Sacramento County Office of Emergency Services
ANNEX D

Joint Information System

June 2019

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Record of Changes

Date of Revision	Revision Description	Section/Component	Reviewed By	Revision Completed By
2019 January	Minor edits	All	PIO Group	Flynn-Nevins
2019 June	JIC Layout	2.3.9	OES Chief	Flynn-Nevins

Record of Distribution

Sacramento County Departments
Special Districts
Cities
Schools/School Districts
OPERATIONAL AREA (OA) Council Members
Operational Area Public Information Officers
Volunteer Organizations

Table of Contents

Chapter 1: INTRODUCTION

The primary focus of this Annex is to provide jurisdictions, affiliated Public Information Officers (PIOs) and support staff in the Sacramento County Operational Area (OA) with a public information structure that works within the framework of the National Incident Management System (NIMS), Incident Command System (ICS) and the California Standardized Emergency Management System (SEMS). Using NIMS and SEMS, PIOs work together in conjunction with Emergency Operations Centers (EOCs) and/or Incident Command (IC)/Unified Command (UC) to provide critical emergency information, crisis communications, and public affairs support to establish procedures and processes to gather, verify, coordinate, and disseminate public information.

Since the Annex is functionally based, the Joint Information System (JIS) and its supporting tool, the Joint Information Center (JIC), can be scaled to be used during any situation in which there is a need. The system is flexible and can be scaled to meet the needs of the incident and adaptable for use in diverse range of responses ranging from a small, single agency response lasting a few hours, to a large multiple agency response lasting several weeks or months.

As emergency incidents often require information to be disseminated to the public, OA jurisdictions have agreed to support a JIC when necessary, and to use the JIS/JIC in their cooperative efforts for all multi-agency/jurisdictional incidents.

This annex incorporates best practices from the National Incident Management System (NIMS) Basic Guidance for Public Information Officers (PIOs) as well as the National Response Team (NRT) Joint Information Center Model. These publications are suggested reading for all participating agencies.

Sacramento County's public information requirements will be determined by the severity of the disaster or emergency as determined by the Sacramento County Emergency Operations Center (EOC). A significant public information response will involve many Sacramento County Departments, cities within the operational area, State of California, non-profit and non-government organizations, and federal agencies. This annex describes these agencies and their roles and responsibilities.

1.1. Purpose

The coordination and dissemination of public information during an emergency, whether it involves saving lives, protecting property, or addressing public concern, is one of the most important aspects of an effective emergency response.

This Annex, in support of the Sacramento County Operational Area Emergency Operations Plan (OA Plan) and County of Sacramento Emergency Operations Plan (EOP), was created to establish the system by which the County and OA will conduct the public information function and services during an emergency. This includes collaboration required by the multiple organizations and jurisdictions that will staff the JIS and the JIC to provide timely, accurate, wide-reaching and simple to understand crisis communications to both the media and the public. This annex provides the organizational structure and concept of operations under which the OA will operate.

1.2.   Scope

This Annex is consistent with the framework laid out by NIMS, and can be scaled to fit a wide variety of incidents of varying size and need. Included in the Annex are pre-event, response, and recovery procedures as they pertain to the emergency public information function. It details the steps to be taken to initiate the activation and utilization of JIS and JIC, as well as the functions and responsibilities of the PIO and supporting staff.

In collaboration with the Sacramento Access and Functional Needs Coordination Advisory Group (AFN-CAG), this Annex has been developed utilizing a whole community approach which includes the integration and coordination of emergency preparedness, response, and recovery for people with disabilities and those with access and/or functional needs, as well as limited English proficiency, before, during and after a disaster. This Annex is to be supplemented by the Field Operations Guide (FOG) for use by PIOs and support staff that is deployed into the field during an emergency response.

1.3.   How to use the Annex

This Annex should be used in conjunction with the OPERATIONAL AREA PLAN (OA PLAN) and Emergency Operations Plan (EOP). It is intended as an operational tool provides clarity to enhance the OA Plan.

