Washington State

Joint Information Center/

Joint Information System

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Record of Changes

Changes to the JIC/JIS plan are logged each time additions and modifications are made.

Change	Change Description	Date Entered	Posted By

Section I. Background and Overview

Overview

During an emergency, disaster or major event, the State of Washington must provide accurate, coordinated, consistent and timely information. Information during a time of crisis will be one of the most vital resources that will instill confidence that all levels of government are working in partnership to restore essential services and help individuals begin to put their lives back together. Using the concepts put forth in this plan, the State of Washington will be able to communicate vital information to the residents of this state.

Purpose

The purpose of the Joint Information System (JIS) is to ensure the timely and coordinated release of accurate information to the news media, governmental and public audiences. While individual agencies and affected parties will continue to address their specific roles and duties in emergencies or disasters, the JIS will serve as the focus for public information relating to statewide activities. The purpose of this document is to provide guidance and authority for the activation, operations and deactivation of Washington's Joint Information System/Joint Information Center (JIS/JIC). The system and this plan will be used during a natural or man-made disaster, emergencies, or significant large-scale events that involve a multi-jurisdictional response and recovery. This action plan outlines the procedures necessary to conduct coordinated crisis communications in support of incident management. Through activation, the JIS will provide the right information to the right people at the right time. JIS operations will provide the media and the public with important situational awareness and safety information, including evacuations. The messaging provided by the JIS will help to minimize misinformation, maximize resources, and create credibility with the public in response efforts.

The JIS/JIC is coordinated by the State Emergency Operations Center (SEOC) lead Public Information Officer (PIO) as established by the Washington Comprehensive Emergency Management Plan ESF 15 Annex. The SEOC Standard Operating Procedures (SOP) contains procedures and job-aids for External Affairs in Chapter 8. This document will be provided to the JIC manager to maintain consistency.

The JIS is accomplished when public information staff representing all jurisdictions involved in the incident management activities work together with the SEOC.

The JIS may function virtually, with participants linked through technological means, or may function at a central location called the JIC. Information sharing platforms such as WebEOC will be employed as a method for coordinating with participating agencies and staff. Any response or partner agencies unable to send a representative to the JIS/JIC will continue to coordinate via phone, email, and WebEOC. In general, all affected agencies will contribute to the coordinated messages developed through the JIS/JIC.

A standard JIC is defined as a physical location, or communication hub, to centralize and coordinate the flow of public information operations of the JIS. Maintaining a centralized communication facility, resources can be managed more efficiently, and the duplication of effort is minimized. Once established, the JIC becomes the "one-stop" source for news media and stakeholders to obtain information about the incident.

Plan

The purpose of the JIC/JIS plan is to define policies and procedures used in emergencies to provide emergency public information to the media, general public and specific populations, including limited English proficient (LEP) populations, who may be affected by an emergency.

The plan defines procedures for coordinating information among various elements of the overall emergency response, and to ensure that the information disseminated to the public is accurate, clear, concise and timely.

Scope

This JIC/JIS plan applies to informational needs resulting from emergency situations. Situations may range from isolated, contained emergencies to broad-scope, high magnitude disasters. Potential emergency or disaster situations include but are not limited to avalanche, civil disorder, cyber incident, dam failure, earthquake, flood, hazardous materials release, health incident, landslide, severe weather, terrorism, tsunami, volcanoes and wildfires. Please see the Washington State Enhanced Hazard Mitigation Plan for a complete list of hazards.

Organization

The JIC is a flexible organization that allows for various staff sizes depending on the scope and magnitude of the emergency.

It complies with the National Incident Management System (NIMS) and coordinates with the SEOC supervisor through the JIC manager.

Section II.   Policies

Authority

The JIC/JIS has no authority as an independent organization. It is one function of the larger NIMS). NIMS (also called the incident command system) is a method to meet emergency response expectations identified in local, state, and federal statutes and regulations. (See the Washington State Comprehensive Emergency Management Plan, 2024; Base Plan; VIII. Authorities and References.)

