

# Incident Response Comes Down to the Response V Response V = Response Victory

Unlike PLANS, Information Systems MUST survive first contact.



Hurricane Katrina, 2005. Photo courtesy of USCG.

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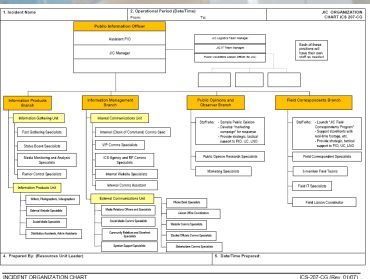
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**This is where we succeed.**  
Incident Command System Performance Training/Drills/Certifications

- ICS 202 – Unified Command Objectives
1. Safety
  2. Control the Source & Social Media/Public Affairs
  3. ...
  4. ...

**This is where we may fail.**  
Information Management Performance Perception Management

To be a successful JIC in today's social media environment, these jobs – at a minimum, must be filled. This organization structure is scalable to meet the needs of the response.



INCIDENT ORGANIZATION CHART ICS 202-05 (Rev. 01/07)



Texas City Explosion, 2005. Photo courtesy of U.S. CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD.

**Response V = Response Victory**  
The success of pollution response hinges on public perception. If the community and stakeholders perceive a response as successful, it is deemed successful. The challenge for spill responders, then, is managing perception, ideally through a robust campaign to convey the response story in a way that gives the public a clear view of the response work. The "Response V" is a concept that provides the structure upon which such a campaign can be built. Working with standard ICS framework, it is comprised of the essential elements for success – operational excellence on one side of the "V" and outstanding perception management on the other. Responders do not have to exceed current response organizations' ability to deal with media. Federal On-Scene Coordinators, as well as their Unified Command counterparts, face stronger pressures to grasp a situation within minutes and report it as the best of command, taking time away from their focus on response. Compromising that pressure to gather accurate incident information and convey it to the public. Response managers do not start communicating immediately, others will and they will inaccurately and lasting misperceptions. During an incident, the responsibility for perception management lies primarily with the Joint Information Center (JIC). Part of the "Response V" concept promotes a number of elements to expand the current JIC model, including: Clear, established relationships with Liaison Officer staff, creation of a Public Liaison Officer to liaise with the Volunteer Unit members of Public Opinions Offices to ensure external perspectives are monitored and conveyed to the UC. Other elements of the "Response V" JIC expansion include:  
-Phone banks with trained staff to quickly answer questions with accurate information.  
-Teams of trained public relations coordinators communicating through social media (e.g. Facebook, Twitter, YouTube) with accurate, accessible information.  
-Field teams to videotape and narrate response activities, streaming them to a UC-approved website.  
-Information centers for the public to get "hands on" incident information.  
-Fully integrated teams of JIC and Liaison staff to manage VIPs, community meetings and outreach.



T/V Argo Merchant, 1976. Photo courtesy of USCG.

Sample JIC 224 for major incident response	SCORE ANALYSIS METHOD - ICS 204
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**Goals:**

1. To completely revolutionize how we think about and execute crisis management related to ICS and information management in our ever-changing world of social media.
2. To result in all potential Unified Command players that add JICs as equally as important as controlling the source.

**Method to accomplish these goals:**

1. Response managers should be prepared to institute a 200+ member JICs as represented on this poster in the ICS Form 207 JIC Organization Chart from 2007 JIC Work Analysis Matrix (required jobs and their descriptions), and ICS Form 215 JIC Operational Planning Worksheet (base JIC scalable resource requests).
2. Our plan is to take these documents and update the Northwest Area Contingency Plan JIC Manual.
3. Industry will host take force meetings on the Response V to change that go across in a way that fosters stronger JIC operations in an environment of rapid information demands.
4. Ultimately, we desire changes to the Incident Management Handbook (IMH) that will memorialize this approach to the JIC and information dissemination.

**Results:**

Each year the Pacific Northwest hosts approximately 30 large-scale crises exercises that include oil spills, chemical releases, and other events. The Unified Command is formed to conduct traditional Operations, Planning, Logistics, and Finance Section duties – and this is done very well. However, JIC tends to be an afterthought – with its focus typically on press releases and press conferences. This approach is unacceptable in today's social media environment.

Over the past three years, response teams in the Northwest have started to understand that managing information poorly (internal and external) response failure no matter how well operators are conducted. In an actual incident, this could result in significant financial burden for the Responding Party. As of late, the major oil companies have taken JIC in the world of social media seriously. As a result, they are bringing much larger teams to the exercises to address social media and public opinion, and to establish field information centers (FIC) at spill sites. Five strategic websites, teams of field observers that feed operational information to the websites, and much more. In one example – which is truly a first – an industry player has made provisions in its response tool for a 20+ member Community Outreach Center (their version of field information center).

This type of aggressive JIC thinking needs to become the standard method of operations. Despite current perceptions on the state of media readiness, the response community is a long way from the much-needed norm. In the Northwest, a primary response goal is excellent perception management, excellent operational management and ultimate success. Field preparation management – operational management failure.

**Discussion/Recommendations:**

When it comes to crisis information management, responders need to approach this critical success factor much as we do in the 1990s, falling to recognize the reality of the 2014 social media world and its demand for speed-of-light communications. This is a wake up for a response disaster within operational field. Our proposed scalable 200+ member JIC organization, which is captured in the Response V poster in ICS Form 207, 214, 215, 216, should foster sound information management in our current world and result in ultimate response success – all while responders are protecting and restoring the environment, and reducing long-term recovery costs for impacted communities, government, at all levels, and industry. This approach is recommended for universal adoption for JIC organization operators and logistics, with the proposed JIC forms to be the basis for an update of the JIC section of the Incident Management Handbook.

**REFERENCES**

2014 Northwest Area Contingency Plan. [www.nrt11.org/naicp](http://www.nrt11.org/naicp)

2013 NRT JIC Manual. [www.nrt11.org](http://www.nrt11.org)

"PUBLIC PERCEPTIONS AND THE ROLE OF THE MEDIA": 1997. IOSC Proceedings. [www.iosc.org/naicp/naicp.htm](http://www.iosc.org/naicp/naicp.htm)

SAMPLE OPERATIONAL PLANNING WORKSHEET	INCIDENT NAME	1. INCIDENT SCENARIO OTHER LOCATION	2. WORK ASSIGNMENTS	3. DATE/TIME PERIODS										4. OPERATIONAL PERIOD (DATE/TIME)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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