PIO INCIDENT ORGANIZER

Available online at https://www.nifc.gov/PIO_bb/docs.html   Updated Feb 26, 2019

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

INFO CENTER HOURS:

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

DAILY SCHEDULE

AM BRIEFING

PIO AM MEETING

DISTRIBUTE AM UPDATE

PRESS CONFERENCE

PIO COOPERATOR CALL

COOPERATORS MEETING

C&G MEETING

PRE-PLANNING MEETING

PLANNING MEETING

PM BRIEFING

DISTRIBUTE PM UPDATE

COMMUNITY MEETING

PIO PM MEETING

PIO Briefings

Situation: Here's what I think we face.

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

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

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

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

PIO Pulse Check

What have I missed?

What is unclear?

What has to change?

Did I learn something others should know about?

Who's acting if lead is unavailable?

Do PIOs have regular communication with ICP?

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

Regular communication with host unit / key contacts?

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

Are we learning from our mistakes?

CALL-OUT / CHECK-IN / SET-UP

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

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

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

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

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

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

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

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

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

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

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

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

DOC BOX LABELS
- Community Relations / PSAs
- Closure Orders / Restrictions
- Info Summary / Comm Strategy
- Media Log / Key Contacts / Traplines
- Newspaper Clippings
- Press Releases / Daily Fire Updates
- Public Meetings / Briefings
- Special Events / Tours / VIP Visits
- Thank You Letters
- Web Pages / Videos / Photos
- Unit Logs
- General Messages

IN-BRIEFING

Review:
- ☐ Incident Action Plan (IAP)
- ☐ ICS-209 , Incident Status Summary
- ☐ Delegation of Authority (especially review expectations for incident information protocol)
- ☐ Transition plan
- ☐ Wildland Fire Decision Support System (WFDSS)
- ☐ Fire Management Plan / Fire History
- ☐ List of current / ordered resources

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

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

Values at Risk

Structures Threatened: Damaged: Destroyed:

Evacuations

Restrictions

Closures

Cooperators

Fire Behavior

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

QUESTIONS FOR HOST UNIT PUBLIC AFFAIRS OFFICER (PAO)

Always Check In Regularly With the Local PAOs for All Agencies on the Delegation of Authority

Management, Leadership and Decision Making Unified Command?

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

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

Logistical Support What is computer, phone, cell, e-mail capacity of incident? Laminator, LCD projector, printer, fax, etc.? Phones at ranger station, EOC, etc.?

Daily Fact Sheets Who is responsible, how often, who will prepare, what template will be used, which logos to use?

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

Contacts Email and phone lists (Agency, Media, Elected Officials, Community, etc) Who will send out?

Sensitive Topics What are they? Who will handle?

Community Contacts Evacuation centers, trap lines, etc.? When, where and how often? Which ranger stations should be on the trapline? Local translators available?

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

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

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

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

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

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

Local PIO Resources			
Name	Phone	Qual	Availability

CHECKLIST OF ROLES TO DISCUSS WITH EMERGENCY OPERATIONS CENTER (EOC) or JOINT INFORMATION CENTER (JIC) PIO
https://bit.ly/IMT-LocalPIORoles

PAO / PIO ROLES AND RESPONSIBILITIES

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

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

Leader's Intent for PIO Staff
Be Safe – Be Professional –
Maintain Positive Relations

DUTY
- Provide clear, accurate, timely info to internal and external audiences.
- Maintain situational awareness.
- Maintain incident documentation.

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

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

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

JOINT INFORMATION CENTER (JIC) ROLES AND RESPONSIBILTIES

https://bit.ly/NRT-JICModel

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

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

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

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

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

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

COMMUNICATION STRATEGY

SITUATION / SOCIO-POLITICAL CONCERNS

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

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

STAFFING
Current   Target

KEY MESSAGES
- The safety of firefighters and the public is always the highest priority during wildfires.
- Wildfire behavior is largely contingent upon weather and fuel conditions.
- Partnerships at local, regional, and national levels help us be more effective fire managers.
- Homeowners and communities can help firefighters by crating defensible space around homes and structures.
- Unauthorized use of unmanned aircraft, also known as UAS, "drones," or remote controlled model aircraft, in a fire area endangers the lives of pilots and firefighters.

TACTICS
- ☐ Info Center
- ☐ Daily Briefings
- ☐ Daily Updates and/or News Releases
- ☐ Notification Calls to Key Contacts
- ☐ E-mail
- ☐ Host Unit Website
- ☐ Inciweb (https://bit.ly/Inciweb)
- ☐ Interagency Fire Info Website
- ☐ Social Media (https://bit.ly/PIO-SMEM)
- ☐ Business Cards with Fire Info # / links
- ☐ Fire Info Boards
- ☐ Traplines
- ☐ Roving Contacts
- ☐ Community Meetings
- ☐ Community Events
- ☐ Educational Handouts - Firewise, etc.
- ☐ Media Escorts
- ☐ Press Conference
- ☐ Public Service Announcements
- ☐ Tours of Camp / Fire
- ☐ VIP Briefing Packets
- ☐ Camp Boards
- ☐ Info for Spike Camp
- ☐ Employee Meetings
- ☐ Internal Texts(https://bit.ly/InternalText)
- ☐ Incident Newsletter
- ☐ Streaming
- ☐ Other

EVALUATION
- Accurate media coverage? Web chatter? Community feedback? Host unit feedback?
- See Sample Activity Report Template on p. 37
- Templates for Monitoring - https://bit.ly/HowToMonitor & https://bit.ly/HowToAnalytics
- google.com/alerts   - social-searcher.com   - Site Analytics:
- socialmention.com   - Hootsuite.com   Twitter, Facebook, etc.

