

Public Communications Tools

Public Communications Job Action Sheets
JIC Lead Public Information Officer (PIO)
JIC Manager
JIC Media Relations Lead
JIC Research and Writing Lead
JIC Special Projects
JIC Field Deputy PIO

JIC – Lead PIO

Mission: The JIC Lead PIO Lead is responsible for directing overall JIC operations and providing prompt and organized responses to the news media as well as coordinating all public information efforts out of JIC.

Date: _____ Start: _____ End: _____ Position to Report to: _____	
Signature: _____	Initial: _____
Command Center Location: _____	Radio Title: _____ Fax: _____
Telephone: _____	Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Report to the EOC and receive appointment from EOC Director/ Incident Commander.		
Read this entire job action sheet, review EOC and JIC org charts and put on vest.		
Obtain situational briefing from EOC Director/ Incident Commander.		
Establish JIC location and contact agencies involved to send a representative to JIC.		
Review initial objectives with EOC Director/ Incident Commander, including deadlines.		
Develop message objectives and identify restrictions in content of news release and public information from EOC Director/ Incident Commander.		
Assign and Instruct JIC Manager to call down PIO staff, make assignments and complete JIC staff org chart.		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Attend meetings with EOC command team and report information back to JIC. Instruct JIC Manager to oversee/ manage JIC operations while in meetings/briefings.		
Ensure all information for release has been verified. Obtain approval from the EOC Director/ Incident Commander.		
Review and approve all final media and public information developed by JIC Unit Leads before public release/distribution.		
Obtain regular briefings and situational reports from JIC Manager and/or JIC Unit Leads and identify solutions to key issues or challenges.		
Establish frequency of the release of information and/or media briefing sessions.		
Determine interval for next release of information to the media.		
Document all JIC activities and messages received, including other key information such as media logs, special contacts, decisions made and actions taken etc.		
Document and keep records of all of media advisories and media releases.		
Extended (Operational Period Beyond 12 Hours)	Time	Initial
Access media needs during a prolonged event.		
Continue to receive regular briefings from JIC Manager and Unit Leads.		
Continue to attend EOC command team meetings/ briefings as needed.		
Continue to verify and approve all information for public release.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.		
Observe all JIC PIO staffing for signs of stress or atypical behavior and make		

reassignments as necessary.		
At shift change, provide detailed status report and written materials to replacement staff.		
Evaluate JIC operations with JIC Unit Leads and staff.		
Demobilization/System Recovery	Time	Initial
As need for media response decreases, ensure that JIC PIO staff return to their normal jobs by combining or deactivating positions.		
Instruct JIC Manager to assist in deactivation procedures and ensure proper shut-off or return of all equipment and supplies, including all assigned incident command equipment.		
Coordinate release of final media briefings and reports.		
Brief Incident Commander on current problems, outstanding issues, and follow-up requirements.		
Prepare final status reports upon deactivation of position.		
Collect and document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report.		
Participate in after-action debriefings.		
Conduct Post-event Evaluation.		
Document/Tools		
<ul style="list-style-type: none"> ▪ Crisis Emergency Risk Communications Operational Manual ▪ Supplemental background info/ materials. ▪ Jump drives with JIC and Risk Communication Documents ▪ JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list ▪ PIO call-down lists ▪ DEOC/EOC/ HICS communications directories ▪ EOC Org Charts ▪ Key Contact Lists ▪ Field Maps 		

JIC – JIC Manager

Mission: The JIC Manager is responsible for overseeing the operations of the JIC, PIO functions and staff. This includes oversight of functional units and ensuring information is shared among units. The JIC manager is also charged with managing the JIC and acts as the JIC Lead PIO when the JIC Lead PIO attends EOC command briefings.