1.4   Policy

It is the policy of Sacramento County to develop plans and procedures to address public information needs during an emergency or disaster response within the County. Sacramento County is responsible for the dissemination of accurate and timely information to the affected populations and will use all local resources before requesting mutual aid from the State or Federal levels. Information released to the media and/or public will be verified through the EOC Director and public information staff. In addition, the County will ensure that considerations will be taken to include all People with Disabilities and those with Access and Functional Needs (DAFN), including those who speak and/or read languages other than English or who have Limited English Proficiency (LEP). It is further the policy of Sacramento County to use the concept of a JIS to ensure the coordinated release of emergency information.

1.5   Planning Assumptions

- Emergencies and disasters may occur without warning at any time of day or night, and may cause mass casualties.
- A public education and information program will help save lives and property during emergencies and disasters if the public knows how to prepare for them.
- In an emergency situation, the public will demand information about the emergency and the protective actions to be taken.
- Local print and broadcast media will cooperate in broadcasting, publishing, and posting on the web detailed disaster-related instructions to the public.
- Normal means of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster are until communications can be restored.
- Responding agencies will provide information to reduce public concern about the incident and response activities.
- Trained support personnel will be sufficiently available to help coordinate public information and interface with the media and other agencies.

- Demands for information from media outside the jurisdiction will be significantly increased in a disaster.
- State-level news releases should be coordinated with the designated County PIO and not conflict with local releases.
- Rumor control procedures directed by the designated County PIO should prevent incorrect information from affecting emergency response activates.
- The Wireless Emergency Alert System (WEA), Emergency Alert System (EAS) and Sacramento Alert are the best means to give a rapid, initial warning to the public. It will be used in time sensitive, life threatening situations when the public must be warned immediately of an impending emergency or disaster.
- During a countywide or large disaster, a JIC may be established to coordinate the dissemination of information about all county, State and Federal disaster response and recovery program.
- Information is incomplete during a disaster. Rumors abound and it may be hours before officials validate complete information. The lack of information or contradictory information may cause confusion. Rumors and inaccurate information may cause unnecessary fear and confusion.
- The lack of complete information should not prevent or delay known information to the public.

1.6.   OPERATIONAL AREA (OA) Profile

1.7.   Relationship to Hazard-Specific Annexes
The JIS Annex provides the overall structure from which the OA will operate during a disaster and provides the information needed to carry out the public information function. While the Annex, along with the FOG, provides many of the tools, templates, and forms required to run a Joint Information System, more detailed information can be found in the Hazard-Specific Annexes to the OA Plan. These Annexes contain unique and regulatory response planning details applying to specific hazards. The information contained in this Annex and in the Hazard-Specific Annexes is meant to be complementary and, when used together, provide a complete tool to be used in a JIS activation.

1.8.   Disclosure Exemptions
Legislation enacting the California Public Records Act (CPRA) was signed into law in 1968 with the fundamental precept that governmental records shall be disclosed to the public, upon request, unless there is a specific reason not to do so.

There are two recurring interests justifying most of the exemptions from disclosure. First, several CPRA exemptions are based on recognition of the individual's right to privacy (e.g., privacy in certain personnel, medical or similar records). Second, a number of disclosure exemptions are based on the government's need to perform its assigned functions in a reasonably efficient manner (e.g., maintaining confidentiality of investigative records, official information, records related to pending litigation, and preliminary notes or memoranda).
More information can be found at http://ag.ca.gov/publications /summary_public_records_act.pdf.
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of this document, in whole or In part, without prior approval from the Sacramento County Operational Area, is prohibited. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.

Chapter 2:   Concept of Operations

Sacramento County PIOs prepare and distribute disaster information to the public before, during, and after disaster and emergency events, using all available media and communication methods. Public information will be disseminated using all available media and technology methods, including, but not limited to: television, phone, e-mail, radio, newspaper, internet, social media, billboards, and public postings. Additionally, messaging will be designed as inclusive for all audiences.