The safety of firefighters and the public is always the highest priority during wildfires.
- During wildfires, agency administrators and incident managers make choices to minimize risk and focus on areas where firefighters can be the most effective.
- No structure or resource – cultural or natural – is worth a human life.
- Law enforcement officers and wildland firefighters work together to provide timely evacuation notices so the public can act quickly and safely. It is very important for the public to heed these notices, as people often perish in wildfires when they disregard evacuation orders or when they decide to evacuate too late.
- It is critical for homeowners to have escape plans and materials ready in the event of a wildfire evacuation. Learn more about Ready, Set, Go! at http://www.wildlandfirersg.org/
- During periods of high wildfire activity, it is not uncommon for wildfire suppression asset requests to exceed supply. During these periods, fire managers work together to prioritize incidents – those that threaten lives, property, community infrastructure and valuable natural and cultural resources receive assets first. All other incidents receive suppression assets as quickly as possible.

Wildfire behavior is largely contingent upon weather and fuel conditions.
- The 2017 fire season was near normal for the number of reported wildfires (102 percent of the 10-year annual average), though more than 10 million acres burned, which is well above normal (153 percent of the 10-year average).
- Though an average number of wildfires occurred last year, high temperatures, prolonged wind events and lack of precipitation created above normal wildfire behavior for firefighters.
- Fire activity began early in 2017; by the end of March, more than 1.6 million acres burned in the southeastern U. S.
- Intense fire behavior continued throughout the year, as large wildfires consumed above normal acreage throughout the western states.
- The U.S. Forest Service and other wildland fire specialists are beginning to use the term "Fire Year" instead of "Fire Season," because fire activity is occurring year-round.

Partnerships at local, regional, and national levels help us be more effective fire managers.
- Together, we can be more effective than as individual agencies.
- Projects that reduce vegetation across land management boundaries help protect communities and create ecosystems that are more resilient to wildfire.
- Homeowners and communities can help firefighters by creating defensible space around homes and structures.
- Taking individual responsibility to reduce flammable materials around homes and communities before a fire occurs can help keep the public and firefighters safe.
- We will not risk firefighters' lives to save indefensible homes.

Unauthorized use of unmanned aircraft, also known as UAS, "drones," or remote controlled model aircraft, in a fire area endangers the lives of pilots and firefighters.
- Never fly unmanned aircraft over or near fires.
- Learn more about the No Drone Zone and find outreach tools and resources at http://www.nifc.gov/drones/

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

Key Message:

Key Message:

Key Message:

Generally PIOs on incidents can respond to questions from all news media, including national news media, about <u>the incident only</u>. PIOs should refer all questions that are broader in scope to the host unit Public Affairs Officer to determine whether they should be addresses locally, regionally or nationally.

See also Interview Tips in the PMS 461 Incident Response Pocket Guide and
Media Access Guidelines in the PMS 201 Wildland Fire Incident Management Field Guide

MEDIA INTERVIEW TIPS	ANSWERS TO DIFFICULT QUESTIONS	ESCORTED FIRELINE VISITS
Prepare Three Key Messages **Ask Reporter Before the Interview** - What questions should I expect? Live or Taped? **During the Interview** - Give 10-20 second answers - Use key messages - Say most important thing 1st - When you're done, be quiet. - If you botch the answer, ask to start again (if taped). - Remove sunglasses / hats. - Look at the reporter, not the camera. - NEVER talk "off the record." - Don't speculate, give opinion or say "no comment." - Don't speak for other agencies. - Avoid yes/no answers. - Don't disagree with reporter, instead clarify and correct the information.	*Asked about a problem?* *Talk about a solution.* **Use Your Key Messages** - This is an evolving situation and I will update you as soon as we have additional information. - Everyone is working hard to reach their objectives safely and efficiently - All of our efforts are directed at bringing the situation under control. - I'm not the authority on that subject. You should talk to… - I am unfamiliar with that statement and am not prepared to respond to it. - I will look into it and get back to you. - That's a hypothetical question and it's not appropriate for me to speculate. - Our job is to manage public lands according to the law, balancing public use and resource protection.	Visits to the fireline must have the approval of the IC/Burn Boss. Visitors must maintain communication with DIVS or fireline supervisor. Visitors must have training in the proper use of PPE & shelter. Escorts must be qualified single resource boss or approved by IC / Burn Boss. Required PPE: - Wildland fire boots - Long sleeve aramid shirt - Flame resistant trousers - Hard hat with chinstrap - Leather gloves - Fire shelter - Cotton undergarments Requirement for hand tool and water to be determined by escort. *Interagency Standards for Fireline Safety (The "Redbook") Chapter 7, Safety for Escorted and Non-Escorted Fireline Visits (https://www.nifc.gov/policies/pol_ref_redbook.html).*

TASKS

- Clone Radio
- Lunch / Water
- Shower / Break

- Call Home
- Check Work E-mail
- Check Work Voicemail

- CTR
- Unit Log
- Charge Cell / Camera

SPECIAL PROJECT	ASSIGNED TO		DUE
Communication Strategy			
Demob Plan			
Transition Plan			
Executive Summary			
Thank Yous			
Ensure Documentation is Complete			