Limitations

- Any authority delegated to the JIC/JIS is limited to the specific emergency or disaster needing the services of the JIC. The emergency/disaster, in most cases, will be identified by an "incident or mission number" assigned by the State of Washington Emergency Management Division.
- No guarantee of a perfect response is implied by this plan. As State of Washington assets and systems may be overwhelmed, the JIC/JIS will endeavor to make every reasonable effort to organize and respond to the situation based on information and resources available.

Critical Assumptions

- During emergency situations, the general public and media will demand information about the emergency situation and instructions on proper self-protection actions.
- The local media, particularly television and radio, will perform an essential role in providing emergency instructions and the most current information to the public.
- The State JIC at its primary site at the SEOC, or at an alternate site, will have electricity, telephone and other forms of communication, and have the ability to monitor local and national news through television, radio and/or the internet.
- The State JIC will have enough trained staff and/or volunteers to perform its mission.

Section III. Establishing a Joint Information System and/or Center

1. Activation

In the event of an emergency, the SEOC may be activated. The SEOC functions under the principles of the Incident Command System (ICS) which includes a lead PIO for the SEOC as part of the command staff. The SEOC supervisor and lead PIO will determine the need to establish a JIS and/or JIC. A JIS will be coordinated by the lead PIO as part of Emergency Support Function #15 – External Affairs. If a JIC is needed, a JIC manager will be assigned and will begin the notification of the needed JIC members starting with trained Military Department and Emergency Management Division employees.

Upon activation of the JIS/JIC, the lead PIO will notify affected agencies. The lead PIO and/or the JIC manager will identify units and positions within the JIS/JIC organization structure that will be activated and determine initial staffing needs.

The JIS provides the mechanism to organize, integrate and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines.

The JIC is the central location that facilitates the operation of the JIS. It is a physical or an internet-based virtual location where personnel with public information responsibilities perform media and community relations duties during an incident or event. The JIC structure is designed to work equally well for large or small incidents and can expand or contract to meet the needs of the incident.

Efficient information flow is critical to effectively meet public information needs and carry out external affairs responsibilities when multiple organizations come together to respond to an emergency or manage an event.

By maintaining a centralized communication facility, resources can be better managed, and duplication of effort is minimized. The use of a JIC allows for tracking and maintaining records and information.

2. Location

If possible, the JIC will be co-located with the SEOC at Camp Murray, in Building 20. If the SEOC is determined to be unsafe, or a larger facility is needed, a more suitable location will be identified.

3. Flexible, functional approach

The JIC structure is designed to accommodate the diverse range of responses, ranging from a large multiple-agency, all-hazards response to a small single-agency, single-hazard response. The structure can grow or shrink depending on the unique requirements of a specific response and should be customized for each response. This adaptability encompasses staffing, organizational structure, facilities, hours of operation, resource and logistical requirements, and products and services. If a virtual JIC is established, JIC staff members can perform their assigned functions from work, home, or any location with Internet access.

The JIC organizational structure is based on functions that must be performed whether a person is handling a routine emergency or managing communications for a major response to a disaster.

4. Coordination

During an activation of the SEOC or other emergency, a coordinated response from all levels of the response community occurs. PIOs and JICs may be located where tactical operations are managed directly. The JIS will coordinate information coming in, distilling and verifying the information, developing a coordinated message(s) for media and the public. These messages are vetted through affected jurisdictions and agencies and address the event with 'one voice'. Before leaving the JIC/JIS, the messages are ultimately approved by the SEOC supervisor.

5. Establishing the initial response

Immediately after an incident occurs, there is a high demand for information. The media, public and responders require accurate and timely information for all incidents—large or small, a natural disaster or accident. The responsibility of disseminating updated information is assigned to the PIO immediately after the onset of the incident. All JIC/JIS practices shall follow the Standard Operating Procedures, External Affairs – Section 8.

6. JIC Responsibilities

- Be the first and best source of information.
- Develop, recommend and execute public information plans and strategies on behalf of the SEOC Supervisor.
- Advise the SEOC supervisor concerning public affairs issues that could impact the response.
- Ensure the various response agencies' communications personnel work together to minimize conflict.
- Gain and maintain public trust and confidence.
- Gather information about the crisis.
- Capture images of the crisis in video and photos that can be used by the response organization(s) as well as the media.
- Write and communicate emergency public information regarding public protective actions, evacuations, sheltering and other public safety messages.
- Ensure the timely and coordinated release of accurate information to the public by providing a single release point of information.