Date: _____ Start: _____ End: _____ Position to Report to: _____			
Signature: _____			Initial: _____
Command Center Location: _____		Radio Title: _____	Fax: _____
Telephone: _____		Cell/Pager: _____	Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the JIC Lead PIO.		
Obtain situational briefing from JIC Lead PIO.		
Read this entire job action sheet, review JIC Org Chart and put on vest.		
Review JIC operations objectives with JIC Lead PIO, including deadlines.		
Assist JIC Lead PIO with staff call down list, making assignments and completing the JIC Org Chart.		
Assign Admin Support staff to support JIC and assist with JIC set up and workstations.		
Instruct Admin support to hand out RC material packets, preloaded flash drives, etc.		
Post important key contact numbers and relevant operational information on white boards.		
Support JIC Lead PIO by maintaining managerial oversight of JIC Unit Leads and operations.		
Provide guidance and support to JIC Unit Leads on roles and responsibilities.		
Obtain regular reports from each JIC Unit Lead to report back to JIC Lead PIO.		
Report back any relevant information to JIC Unit Leads, every 20 minutes.		
Ensure that Admin/ IT Support unit to captures all updated info on status boards		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Support JIC Lead PIO by maintaining managerial oversight of JIC Unit Leads and operations.		
Manage and oversee JIC while JIC Lead is in meetings/ briefings.		
Clarify issues with JIC Lead PIO and provide direction to staff as needed.		
Assess flow of operations and determine if staff reassignments need to be made based upon unit productivity and effectiveness.		
Obtain regular reports from each JIC Unit Lead and provide all reports to JIC Lead PIO.		
Instruct EOC liaison to verify information and clarify issues as needed to report back. Provide situational briefing updates and other key information to all JIC staff.		
Determine additional public informational needs based upon main JIC Unit Leads, rapid response unit, etc.		
If a virtual JIC is called, secure and set up necessary equipment and technology needed		

Extended (Operational Period Beyond 12 Hours)	Time	Initial
Assess JIC operational needs during a prolonged event. Continue to obtain verified information and provide updated briefings to JIC Lead PIO and Staff.		
Continue to receive briefings from JIC Unit Leads and report back to JIC Lead PIO.		
Evaluate the effectiveness of information distribution and consider less traditional methods if needed.		
Continue to assess operations flow and determine if staff reassignments are necessary.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques for all staff.		
Observe JIC staff for signs of stress or atypical behavior. Make reassignments as necessary and notify the JIC Lead PIO.		
Continue to review informational reports as needed.		
Document activities and provide reports to JIC Lead PIO.		
At shift change, provide detailed status report and written materials to replacement staff. Evaluate JIC operations.		
Demobilization/System Recovery	Time	Initial
As need for media response decreases, ensure that JIC operations staff return to their normal jobs by combining or deactivating positions		
Instruct Admin Support to assist in deactivation procedures and ensure return of all equipment and supplies, including all assigned incident command equipment.		
Coordinate release of final briefings and reports from each JIC unit.		
Brief JIC Lead PIO regarding any problems, outstanding issues, and follow-up requirements		
Assist JIC Lead PIO in preparing final status reports upon deactivation of position		
Collect and document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report.		
Participate in after-action debriefings with the JIC Lead PIO as needed. Conduct post-event evaluation		
Document/Tools		
<ul style="list-style-type: none"> ▪ Crisis Emergency Risk Communications Operational Manual ▪ Supplemental background info/materials. ▪ Jump drives with JIC and Risk Communication Documents ▪ JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list ▪ PIO call-down lists ▪ EOC/DEOC/HICS communications directories ▪ EOC Org Charts ▪ Key Contact Lists ▪ Field Maps ▪ Equipment and supplies list 		

JIC - Media Relations Lead

Mission: The Media Relations Lead is responsible for assessing, monitoring and managing all media needs. The Media Relations Lead is also responsible for organizing and assigning staff to the following tasks: News Desk, Media logistics, Deputy/Field PIO and Media Monitoring.

Date: _____ Start: _____ End: _____ Position to Report to: _____			
Signature: _____			Initial: _____
Command Center Location: _____		Radio Title: _____	Fax: _____
Telephone: _____		Cell/Pager: _____	Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/ instruction from the JIC Lead PIO and/or JIC Manager,		
Obtain situational briefing from JIC Lead PIO and/or JIC Manager.		
Read this entire job action sheet, review JIC Org Chart and put on vest.		
Review media objectives with JIC Lead PIO and/or JIC Manager, including deadlines		
Work with JIC Lead PIO to establish frequency of the release of information and/or media briefing sessions.		
Prioritize and assign tasks and activities to work team members for News Desk, Media Liaison, Deputy/ Field PIO, and Media Logistics		
Oversee work team members to ensure that tasks are carried out and review work progress		
Instruct News Desk to establish a secured media phone and notify news media about phone line for media only.		
Ensure that News Desk promptly answers and returns all media calls and logs media calls, inquires and requests on media log. News Desk should update and maintain media contact numbers, if necessary.		
Consult with Research/Writing Unit to develop media advisories, releases, talking points, and press packet materials and obtain approvals from the JIC Lead PIO and/or JIC Manager.		
Review release of information to media with the JIC Lead PIO.		
Assign and deploy Deputy/Field PIOs to handle on-site media in the field, if necessary.		
Prepare and provide status reports on media activities, including JIC and field operations as needed to JIC Manager and staff.		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Work with JIC Lead PIO and/or JIC Manager to assess media needs and organize resources to fulfill those needs.		
Assign news desk to prioritize and respond to media calls, requests and inquiries and maintain media log.		
Ensure that the Deputy/Field PIO receives copies of all current and updated media advisories, releases, talking points, and all other public information materials that are being distributed.		
Instruct Media Logistics to set up briefing area for news conferences under the direction of the JIC Lead PIO and/or JIC Manager.		