	DATE WHO	DATE WHO	DATE WHO	DATE WHO	DATE WHO	DATE WHO	DATE WHO
Pick up Maps							
Print / Make Copies							
AM Briefing							
Press Conference							
Cooperator PIO Call							
Cooperator Meeting							
Update PAO & WO							
Draft AM/PM Update							
E-mail Daily Update							
Staff Info Center							
Phones							
VIP Packet / Escort							
Staff Evac Center							
Trapline							
Mail							
Camp Boards							
Camp Tour							
Media Escort							
Inciweb / Website(s)							
Respond to E-mail							
Social Media							
Monitor News/Web							
Photos / Videos							
C&G Meeting							
Planning Meeting							
Community Meeting							
PM Briefing							
Map Request							
Doc Box							

COPIES

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

PLOTTER PAPER SIZES

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

TRAPLINE

Local Businesses, Ranger Stations, Road Block Staff, ICP Security, ICP Boards, Helibase, etc.

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

EQUIPMENT

Equipment	Assigned To	Out	In	Return To

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

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

KEY CONTACTS

KEY CONTACTS	NAME	CONTACT INFO
HOME UNIT TIMEKEEPER		
HOME UNIT DISPATCH		
FIRE INFO		
IC		
LIOF		
AGENCY ADMINISTRATOR		
PAO		
Concur Travel (USFS)	(877) 372-7248. opt 3	https://cge.concursolutions.com/
Concur Travel (DOI)	(855) 847-6398, opt 5	https://cge.concursolutions.com/
Wildland Firefighter Foundation	(877) 336-2950 (208) 336-2996	wffoundation.org info@wffoundation.org
Disaster Distress Helpline	(800) 985-5990	https://disasterdistress.samhsa.gov/
Inciweb Helpdesk	(866) 224-7677	https://iia-hd.peckham-enclave.us/ https://www.nifc.gov/PIO_bb/inciweb.html
Christine Cozakos Inciweb Business Lead	(208) 387-5145	ccozakos@fs.fed.us
NIFC Fire Info	(208) 387-5050	https://www.nifc.gov https://www.nifc.gov/PIO_bb/staff.html
Randy Eardley NIFC BLM Ext Affairs	(208) 387-5895	reardley@blm.gov
Robyn Broyles NIFC BIA Ext Affairs	(208) 387-5473	Robyn.Broyles@bia.gov
Tina Boehle NIFC NPS Ext Affairs	(208) 387-5875	Tina_Boehle@nps.gov
Robert Eaton NIFC FWS Ext Affairs	(208) 387-5583	robert_eaton@fws.gov
*^Jennifer Jones NIFC USFS Ext Affairs	(208) 387-5437 (208) 631-0406 cell	jejones@fs.fed.us
*Isaiah Hirschfield National Fire Desk Manager	(202) 205-1450	firedesk@fs.fed.us isaiahhirschfield@fs.fed.us
*USFS WO Acting Public Affairs Specialist	(202) 572-1644	
^Erin O'Connor FS WO Director of Communications	(202) 205-1470	eoconnor@fs.fed.us
^Kathryn "Katie" O'Conner FS WO Deputy Director of Communications	(202) 205-3643	kathrynoconnor@fs.fed.us
*Notify about all federal and non-federal fires of interest to the news media, elected officials, and senior USFS and USDA leadership		
^Work with the local or regional USFS PAO to notify about all VIP visits on USFS incidents		

KEY CONTACTS

KEY CONTACTS	NAME	CONTACT INFO
EXPANDED DISPATCH		
AGENCY WEBMASTER		
AREA COMMAND		
JIC		
EOC		
SHERIFF		
RED CROSS		

CONTACT LOG

DATE / TIME	NAME	AFFILIATION	PHONE / E-MAIL	NOTES

CONTACT LOG

DATE / TIME	NAME	AFFILIATION	PHONE / E-MAIL	NOTES

SUMMARY OF ACTIONS (ICS 214)

Date / Time	Major Events Important decisions, significant events, briefings, reports on conditions, etc.

SUMMARY OF ACTIONS (ICS 214)

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MAP / PHOTO / VIDEO TIPS

SAVING INCIDENT MAPS FROM FTP
https://ftp.nifc.gov/public/incident_specific_data/
> double click on appropriate GACC
> double click on appropriate folder for current year incidents (skip this step if fire names are listed in this folder)
> double click on incident name
> double click on "GIS"
> double click on "Products"
> double click on folder with current date
- Right click on the file you want to save
- Select "Save Link As" and save it to your desktop or somewhere you can find it

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

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

Or Resize Photos With Paint
- Right click on image
- "Open With" > "Paint"
- Click on "Select" then "Select All"
- Click on "Resize"
- Resize by Percentage or Pixels
- Click on "Crop"
- "File" > "Save As"
- Rename the file & select "JPG"
- "Save"

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

BATCH RENAME ALL PHOTOS IN A FOLDER
- Double click on the photo folder
- "Edit" > "Select All"
- "Open With" > "Microsoft Office Picture Manager"
- "View" > "Thumbnails"
- "Edit" > "Select All"
- "Edit" > "Rename"
- Change the file name then select "OK"

Or Batch Rename in Windows Explorer
- Select multiple files in a folder. To do so, press and hold down the CTRL key while you are clicking files.
- After you select the files, press F2.
- Type the new name, then press ENTER.
- Files will be renamed & numbered chronologically.