- Facilitate and manage control of rumors.
- Monitor and measure public perception of the incident.
- Inform the SEOC supervisor of public reaction, attitude and needs.

7. Deactivation

The SEOC Supervisor, with SCO concurrence, determines when to deactivate the JIC/JIS based on the recommendation of the JIC Manager and Lead PIO. As the incident's need for information begins to decrease and/or the recovery is underway, the JIS/JIC may also be down-sized before it is deactivated. All members of the JIS/JIC staff will be notified and a media advisory will be released to the media stating the JIS/JIC is no longer operational. Directions will also be included regarding how additional incident information will be released and a contact name and phone number for follow-up queries. The call center and incident website can still be utilized for the public.

The JIS/JIC manager will hold a de-briefing meeting for the purpose of identifying problems or concerns during JIS/JIC operations. The JIS/JIC manager will submit a final report to the participating agencies and partners including after-action and archiving materials for future use. These materials will also be included in the casebook and will be used for after action reports which will identify what went well, and what processes need adjustment. The JIC Coordinator will ensure equipment, supplies, and facilities are all returned to pre-emergency status.

Section IV. Joint Information Center Staffing

Below is an overview of JIC position descriptions, responsibilities, and functions of the JIC manager and the four assistant PIOs.

1.   JIC Manager/Deputy JIC Manager

Position Description
The JIC manager is responsible for developing and releasing public information about the incident to the media, incident personnel and other appropriate agencies and organizations.

Only one JIC manager will be assigned for each incident, including multi-jurisdictional incidents operating under Unified Command. The JIC manager may appoint a deputy JIC manager and as many Assistant Public Information Officers (APIOs) as necessary, and the PIOs may also represent assisting agencies, jurisdictions, or other response partners (such as private sector and Non-Governmental Organizations (NGOs)).

The JIC manager is appointed by the SEOC supervisor and lead PIO to support the information needs of the response; establish, maintain, and deactivate the JIC; and represent and advise the SEOC supervisor on all public information matters relating to the incident. A person is assigned to this position based on skills and ability, not rank or employer.

The deputy JIC manager supports the JIC manager and acts as the JIC manager when the JIC manager is away from the JIC.

Responsibilities

- Support public information needs of the SEOC supervisor.
- Obtain approval from SEOC supervisor to disseminate public information products.
- Advise SEOC supervisor on public information issues and concerns.
- Attend all Command Staff briefings and meetings.
- Share information gathered at Command Staff briefings and meetings with JIC staff.
- Work closely with the Liaison Officer (LNO) and Safety Officer (SO).
- Establish and equip a JIC and oversee its operations.
- Gather incident information.
- Inform the media and public.
- Provide public information to SEOC/incident staff.
- Monitor the media, correct misinformation, and identify trends and issues.
- Analyze public perceptions and develop public information strategies.
- Supervise all JIC operational and administrative activities.
- Ensure proper organization of JIC.
- Oversee all operations of the JIC.
- Coordinate internal JIC information flow.
- Set JIC daily operating schedule, in coordination with the SEOC schedule.
- Maintain unit log. (See ICS Form 214 in Appendix C)
- Advise SEOC supervisor about recommended public information strategies.
- Assess and assign JIC staff to appropriate roles.
- Provide training or coaching to JIC staff as needed.

- Coordinate with Logistics Section Chief (LSC) to obtain equipment, supplies and other resources for the JIC.

Position Specific Functions

1. Establishing a JIC

2. Developing the Operating Schedule
The JIC manager manages the JIC staff by developing an operating schedule, in coordination with the SEOC operating schedule.

3. Establishing a 24-hour Schedule, if needed

If demands are high, a 24-hour operating schedule may require two shifts, such as:

Day Shift: 7 a.m. to 7 p.m.
Night Shift: 7 p.m. to 7 a.m.