Obtain approval from the JIC Lead PIO and/or JIC Manager to release of information to media as needed.		
Instruct Media Liaison to distribute approved information to the news media, JIC unit staff, and deputy/field PIOs via fax, email, hardcopy, press packets, etc.		
Work closely with the Deputy/ Field PIOs to obtain and provide situational reports from the field.		
Provide direction and guidance to Deputy/ Field PIO on handling on-site media at field locations, including approving release of information as appropriate.		
Extended (Operational Period Beyond 12 Hours)	Time	Initial
Work with JIC Lead PIO and/or JIC Manager to assess media needs during a prolonged event and organize resources to fulfill those needs.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to PIO.		
Instruct team members to continue to carry out tasks for News Desk, Media Liaison, Deputy/Field PIO, and Media Logistics as needed.		
Continue to provide status reports to JIC Lead PIO and/or JIC Manager.		
Continue to provide informational updates to news media as needed.		
Document media activities and media requests on log form.		
At shift change, provide detailed status report and all written materials to replacement staff.		
Evaluate Media Relations Unit operations.		
Demobilization/System Recovery	Time	Initial
Obtain final reports and documentation from work team members to prepare final briefings.		
Assist in deactivation procedures as needed.		
Ensure return of all equipment and supplies, including all assigned incident command equipment.		
Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report.		
Brief JIC Lead PIO and/or JIC Manager with the final status reports upon deactivation of position.		
Submit media logs, contact lists, and any other status documentation to PIO.		
Participate in or provide information for after-action debriefings.		
Conduct post-event evaluation.		
Document/Tools		
<ul style="list-style-type: none"> ▪ Crisis Emergency Risk Communications Operational Manual ▪ Supplemental background info/ materials. ▪ Jump drives with JIC and Risk Communication Documents ▪ JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list ▪ EOC communications directories ▪ Field Maps ▪ Media Contact Lists ▪ Press conference equipment and supplies 		

JIC - Research and Writing Lead

Mission: The Research and Writing Lead is responsible for overseeing the gathering of information, the verifying and updating of information, and the final content development of materials. Content development includes materials for the media, general public and other communication vehicles such as Web, call center scripts, and other non-traditional communications.

Date: _____ Start: _____ End: _____ Position to Report to: _____			
Signature: _____			Initial: _____
Command Center Location: _____		Radio Title: _____	Fax: _____
Telephone: _____		Cell/Pager: _____	Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the JIC Lead PIO and/or the JIC Manager.		
Read this entire job action sheet, review JIC Org Chart and put on vest.		
Obtain situational briefing from the JIC Lead PIO and/or the JIC Manager.		
Review initial message/content objectives with the JIC Lead PIO and/or JIC Manager, including deadlines.		
Prioritize and assign content/message tasks and activities to work team members:		
Research/ Writing, Media Monitoring, EOC Liaison and Rapid Response		
Oversee work team members to ensure tasks are carried out for each area.		
Research and review pre-developed event-specific materials already in existence, including CERC Operational Manual.		
Research and obtain verified information needed through EOC liaison, Rapid Response and subject experts.		
Consult with Media Relations Unit and JIC Manger to draft media releases, advisories, key messages, talking points and other news media materials.		
Consult with Special Project Units and JIC Manager to draft and/or revise event-specific materials such as Fact Sheets, Phone, Scripts, FAQs, Web content, Key Partner messages		
Obtain final approvals and sign off from the JIC Lead PIO on all media and public materials before distribution begins.		
Ensure that all final approved materials are sent to Special Projects unit for translations.		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Continue to check-in with the JIC unit leads for material needs and/or necessary revisions/ changes based on reports and needs.		
Revise and/or create additional materials for media and public information, including key messages, talking points, Web content and Call Center scripts.		
Continue to get final approvals and sign off from the JIC Lead PIO on all new and revised media and public materials before distribution begins.		
Provide updated materials and information to other key JIC Units as necessary.		
Provide status updates to JIC Lead PIO and/or the JIC Manager.		
Work with Special Units to ensure all public information materials are translated.		