PAUSE BEFORE POSTING
Consider agency guidelines and potential ramifications before posting pictures of:
- fireline personnel not wearing full PPE
- identifiable structures (ie. addresses)
- burning / burned structures
- inmate crews
- faces of children
- accident or investigation scenes
- sensitive natural or cultural resources
- whiteboards / flipcharts with passwords or internal contacts listed
- license plates

SOCIAL MEDIA (https://bit.ly/PIO-SMEM & https://bit.ly/SocialMediaStrategySample)

ORDERING
- ☐ Suggested resource order language for ordering a multimedia PIO – https://bit.ly/OrderSMEMPIO
- ☐ NWCG Procedures for Off-Site/Remote Incident Assignments – https://bit.ly/RemoteIncidentAssignment

INITIAL SETUP
- ☐ Create incident e-mail account (https://bit.ly/PIOEmail)
- ☐ Create mass e-delivery account if needed, and with host unit approval
- ☐ Request Inciweb access from host unit (https://bit.ly/Inciweb)
- ☐ Determine protocol for posting to a backup website (host unit, partner agency, team site, etc.)
- ☐ Request social media access from host unit (Flickr, Twitter, etc.)
- ☐ Work with partners or VOST (to create incident social media accounts if needed (Accessibility tips https://bit.ly/tips508)
- ☐ Create incident QR code (https://bit.ly/HowToQRCode)
- ☐ Set Up Google Drive Folders (https://bit.ly/PIOGoogleDrive)
- ☐ Set up (Google.com/alerts)
- ☐ Set up Google Voice (https://www.google.com/voice)

AM
- ☐ Post Ops video briefing, media briefing, etc. to social media and Inciweb https://bit.ly/AccessibleVideoSocialMedia
- ☐ Post News Release to Inciweb, Backup Website and Social Media
- ☐ E-mail News Release
- ☐ Check FTP for maps and post to Inciweb, Backup Website and Social Media (p. 34)

PM
- ☐ Stream and/or post community meeting video to social media & Inciweb
- ☐ Post News Release to Inciweb, Backup Website and Social Media
- ☐ E-mail News Release
- ☐ Check FTP for maps and post if new maps available (p.34)

ONGOING
- ☐ Monitor and reply to e-mail
- ☐ Update and maintain e-mail list
- ☐ Send Internal Texts for PIOs (https://bit.ly/InternalText) as approved by lead PIO (and IC, OPS and LIOF)
- ☐ Update list of PIO cell numbers
- ☐ Monitor and reply to online comments (https://bit.ly/CommentGuidelines)
- ☐ Identify and document media, partner agency, and other key sites and monitor accordingly (https://bit.ly/HowToMonitor)
- ☐ Identify rumors and respond accordingly
- ☐ PDF and/or print interesting, significant, or controversial articles for documentation
- ☐ PDF and/or print Incident Websites and Social media daily for documentation
- ☐ Update and maintain Google Docs
- ☐ Update and maintain documentation on multimedia protocols
- ☐ Check FTP for maps and post if new maps available
- ☐ Post announcements (community meetings, partner agency news releases, restrictions, etc.) to Inciweb, Backup Website and Social Media
- ☐ Manage, Label and Upload photos and videos as available
- ☐ Stream Community Meetings (Ex. https://live.fb.com/about/)

CLOSEOUT
- ☐ Prepare social media analytics (https://bit.ly/HowToAnalytics)
- ☐ Tally stats (p.37) for Executive Summary
- ☐ Prepares transition info (passwords, protocols, etc.)
- ☐ Give host unit and/or next IMT access to incident g-mail and social media
- ☐ Ensure Google Drive file is complete
- ☐ Ensure hard copies of websites are submitted to documentation
- ☐ Provide an electronic copy of PIO documentation to host unit PAO
- ☐ Post final closeout message with where to go or who to contact for fire info
- ☐ Set up g-mail automated response with who to contact for fire info

INCIWEB BEST PRACTICES

- ☐ **Once logged in, go to the admin tab to lookup the Superuser for any unit**
- ☐ **Name the fire "Wallow Fire" instead of "Wallow**" so the auto-generated hashtag for the @Inciweb twitter post will be #WallowFire instead of #Wallow
- ☐ **Click the * next to the coordinates box for a link to a lat/long converter**
- ☐ **Post news releases as articles** so they generate a tweet on @Inciweb
- ☐ **Use a descriptive article headline with the key message vs. May 3** update since the headline becomes a @Inciweb tweet and that automatically includes incident name and a link to the article
- ☐ **If your formatting is goofy, highlight all the text in the article and delete, then backspace to the very beginning of the text entry field to clear existing formatting**
- ☐ **When copying (ie. from a news release), copy and paste text into a new Word Doc to clear formatting issues**. Highlight the text you want to copy (don't include headers / logos) and right click-copy to copy, then right click-paste to paste into a new Word doc. Click the down arrow on the clipboard icon and select the clipboard with an "A" to keep text only. Reformat your document accordingly.
- ☐ **Post nuggets of info (community meetings. etc.) as announcements** so they generate a tweet on @Inciweb
- ☐ **When uploading photos, name them with the date they were taken** (otherwise folks assume they are from the date they were posted; which can be misleading if you're posting active fire behavior photos as crews are demobing on Day 14)
- ☐ **Use descriptive photo captions to incorporate your key messages**
- ☐ **Post maps as .jpg** (see p. 35) so you can preview them as thumbnail images; then add the PDF as a related file (once you post the image, scroll to the far right of the photo table to add a related file)
- ☐ **Test the QR codes on maps before postin**g to make sure they don't go to sensitive maps of cultural resources, etc.
- ☐ **Always double check the public side** once you make changes on the admin side