A one-hour overlap in each shift is recommended to provide time for briefing and transition and meets most major media deadlines.

4. Demobilizing a JIC

The SEOC supervisor determines when to deactivate the JIC based on the recommendation of the JIC manager and lead PIO. This decision would usually be made when media and public interest has diminished or when recovery and mitigation operations are complete.

2. Information Gathering and Verification APIO

The Information Gathering task is assigned by the JIC manager. The APIO responsible for information gathering conducts information gathering activities in support of the JIC. Personnel selected for this position should possess experience in public affairs, crisis response, JIC operations and management. Personnel should be assigned to this position based on training, experience, skills, and ability, not on rank or employer.

Responsibilities
The following responsibilities can be performed by the APIO responsible for information gathering or by a unit composed of several individuals in all or some of the following JIC positions.
- Gather facts
- Display facts on status boards.
- Monitor the media.
- Analyze and respond to media and social media reports.
- Respond to rumors.

1. *Fact Gathering/SEOC Liaison*

Fact gathering duties in the JIC include the responsibility for gathering incident information.

Responsibilities
- Gather information about the incident from Command, Planning Section's Situation Unit, and agency representatives from each response partner.
- Establish contacts and maintain regular times to pick up information from all sections within the ICS structure.
- Respond rapidly to breaking news and quickly gather information for the other specialists in the JIC.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

2. *Media Monitoring/Rumor Control*

The Media Monitoring/Rumor Control duties include assessing the content and accuracy of news media reports and assists in identifying trends and breaking issues. Receives, verifies, and ensures facts are disseminated to dispel incorrect rumors regarding the incident.

Provides daily coverage synopses; identifies issues, inaccuracies, and viewpoints; and recommends corrections to the Media Relations APIO. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Determine newspaper, radio, television, and social media outlets to monitor.
- Monitor blogs and social media sites.
- Gather perceptions from the media, public and other stakeholders about the progress of the response efforts.
- Identify potential detrimental rumors and rapidly determine effective ways to deal with them or pass to Rumor Control, if an individual or group of individuals has been designated to process rumors.

- Set up a news clip collection (radio, TV, print and appropriate Internet websites). Set up equipment to record radio and television news and/or to print media websites and blogs.
- Identify and report any rumors that may cause issues or problems.
- Verify the accuracy of the rumor and document results.
- Report results of each rumor investigation to previously noted PIOs.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

3. External Communications APIO

The External Communications APIO is assigned by the JIC manager to manage the product development responsibilities of the JIC. Personnel selected for this position should possess some public information, journalism, photography, videography, web management, desktop publishing, ICS and JIC experience. Selected personnel should be able operate a variety of software, work quickly, accomplish tasks with minimal direction and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities

- Produce written news releases, media advisories, public service announcements, blog and social media postings, fact sheets and other publications.
- Route to JIC manager for approval all documents, photos, video, and other materials (accurate information is essential in preventing public confusion, loss of credibility and/or adverse publicity).
- Establish and manage an incident website
- Take and disseminate news photos and video of the incident.
- Produce and gather graphics and logos for the incident.

These responsibilities can be performed by the APIO or by a unit composed of several individuals in all or some of the following JIC positions.

1. Written Products
The writer is assigned to produce written news releases, media advisories, public service announcements, fact sheets, talking points, emergency public information, voice and text messages, blog and social media statements and other direct-to-stakeholder information products. Personnel selected for this position should possess strong journalism skills and some public information, ICS and JIC experience. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

2. AV Production & Support Staff
The Photographer/Videographer is assigned to shoot high quality photos and video for release to the public and media. The Photographer/Videographer reports to the APIO for Information Products. Personnel selected for this position should possess extensive photographic, video-graphic, electronic photo and video editing and some journalism skills. Selected personnel should be able to operate a

variety of digital, still and video cameras; accomplish tasks with minimal direction; and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Shoot and edit photographs of newspaper/magazine quality.
- Shoot and edit video of broadcast quality.
- Catalog and manage all photos and videos.
- Provide all photos and videos to the Website Specialist for the county website and/or emergency blog.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