Coordinate with County Printing Services to get materials printed, if necessary.		
Keep a file of all final approved written materials, including all previous versions.		
Evaluate the effectiveness of unit operations and make necessary adjustments.		
Extended (Operational Period Beyond 12 Hours)	Time	Initial
Assess Research and Writing needs during a prolonged event.		
Continue to provide updated materials and information as necessary.		
Continue to provide regular status updates to JIC Lead PIO and/or JIC Manager.		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to JIC Lead PIO.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.		
At shift change, provide detailed status report and all written materials to replacement staff.		
Evaluate Research and Writing unit operations.		
Demobilization/System Recovery	Time	Initial
As need for research/ writing decreases, combine or deactivate positions as necessary.		
Obtain final reports and documentation from work team members to prepare final briefings.		
Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report.		
Brief JIC Lead PIO and/or JIC Manager with the final status reports upon deactivation of positions.		
Submit all final materials and any other status documentation to JIC Lead PIO and/or JIC Manager.		
Participate in or provide information for after-action debriefings as requested.		
Conduct post-event evaluation.		
Document/Tools		
<ul style="list-style-type: none"> ▪ Crisis Emergency Risk Communications Operational Manual ▪ Supplemental background info/ materials. ▪ Jump drives with JIC and Risk Communication Documents ▪ JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list ▪ PIO call-down lists ▪ EOC communications directories ▪ EOC Org Charts ▪ Key Contact Lists ▪ Field Maps ▪ Message Map Templates and Fact Sheets 		

JIC – Special Projects

Mission: The Special Projects unit is responsible for handling and distribution information to non-media partners. The Special Projects lead is responsible for managing key partner information, rumor control, ensuring that accurate information is posted on all Web pages and call centers.

Date: _____ Start: _____ End: _____ Position to Report to: _____			
Signature: _____			Initial: _____
Command Center Location: _____		Radio Title: _____	Fax: _____
Telephone: _____		Cell/Pager: _____	Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the JIC Lead PIO and/or the JIC Manager.		
Read this entire Job Action Sheet, review JIC Org Chart and put on vest		
Obtain situational briefing from the JIC Lead PIO and/or the JIC Manager		
Review initial Special Projects objectives with the JIC Lead PIO and/or the JIC Manager, including deadlines.		
Prioritize and assign tasks and activities to work team members for Key Partners, Web/IT, Call Center/Hotlines and Translations.		
Oversee work team members to ensure tasks are carried out.		
Ensure that the appropriate technical protocols and procedures are followed for areas such as Web/IT and Call Center/ Hotlines.		
Instruct Key Partners to obtain contact list for Key Partners, PIO lists and other necessary contacts.		
Consult with Research/ Writing Lead and JIC Manager to draft necessary materials for Special Project unit.		
Obtain from the Research/Writing Lead all key messages/ facts sheets/ FAQs/ Phone.		
Scripts/ Physician Alerts/ Web materials, etc. from to distribute appropriately.		
Provide status reports to JIC Manager and provide regular updates to staff.		
Review release of information for all Key Partners, Web and Call Center materials with the JIC Lead PIO for approval.		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Work with Research and Writing Lead to obtain updated materials for Special Project unit.		
Distribute new/ revised materials to Key Partners, Web and Call Centers with approval of the JIC Lead PIO and/or JIC manager. Provide updates to staff as necessary.		
Respond to Key Partner requests and inquiries in a timely manner.		
Assess any special population needs and ensure mechanisms are in place to address needs.		
Ensure that the Web/IT area monitors and maintains regular communication with other emergency response websites and provide Web content as necessary.		
Distribute and make accessible all public information materials to various audiences.		
Ensure translations of all public information materials such as fact sheets, FAQs, Web Content, Phone Scripts, and other materials as necessary.		