VIP VISIT

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

PRESS CONFERENCE

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

COMMUNITY MEETING

Making Arrangements

- ☐ Contact names & phones? Facility administrator and onsite setup contact.
- ☐ Submit name and contact info and details on what we'll be using and how often on General Message to ORDM for land use agreement
- ☐ What time can we get in to setup? (ideally 2 hours ahead of time) and/or test in advance?
- ☐ Formal name of facility? Street Address for GPS? Or instructions on how to get there?
- ☐ Travel Time from ICP?
- ☐ PA system? Acoustics? Lighting? (test in advance if possible)
- ☐ Projector(s)? Screen(s)? *may need an extra of each if CART captioning is available*
- ☐ Where to post hard copy maps? may need to order plywood fire info board if needed
- ☐ WiFi? Able to access Facebook to Livestream? (often blocked on school systems) Power source?
- ☐ Adequate seating? Parking?
- ☐ Inside/outside?
- ☐ Backdrop? Facing sun? Background noise?
- ☐ Overflow contingency?
- ☐ Map request
- ☐ Assign a facilitator (usually a PIO)
- ☐ Assign PIO(s) to monitor Facebook comments
- ☐ Coordinate speakers for agenda and forward them location info & let them know to meet 15 min before meeting starts to finalize agenda and discuss who will address anticipated audience questions
  - ○ Ops
  - ○ IC
  - ○ County Sheriff's Office
  - ○ County Emergency Management
  - ○ Air Quality
  - ○ Host Unit(s)
  - ○ Other

Notifications

- ☐ C&G – especially IC, OPS, LIOF
- ☐ AA, AREP, PAO from host agencies
- ☐ Partner land management agencies
- ☐ Law enforcement
- ☐ Elected officials – local, state, US
- ☐ Permittees
- ☐ Joint Information Center (JIC)
- ☐ MAC Group
- ☐ Area Command
- ☐ Red Cross
- ☐ Inciweb / social media / trapline / daily update

Visuals

- ☐ Map Request – E size or BAM to post on stage, an electronic version to projects, and one or two E size to post on side of room
- ☐ Ensure map shows distance to the community where meeting is being hosted
- ☐ Consider fire history, progression, IR maps
- ☐ Powerpoint / photos / videos / posters
- ☐ Large fire info website and phone #s to post

Supplies

- ☐ Maps and electronic files for presentation
- ☐ Wide blue tape or gaffers tape
- ☐ Tripod(s) with adapter to hold phone/ipad
- ☐ Fully charged phone/iPad/video camera with enough memory and space to record
- ☐ Green laser pointer (more visible online) with extra batteries
- ☐ Projector (if needed)
- ☐ Laptop (if needed)
- ☐ Portable PA system (if needed)
- ☐ Staple gun and staples
- ☐ Tape (scotch and masking)
- ☐ Pushpins
- ☐ Staple remover tool
- ☐ Flip charts / markers
- ☐ Extension cord / Surge strip
- ☐ Fire info signs to post outside
- ☐ Water for speakers on stage
- ☐ Case of water & cooler

Handouts

- ☐ Copies of agendas for speakers
- ☐ Fire maps & updates
- ☐ Fire info business cards or flyers
- ☐ Firewise materials
- ☐ Smoke & air quality information
- ☐ Evacuation, Ready Set Go, and Emergency Alert information (Sherriff)
- ☐ Red Cross information
- ☐ If You Fly, We Can't

Facilitation

- ☐ Thank host facility / contacts
- ☐ Emergency exits, restrooms, etc.
- ☐ Acknowledge online viewers and let them know you're monitoring questions
- ☐ Summarize agenda
- ☐ Highlight Inciweb, Fire Info #s, etc.
- ☐ Hold questions until end

Analytics & Monitoring

- ☐ Count # attendees in person
- ☐ Count peak # watching Livestream live
- ☐ Monitor Facebook questions

Follow-Up

- ☐ Record stats on unit log
- ☐ Send thank yous as applicable

ACTIVITY REPORT

Date:													Total
MEDIA													
Hours staffed													
# interviews, in person													
# interviews, phone													
Translator available (Y/N)													
# escort tours, camp													
# escort tours, line													
Description: *Light, moderate, heavy coverage? Local, regional, national, international interest?*													
COMMUNITY													
# Trapline miles													
# Trapline stops													
# Info boards updated													
In which communities:													
# staffed info locations:													
In which locations:													
# people talked to													
# community meetings													
# people in attendance													
In which locations:													
Translator available (Y/N)													
INFO CENTER													
Hours staffed													
# phone calls taken													
# walk-in visitors													
# written updates													
Translation available (Y/N)													
# other docs prepared													
Description:													
# camp tours given													
# people on camp tours													
# bulletin boards posted													
# VIPs briefed/escorted													
ELECTRONIC MEDIA													
# web pages updated													
Description:													
# social media views													
# social media shares													
# social media reach													