3. _Administrative Support Coordinator/Staff Support_

The Administrative Support Coordinator is assigned to manage additional activities in support of the APIO for Information Products and his/her staff. Personnel selected for this position should be able to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Work with Logistics Section to acquire, set up and run audio/visual support for briefings.
- Provide support for media briefings and town meetings.
- Provide all JIC files and products to the Documentation Unit.
- Produce briefing packets.
- Catalog, file and copy all JIC materials.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

Personnel selected for this position should possess experience in public information, crisis response, JIC operations, management, and ICS, as well as have demonstrated skills in interacting with the media. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Respond to media inquiries.
- Select and prepare speakers prior to interviews.
- Conduct news briefings and interviews.
- Provide escorts to the media.
- Maintain multi-lingual capabilities.
- Maintain and update media lists.
- Identify misinformation or rumors.

These responsibilities can be performed by the APIO or by a unit composed of several individuals in all or some of the following JIC positions.

4. Media Briefings APIO

The Media Briefings APIO is assigned by the JIC manager to manage the distribution of information regarding the event. Personnel selected for this position should have experience interacting directly with the media, be able to speak clearly and concisely, be able to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Depending on the region, bilingual personnel may be needed in this unit. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Determine primary media outlets.
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and result.
- Maintain a comprehensive and current media list containing points of contact, phone, and e-mail addresses.
- Disseminate approved written material to the media.
- Staff the phones with people able to answer calls, possibly in more than one language, from local, state, national and international media.
- Respond to routine inquiries using talking points, speaker preparation, news releases and fact sheets.
- Promote story and feature ideas to target media.
- Document the time and details of the response; track inquiries to ensure response and closure.

5. Multi-Media Management APIO

The Multi-Media Management APIO task is assigned by the JIC manager to manage all JIC social media activities.

Personnel selected for this position should possess experience in public information, crisis response, JIC operations, management, and ICS, as well as have demonstrated skills in interacting with the media. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Social media

The Website/Social Media Specialist is assigned by the JIC manager to manage all JIC social media activities in support of the APIO for Information Products and staff. The Website/Social media Specialist may be located in the physical JIC or at a virtual JIC location away from the SEOC. Personnel selected for this position should be knowledgeable of website design software, internet protocols, website accessibility for special needs populations (Section 508 of the Americans with Disabilities Act of 1990); able to accomplish tasks with minimal direction; and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Maintain and update website(s) and social media accounts.
- Route email inquiries to media or community relations specialist.

- Ensure approval of all items prior to emailing or posting on the incident website.
- Coordinate with web support personnel for all agencies represented in organization to ensure site meets individual agency requirements.
- Coordinate media and community distribution lists.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

Responders and other PIOs should monitor the information being posted on other websites, blogs, and chat rooms. Questions, concerns, or misinformation found on other websites, blogs and chat rooms should be addressed on the official website.

6. Community Relations APIO

The Community Relations APIO is assigned by the JIC manager to monitor the community's concerns regarding the incident, advise the JIC manager about community information needs, and coordinate release of information to the public.

Personnel selected for this position should possess community relations, crisis response, JIC, operations, management, and ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should have experience identifying different publics/stakeholders, and using interviews to ascertain community knowledge, attitudes, and behaviors. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities

- Determine the information needs of the community.
- Develop and coordinate community outreach programs.
- Establish contact with influential local community members that can provide feedback about how the response is perceived.
- Determine the need for and format of community meetings.
- Conduct and/or participate in community meetings.
- Canvass the local community for feedback and to disseminate incident information.
- Develop posters, fliers, newsletters, and other community outreach materials.
- Inform the public of volunteer opportunities coordinated by assisting agencies.
- Respond to community inquiries.

These responsibilities can be performed by the APIO or by a unit composed of several individuals in all or some of the following JIC positions.