Identify bi-lingual spokespeople who would be available for ethnic media requests to endure prompt media response.		
Coordinate with agency Call Centers/ hotlines to provide phone scripts for recording, including translated scripts. Request reports of misinformation and call volumes from Call Centers.		
Coordinate with Web/ IT to post all public information materials on main Web sites and provide information to other emergency Web sites as needed.		
Monitor employee communications for misinformation, rumors, etc. and report any findings back to Rapid Response and JIC units.		
Provide information to Rapid Response to correct any inaccurate or misinformation		
Work with Rapid Response and team members to distribute corrected information		
Extended (Operational Period Beyond 12 Hours)		
Work with JIC Lead PIO to assess Special Project needs during a prolonged event.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to lead PIO.		
Continue to obtain revised and updated event-specific materials, key messages, and news media materials as needed.		
Continue to obtain and provide updated reports to Special Projects unit as necessary.		
Continue to provide regular status updates to JIC Lead PIO and/or JIC Manager.		
Document all activities and keep file of all distributed materials.		
At shift change, provide detailed status report and all written materials to replacement staff.		
Evaluate Special Projects Unit operations.		
Demobilization/System Recovery	Time	Initial
Assist in deactivation procedures as needed. Ensure all equipment is returned and shut off.		
Obtain final reports and documentation from work team members to prepare final briefings.		
Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report.		
Brief JIC Lead PIO with the final status reports upon deactivation of position.		
Submit all final materials and any other documentation to JIC Lead PIO.		
Participate in or provide information for after-action debriefings as requested.		
Conduct post-event evaluation.		
Document/Tools		
<ul style="list-style-type: none"> ▪ Crisis Emergency Risk Communications Operational Manual ▪ Supplemental background info/ materials. ▪ Jump drives with JIC and Risk Communication Documents ▪ JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list ▪ EOC/DEOC/ HICS communications directories ▪ Field Maps ▪ Key Contact Lists 		

JIC- Field Deputy PIO

Mission: The Field/ Deputy PIO serves as a liaison to PIO/ JIC operations and is responsible for coordinating with PIO/JIC operations to coordinate and triage all field/ on-site media requests. The following outlines the key Field/ Deputy PIO responsibilities:

: Date: _____ Start: _____ End: _____ Position to Report to: _____
Signature: _____ Initial: _____
Command Center Location: _____ Radio Title: _____ Fax: _____
Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Obtain situational briefing from the Field Incident Command		
Put on appropriate identification		
Obtain PIO/JIC briefing and provide update on media needs with JIC/ Media Relations Lead		
Review initial media objectives with the JIC/ Media Relations Lead		
Set up briefing area for media under the direction of the Medication Center Manager		
Prioritize and track all on-site media requests and brief Field Incident Command and JIC		
Obtain approvals for release of information from JIC		
Request any needed communication materials from the JIC/ Media Relations Lead		
Respond to on-site media requests in order of priority.		
Coordinate on-site media briefings and/or interviews.		
Assign or act as spokesperson		
Organize, brief and provide talking points/message materials to spokes person		
Provide approved materials to on-site media		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Direct media requests that cannot be sufficiently handled on-site to JIC/ Media Relations Lead		
Establish schedule of regular briefings for on-site media as appropriate, working with Media Relations Lead and the Medication Center Manager		
Coordinate with Media Relations Lead to distribute relevant materials to media as needed		
Provide regular updates to JIC/ Media Relations Lead and Medication Center Manager		
Document all on-site media activities and provide reports as necessary.		
Update and maintain media request log, if necessary.		
Inform on-site media of the physical areas to which they have access and those areas that are restricted.		
Coordinate with JIC/ Media Relations Lead to schedule expert spokespersons that are needed and assist in preparing briefings, talking points, and scheduling media interviews, as needed.		

Extended (Operational Period Beyond 12 Hours)	Time	Initial
Work with JIC/ Media Relations Lead to assess media needs during a prolonged event		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		
Continue to provide status reports to JIC/ Media Relations Lead and Field Incident Command.		
Continue to provide informational updates to news media as needed		
Document media activities and media requests on log form		
At shift change, provide detailed status report and all written materials to replacement staff.		
Demobilization/System Recovery	Time	Initial
Prepare final reports and documentation for final briefings.		
Coordinate with Media Relations Lead and Field Incident Command for on-site deactivation procedures.		
Ensure return of all equipment and supplies used for field operations		
Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report		
Brief Media Relations Coordinator and Field Incident Command with the final status report upon deactivation of position		
Submit media logs, contact lists, and any other status documentation to the Planning Chief and the JIC/ Media Relations Lead		
Document/Tools		
<ul style="list-style-type: none"> ▪ Onsite Map ▪ PIO/ JIC Operations flow chart ▪ Quick Guide for Media Response ▪ Key Contact Lists/ Communications Directory ▪ Crisis Emergency Risk Communications Plan & Supplements ▪ JIC protocols and checklists ▪ Media Manual <ul style="list-style-type: none"> ○ Media Log ○ Bay Area Media Contacts List ○ Spokesperson Contact Lists ○ Press Release Template ○ Media Advisory Template ○ Media briefing and press conference checklist 		