EXECUTIVE SUMMARY

SIGNIFICANT EVENTS

CHALLENGES & RESOLUTIONS

LESSONS LEARNED

MANAGEMENT EFFICIENCIES

TRANSITION / CLOSE-OUT

TRANSITION PLAN
☐ Transition Form
  https://bit.ly/PIOTransition
  - Remaining staff & planned demob
  - Staffing recommendations
  - Info center / trapline locations
  - Schedule of conference calls, etc.
  - Talking points / key messages
  - Recommended tasks
  - Political considerations
  - Contacts
  - Passwords

TRANSITION CLOSE-OUT
☐ Requests for Recognition
☐ Request Demobs In Advance (specify name, O#, date and time of release, method of transportation, jetport, and if reservation have already been made or if you're requesting they be made)
☐ Sign Taskbooks (Evaluation Forms - https://bit.ly/TaskbookEvalForm
☐ Performance Evaluation (ICS-226)
  https://bit.ly/ICS226 using PIO
  Performance Criteria:
  - Knowledge of the job
  - Ability to work with others
  - Organizational skills
  - Attitude
  - Safety
  - Leadership
  - Flexibility
  - Obtain necessary supplies
  - Media interaction
  - Community interaction
  - Initiative
☐ Burn DVD for Doc Box
☐ Doc Box to Plans
  ☐ Community Relations / PSAs
  ☐ Closure Orders / Restrictions
  ☐ Info Summary / Comm Strategy
  ☐ Media Log / Key Contacts / Traplines
  ☐ Newspaper Clippings
  ☐ Press Releases / Daily Fire Updates
  ☐ Public Meetings / Briefings
  ☐ Special Events / Tours / VIP Visits
  ☐ Thank You Letters
  ☐ Web Pages / Videos / Photos
  ☐ Unit Logs

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

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

  ☐ General Messages

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

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

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

POST-SEASON
☐ Submit an updated IQCS Individual Firefighter Update Form (http://iqcs.nwcg.gov/articles/forms/28-iqcs-responder-update-sheet) with copies of training certificates, resource orders, performance evals, and completed taskbooks to your home unit at the end of the season.

PIO RESOURCES

NIFC PIO Bulletin Board https://www.nifc.gov/PIO_bb/pio_main.html

Critical Incident Resources https://www.nifc.gov/PIO_bb/critical_incidents/index.html & https://www.nifc.gov/PIO_bb/docsCritical.html

Situation Report https://www.nifc.gov/nicc/sitreprt.pdf (How to Read https://bit.ly/HowToReadIMSR)

National Fire Maps https://www.nifc.gov/fireInfo/fireInfo_maps.html

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

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

NWCG Glossary of Wildland Fire Terminology http://www.nwcg.gov/glossary

ICS Forms http://www.nwcg.gov/publications/ics-forms

Taskbooks http://www.nwcg.gov/publications/position-taskbooks

NWCG Public Information Officer Position Overview https://www.nwcg.gov/positions/cgs

National Incident Management System Basic Guidance for PIOs https://bit.ly/NIMS-PIO-Guide

Joint Information Center (JIC) Model including job aids https://bit.ly/JICModel

Military Use Handbook Chapter 10 Public Info - http://www.nifc.gov/nicc/logistics/references.htm

USFS Fire and Aviation Qualifications http://www.fs.fed.us/fire/publications/index.html#fsfaqgForest

Unit Identifiers https://wfmi.nifc.gov/unit_id/Publish.html

Frequently Asked Questions http://www.nifc.gov/aboutNIFC/about_faq.html

Firewise http://www.firewise.org and Fire Adapted Communities http://www.fireadapted.org/

Ready, Set, Go! http://www.wildlandfirersg.org/

What to Do Before, During, and After a Wildfire http://www.ready.gov/wildfires

Health Effects of Smoke https://airnow.gov/index.cfm?action=topics.smoke_wildfires

Aircraft Recognition Guide https://bit.ly/FireAircraftRecognitionGuide

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

Sample Resources for Evacuees Returning Home http://nmfireinfo.com/information/after-a-wildfire/

FIRE DATA IN GOOGLE EARTH

BASIC - Most large fires on Inciweb have an interactive Google Earth map on the main incident page (*This map is generated based on the coordinates you enter into the 209 data entry screen in Inciweb*). Anyone can view the map, scroll around to view different areas, zoom in and out, and select a hybrid or terrain view without having to install Google Earth on their computer.

ADVANCED - You must have the Google Earth program installed and open on your computer before opening the layers below. You can download the free program at www.google.com/earth.
- For a more detailed view with almost real-time info showing approximate heat visit http://activefiremaps.fs.fed.us/googleearth.php. Click on the "Current" AFM KML Bundle.
- Many fire perimeters are also available through GEOMac (http://www.geomac.gov) Click on "View Perimeters" then "View KML" and choose the perimeter to view or download the dynamic KMZ (http://www.geomac.gov/asp-bin/GeomacKML/GeoMAC.kmz).
- Additional Related Wildland Fire KML/KMZ Links - http://geta.firenet.gov/web-links

2019 PAYROLL SCHEDULE
DOI

○ END OF PAY PERIOD
▢ HOLIDAYS

JANUARY
S	M	T	W	T	F	S	
	1	2	3	4	5		①
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	②
20	21	22	23	24	25	26	
27	28	29	30	31			

FEBRUARY
S	M	T	W	T	F	S	
					1	2	③
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	④
17	18	19	20	21	22	23	
24	25	26	27	28			

MARCH
S	M	T	W	T	F	S	
					1	2	⑤
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	⑥
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	⑦
31							