1. *Community Relations*

The Community Relations Specialist is assigned to document and respond to community inquiries. Personnel selected for this position should have experience interacting directly with the community, speaking clearly and concisely, accomplishing tasks with minimal direction, and functioning efficiently in a high-stress environment. Personnel should also have experience identifying different

publics/stakeholders, and using interviews to ascertain community knowledge, attitudes, and behaviors. Depending on the region, multilingual personnel may be needed in this unit. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Identify communities affected by the incident.
- Produce detailed accounts of calls, including name and organization, phone numbers, nature of inquiry and results.
- Determine how well community members comprehend command objectives/messages and make recommendations for corrective actions through the Community Relations PIO Lead.
- Determine community attitudes toward the incident and response organization and recommend actions to encourage/change those attitudes, as necessary.
- Determine community behaviors related to the incident situation and recommend actions to encourage protective or corrective behavior.
- In conjunction with the Liaison Officer (LNO), maintain a comprehensive and current list of interested stakeholders, including phone and fax numbers or e-mail addresses.
- Disseminate approved written material to the community.
- Staff the phones with people able to answer calls, possibly in more than one language, from the community.
- Respond to routine inquiries using talking points, frequently asked questions, news releases, fact sheets and other community relations materials.
- Route inquiries about volunteer opportunities to the Volunteer Coordinator.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

2. Community Support

The Community Support Specialist is assigned to manage the coordination of meetings, interviews, and engagements. The Community Support Specialist reports to the Community Relations APIO. Personnel selected for this position should have good interpersonal skills, the ability to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Identify, schedule, and prepare appropriate personnel and subject matter experts for community meetings.
- Ensure accessibility of community meetings, including communication access and physical accessibility.
- Advise the JIC manager on times for new community meetings.
- Coordinate with the administrative assistant about set-up and audiovisual needs for community meetings.
- Participate in meetings hosted by the community.

These responsibilities can be performed by one or more individuals or by a unit composed of several individuals per shift.

7. Governmental Affairs/Executive/VIP Coordination Lead

The Executive/VIP Coordination Lead is assigned by the JIC manager to coordinate the incident, advise the PIO and SEOC Supervisor about VIP visits and information requests, and execute proclamations when required.

Personnel selected for this position should possess, crisis response, JIC, operations, management, and ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should have experience identifying different publics/stakeholders, and using interviews to ascertain community knowledge, attitudes, and behaviors. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Responsibilities
- Coordinate business continuity calls.
- Execute proclamations as required.
- Advise on employee messaging.
- Provide incident information the Adjutant General (TAG) and team.
- Coordinate VIP tours of SEOC, incident scene, and other venues.
- Work with VIP PIOs for news conference messaging.

Section V. Plan Implementation

1. Training and Exercise

The Washington State JIC/JIS trains on various components of the plan to develop and maintain skills required to follow the plan. This includes monthly PIO/JIC Skills trainings and a yearly JIC/JIS refresher training. The JIC/JIS also exercises its plan when the State Emergency Operations Center activates for exercises, which occurs at least one time per year.

2. Plan Maintenance

The PIO is responsible for maintaining the JIC/JIS Plan. The lead PIO facilitates the review and update process as part of the regular maintenance of the plan and its procedures.

The plan is reviewed annually and updated every two years. The plan will be reviewed and/or updated following the activation of the plan either due to real-world events or exercises. Additionally, the plan will be updated or addended when there are significant organizational or procedural changes or other events that impact JIC/JIS processes or procedures

The process to update the plan generally includes the following steps:
1. Identify internal and external partners critical to the process
2. Conduct a kick-off meeting initiate communications with stakeholders on intent to update the plan
3. Establish a process and schedule for gathering stakeholder input
4. Gather information from stakeholders based on changes to personnel, essential functions, business, risks, hazards, or resources; leadership input; or lessons learned through exercises or real-world events
5. Revise draft plan with input
6. Distribute plan draft for review and comment
7. Ensure plan complies with guidance and laws
8. Finalize draft plan
9. Distribute final plan to stakeholders, as necessary; and
10. Implement the plan

Following any activation of the plan (either real-world or exercise), the PIO conducts an After-Action Review (AAR) process to evaluate the plan and make recommendations for needed changes or corrective actions. Individuals (internal and external) who participated in the plan activation are invited to contribute thoughts on strengths and areas for improvement. Comments are collected by the lead PIO and incorporated, as appropriate, into the plan.