Unit Terminal Objective

Familiarize PIOs with the PIO Job Aid and IMH

- ▶ Online information on how to operate as a PIO in an Incident Command
- ▶ Online templates and resources to help you carry out your responsibilities as PIO

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PIO

Unit Enabling Objectives

- ▶ Learn where to access the PIO Job Aid
- ▶ Learn what information is contained in the Job Aid
- ▶ Learn when to use the Job Aid
- ▶ Learn where to access the IMH
- ▶ Learn what information is contained in the IMH
- ▶ Learn when to use the IMH

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Where to find it?

PIO

► The PIO Job Aid is housed on the EPA On-Scene Coordinator Response Website: <https://response.epa.gov>

► To access the information you need be able to login to the site. If you don't already have access, you can get instructions for getting a password by going to the "login" page on the site

► The Job Aid is found on the site's "Crisis Communications Resources" page

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When to use it?

PIO

► Good idea to become familiar with the Job Aid before you need them

► Contains useful information to review as you are preparing to deploy to an incident

► Contains useful information/reminders on structuring the PIO unit when you arrive

► Contains useful information on interacting with other ICS units during the response

► Contains templates and forms needed during the response

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Inside the Job Aid

PIO

► Checklists for what to bring with you and what you will supplies / devices you will need to carry out your work

• You can't assume that the Incident Command will have everything you need to function

• Covers both personal items and work related items based on the experience of other PIOs

• It's a good idea to ask that question before you leave, so that you can either bring what you need, or reach out for assistance and support

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Inside the Job Aid

PIO

► Checklists of what you need to do in the first 12 hours after arrival at the incident

- The first few days of a response are a critically important window for establishing a relationship with the press
- Since there is a lot to process as a PIO arriving at the beginning of an emergency response, the checklist can help you determine priorities and stay on track

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Inside the Job Aid

PIO

► Descriptions of various duties of the PIO and how to divide up responsibilities among multiple PIOs for larger incidents

- One of the critically important decisions for the PIO is whether the emergency response requires a larger PIO unit
- As difficult as it may be to look into the future, requesting additional PIOs to staff the PIO unit can make the difference between keeping up with press and communications demands and being overwhelmed
- This also serves as a helpful reminder of PIO duties

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Inside the Job Aid

PIO

► Information Exchange Matrix: Giving and getting information with other members of the Incident Command

- This matrix shows what information should flow between the PIO and other positions in the Incident Command
- This Job Aid will not only help you figure out who to talk to in the IC for a specific type of information, but it will also remind you of responsibilities of the PIO to keep other members of the IC informed

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Inside the Job Aid

PIO

► Emergency Messaging and FAQs

► Provides background, messaging and FAQs for higher probability scenarios

► Scenarios includes anthrax events, airborne chemical releases, drinking water contamination, earthquakes, hazardous materials spills, oil spills, radiation events, and water/weather events

► There will always be information that is specific or unique to the emergency response you are working, but pre-packaged information on these scenarios can save the PIO valuable time in putting together communications materials

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Inside the Job Aid

PIO

► Emergency Messaging and FAQs

► While all this information was up to date in 2016, a word of warning: never assume that it can go out to the public without having expert review

► There are variables such as changes in agency policy or changes in the supporting scientific research that could make some of this material out of date

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PIO

Why an IMH?

*The “Encyclopedia Britannica” of
EPA’s Incident Response Architecture*

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Everything Under One Roof....

PIO

- ▶ Critical Contact Names & Numbers
- ▶ EPA ICS “Wiring Diagram”
- ▶ Position Descriptions & Responsibilities
- ▶ Forms & Reference Materials

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What the IMH is NOT.....

PIO

- ▶ Does NOT replace or substitute for comprehensive ICS training
- ▶ The IMH is NOT intended to be read in its entirety
 - (If you do, wear head & face protection!)
- ▶ The IMH should NOT be looked at as a Dispute Resolution tool
- ▶ The IMH is NOT an on-the-job-training manual

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How it’s segmented....


PIO

Part I Provides background information on EPA’s specific application of ICS and also provides a summary of common responsibilities of all responders.

Part II Explains the ICS Planning Cycle, tools, and is a reference for the responsibilities associated with each individual position in the command structure.

Part III Provides a description of the scalable nature of ICS, from a small organization to a large, complex and/or multijurisdictional incident, including a geographically widespread incident or multiple incidents.

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How it's segmented (continued)

PIO

Part IV Offers additional organizational examples for specific types of response events. The chapters in this part also include information on special teams and assets, which may assist in incidents involving those specific scenarios.

Part V Is reference materials, glossary, acronyms & technical terms.

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Obscure Factoids:
Like “Dancing Cat Disease”

PIO

<https://www.youtube.com/watch?v=wXQUhX89vtQ>

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No, NOT That Kind of Dancing Cats...

PIO

Cats with neurological impairment from mercury exposure.....

“...In some cases, animals may be sentinels of disease. For example, dancing cat disease diagnosed by veterinarians in Minamata, Japan was the first warning of mercury toxicity in the human population....”

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PIO

Thank you for listening!

Any questions?

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Unit Enabling Objectives

PIO

- ▶ Learn where to access the PIO Job Aid
- ▶ Learn what information is contained in the Job Aid
- ▶ Learn when to use the Job Aid
- ▶ Learn where to access the IMH
- ▶ Learn what information is contained in the IMH
- ▶ Learn when to use the IMH

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