APRIL
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	1	2	3	4	5	6	
7	8	9	10	11	12	13	⑧
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	⑨
28	29	30					

MAY
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5	6	7	8	9	10	11	⑩
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	⑪
26	27	28	29	30	31		

JUNE
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2	3	4	5	6	7	8	⑫
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	⑬
23	24	25	26	27	28	29	
30							

JULY
S	M	T	W	T	F	S	
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14	15	16	17	18	19	20	⑮
21	22	23	24	25	26	27	
28	29	30	31				

AUGUST
S	M	T	W	T	F	S	
				1	2	3	⑯
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11	12	13	14	15	16	17	⑰
18	19	20	21	22	23	24	
25	26	27	28	29	30	31	⑱

SEPTEMBER
S	M	T	W	T	F	S	
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8	9	10	11	12	13	14	⑲
15	16	17	18	19	20	21	
22	23	24	25	26	27	28	⑳
29	30						

OCTOBER
S	M	T	W	T	F	S	
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13	14	15	16	17	18	19	
20	21	22	23	24	25	26	㉒
27	28	29	30	31			

NOVEMBER
S	M	T	W	T	F	S	
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3	4	5	6	7	8	9	㉓
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	㉔
24	25	26	27	28	29	30	

DECEMBER
S	M	T	W	T	F	S	
1	2	3	4	5	6	7	㉕
8	9	10	11	12	13	14	
15	16	17	18	19	20	21	㉖
22	23	24	25	26	27	28	
29	30	31					

USFS PAY PERIOD CALENDAR 2019

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

FORM NFC-1217 (Revised 7/16)

CALENDAR *(Time Due Sun)*

SAT				
FRI				
THURS				
WED				
TUES				
MON				
SUN				

INCIDENT WITHIN AN INCIDENT (IWI) PIO EMERGENCY ACTION PLAN

□ The closest operationally qualified resource will initially oversee the emergency and activation of the IEP as the Incident Within an Incident (IWI) Incident Commander.

□ Radio communication associated with the IWI will take priority over other radio traffic.

□ **No accident related information will be released to the public without the approval of the Incident Commander** (Agency Dispatch will notify Agency Emergency Coordinator, Line Officer and Regional Office). For fatalities, Agency Dispatch will contact Sheriff's Office and the victim's employer.

□ **Victim(s) name, tail number, crew, engine number, etc. will NOT be transmitted over the radio.** Deceased individuals and their equipment are not to be moved, except to accomplish rescue work or to protect the health and safety of others.

□ At the time of a reported incident, the Command and General Staff (C&G) will begin implementation of the IEP. Initially the C&G will assemble at a pre-identified meeting location near the Communications Unit to communicate, share information, coordinate and begin developing a common operating picture to support the IWI and to provide for continuity of ongoing operations as required.

Responsibility	Action	**Green** *Minor, non-life threatening.*	**Yellow** *Potentially life threatening needs transport.*	**Red** *Life threatening*
Public Information Officer Primary: *Information Officer/Contact info* Secondary: *As designated/ Contact info*	Designates an IWI PIO.		Yes □	Yes □
	Collects pertinent IWI information.		Yes □	Yes □
	Coordinates information release with Incident Commander and Agency Public Affairs Officer.		Yes □	Yes □
	Coordinates with Operations to assign Information Officers to filed media inquiries at accident scene, medevac area, and liaise with hospital spokesperson.		Yes □	Yes □
	Coordinates with LOFR and Logistics regarding roadblocks, evacuations and emergency medical information needs.		Yes □	Yes □
	Withholds release of personal information until approved by Incident Commander and/or Agency Administrator.		Yes □	Yes □
	After approval from IC, coordinates with plans to arrange a briefing at Incident Command Post (ICP) for incident personnel.		Yes □	Yes □
	Coordinates with Medical Incident # ___ as requested.		Yes □	Yes □
	Provide periodic update to section.		Yes □	Yes □
	Ensure continuity of operation within section.		Yes □	Yes □
	Orders Additional Staff as needed.		Yes □	Yes □

SERIOUS INCIDENT COMMUNICATION CONSIDERATIONS

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

- During the Agency Administrator Briefing, set up the protocol to be used in releasing information with the local agency:

  A) The usual manner would be to have the local unit authorize the release of information.

  B) Set up who will be the accident contact with the local unit. This person might be the public Affairs Officer or Administrative Officer. Set up how the release of accident information will be handled with the incident Commnander.

  C) Once an accident ocurs reonfirm what protocol wil be followed with the local agency.

- Make sure that no names are released to media until the official release is done by the local unit.
- Restrict media from the accident scene until the Accident Operations Section Chief authorizes entry.
- Work with the Security Manager to prevent accident survivors from being interviewed until authorized.
- Work with the Safety Officer to gather correct information in preparing any news releases.
- Set up a press conference and/or interviews with the IC or another assigned person (i.e. local unit representative) after the official release of information.

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

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

Lead PIO (should NOT be unit PAO)
- Contact AA or IC for initial briefing
- Contact Agency PAO
- Delegate the Command Staff Information Officer duties to another qualified Information Officer for the Fire Incident.
- Designate Internal, Media & Community PIOs
- Place order for additional PIO staff.
- Set up notification process to ensure all PIOs / PAOs are notified when talking points are updated.
- Ensure PIOs take frequent short breaks
- Develop talking points for approval
- Obtain authorization for all info release
- Interface with / distribute approved talking points to:
  - IC / C&G / Liaison Officer
  - Agency Administrator
  - Agency PAO - request they contact:
    - Regional / national public affairs
    - Agency frontliners – dispatchers, receptionists, etc.
    - Agency FOIA Coordinator
  - Incident PIOs
  - Elected Officials
  - Partner agency PAOs / PIOs
    - Sherriff's Department
    - EOC
    - JIC
    - MAC / Area Command
    - FAA / NTSB
    - FAST / SAIT
    - CISM
- Brief PIOs with incoming teams
- Prepare transition plan which incorporates follow-up including:
  - Continuing impacts, staff rides, visitors, traffic, media, production companies, etc.
  - Need for follow-up committee
  - Requests for dedication memorials (plaques and statues)
  - Plan for facilitating return visits to the incident site by family members/survivors/visitors
  - Evaluate public information activities / adjust communication plan as appropriate
  - Provide updates to family members

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

Normal Fire PIOs
- Continue to provide fire info operations

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

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

Community PIOs
- Update / staff community info boards

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

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

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

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

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

INCIDENT-WITHIN-AN-INCIDENT QUESTIONS TO ASK

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

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

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

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

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

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

INCIDENT-WITHIN-AN-INCIDENT - FIRST MESSAGE

Crisis & Emergency Risk Communication - http://emergency.cdc.gov/cerc/

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

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

We are aware that an [accident/incident]_____ involving

[type of incident]_____ occurred at approximately

[time]_____, in the vicinity of [general location]_____.

[Agency personnel]_____ are responding,

And we will have additional information available as we are able to confirm it.

We will hold a briefing at [location]_____, and

will notify the press at least [time, ie. ½ hour]_____ prior to

the briefing. At this time, this briefing is the only place where officials authorized

to speak about the incident and confirmed information will be available.

Thank you for your assistance.

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

Avoid jargon
Avoid judgmental phrases
Avoid humor
Avoid extreme speculation

RELEASABLE INFORMATION
- How many people involved / number and type of injuries / number of fatalities
- What happened / type of accident or incident
- When
- Where / location of incident / property owner
- Response Actions / identification of responding agencies

Do NOT Release without Agency Administrator permission:
- Names of Fatality Victims, including juveniles (only after next of kin are notified)
- Names of Injured or Missing Victims
- Names, ages, home units and hometowns of the individuals involved in the incident.
- Crew names, aircraft characteristics or designators or other identifying info
- Description of lost, stolen, or missing property.
- Criminal charges if applicable.

Do NOT Release:
- Home Address, Phone, or Social Security Number
- Names of Juveniles Charges with Criminal Offenses
- Names of Victims of Sexual Assault
- Names of people or witnesses who may become victims of crime or retaliation in the future
- Information on incidents where criminal action is still under investigation and information released could hinder or adversely affect the investigation.
- Investigative information beyond general incident reporting
- Explicit details, including graphic photos or images of extreme injuries or brutal fatalities.

INCIDENT-WITHIN-AN-INCIDENT - FIRST MESSAGE

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

Clarifying facts (VERIFIED facts only, skip if not certain)
- On ____ (date) firefighter _____ (name), an _____ (age)-year-old _____ (agency) firefighter based out of _____ (home unit) in ___ (state) _____ (describe situation - received multiple injuries yesterday, was killed while _____ (clearing trees, etc.) while working on the _____ (fire name) fire on the _____ (unit name) in _____ (state).
- We are extremely relieved that no one was apparently injured in this incident
- The crew has been taken off the fire pending investigation into the incident.
- It is with great sadness that we confirm the names of the _____ (agency) firefighters who tragically lost their lives while in the line of duty _____ (when).

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

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

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

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

INCIDENT-WITHIN-AN-INCIDENT FACTS

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

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

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

                                     # FATALITIES: **# OK:**

WHAT WERE THEY DOING AT THE TIME?

RESPONSE RESOURCES: **RESPONSE TIME:**

RESPONSE ACTIONS:

FIRE NAME: **IMT/IC:**

HOME UNIT: **LOCATION/STATE:**

CAUSE: **START DATE:**

 # PERSONNEL: **FUELS:**

TERRAIN: **WEATHER:**

Name: *Age:*   *Fireline Position:*

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

HOSPITAL PAO NAME & PHONE:

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

Affiliation: *# Members:*   *Location:*

Home Unit: *Agency:*   *State:*

Hometown: *Yrs in Fire:*

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

Damage: *Driver/Pilot:*

TOTAL # ONBOARD: *Names Onboard:*

Description of lost, stolen, or missing property:

Criminal charges:

PASSWORDS

WEBSITE	USERNAME	PASSWORD
NAP - https://nap.nwcg.gov/NAP/ *FAQ – Resetting Password, etc.* *http://ross.nwcg.gov/user_support/NAP.html*		
Inciweb https://inciweb.nwcg.gov/ *Training / FAQ: https://bitly.com/Inciweb*		
ROSS Self-Status https://bit.ly/ROSSSelfStatus		
FAMWeb https://fam.nwcg.gov/fam-web/ *How To Access https://bit.ly/HowToFAMWeb*		
WFDSS http://wfdss.usgs.gov		
NIFC FTP - Incident Maps https://ftp.nifc.gov/public/incident_specific_data/		
Firenet – Incident E-mail & Team Drive https://sites.google.com/a/firenet.gov/firenet		