A comprehensive emergency public information program combines educational and emergency information to reduce casualties and property damage and to provide long-term public education related to hazard awareness. In either case, the participation of multiple agencies and jurisdictions is often required for successful implementation.

During disasters and/or emergencies involving more than one OA jurisdiction the state's Regional Emergency Operations Center (REOC) shall facilitate policy guidance amongst OA jurisdictions for the dissemination of all emergency public information through the use of the JIS/JIC.

Emergency public information activities are structured under a JIS concept which ensures coordination of messages, whether the PIOs are located at one site (JIC) or multiple sites (virtual JIC). The JIS is designed to disseminate a variety of information and instruction to the general public, government officials, and the news media through direct contact, new conferences, news releases and advisories, web sites and social media sites, and timely response to public and news media inquiries.

2.1.   Phases of the Joint Information System

2.1.1   Preparedness
PIO preparedness includes establishing relationships with other agency PIOs, community based organizations and the media, developing and maintaining readily available checklists, contact lists, and public information materials.

The provision of preparedness-related public information is typically the responsibility of each OA jurisdiction. Depending upon the jurisdictions' emergency management priorities and the community's specific hazard profile, each jurisdiction will design and implement preparedness-related public information strategies using consistent messaging. The OA, through the OES, participates in preparedness-related public information programs and supports the needs of OA jurisdictions as well.

PIO staff will participate in training and EOC exercises in order to improve and maintain their skills. The County is committed to interactions with the local media such that solid working relationships before a disaster will support effective information dissemination during emergencies.

The OA is committed to preparing its community. Some possible activities to help prepare community members include:
- Ensure public education material is available in multiple languages
- Encourage communities to develop their own videos to encourage participation
- Involve media outlets that tailor to different languages
- Create and maintain preparedness websites that are available in different languages and accessible
- Include video clips in their native language that may be shown in locations appropriate to the varying demographics within the county.

Planning to communicate in emergency situations must be done well in advance. The PIO's key messages should be developed ahead of time. Examples of pre-identified messages include evacuations, hotline information, explanations of an advisory and warnings. Just as there is a golden hour in emergency medical services, there is a golden hour for public information as well. The communications decisions the PIO makes in the first hour of a critical incident will affect the PIO's success.

2.1.2. Functional Readiness
It is important for the PIO to have tools and resources available for utilization during an incident. PIOs should maintain their own Go-Kit for deployment to the field, EOC, or JIC. The Go-Kit recommended equipment list can be found in Appendix 1.

2.1.3. Response
Within ICS, the PIO is responsible for organizing and managing the emergency public information system and establishing guidelines for the release of public information. Initial response actions after a JIC has been activated are:
- Establish contact with the Field PIO and EOC PIOs
- Evaluate the incident, public information immediate needs, and determine the JIC organizational structure/personnel needs
- Establish contact with the media; begin releasing lifesaving and health preservation instructions. Explain that the EOC and JIC have been activated and what is being done to respond to the emergency.
- Establish contact with pre-identified community partners who serve non-English speaking communities and people with disabilities and access and functional needs communities to allow them to initiate their communications protocols.
- Request the Incident Logistics section to activate additional staff and plan for subsequent Operational Periods.
- Develop and distribute Communications Strategy Template.

The deactivation of the JIC may extend well into the recovery phase. The deactivation of the JIC is coordinated through the PIO, JIC Manager, supporting agencies, the County EOC Director, IC/UC, and involved EOCs. Once deactivation is announced, the JIC Manager will:
- Provide a plan for the demobilization of personnel and equipment, which is coordinated with the IC/UC and EOC Planning and Intelligence Section.
- Coordinate deactivation steps with the supporting departments/agencies and community partners.
- Prepare a deactivation press release which includes post-deactivation contact information and coordinate with the EOC.

- Provide deactivation information to all supporting agencies and personnel.
- Debrief staff and conduct after action meeting in conjunction with the EOC and IC/UC.
- Provide opportunities for mental health/stress management evaluation and care for those providing service in the JIC and peripheral duties.

2.2   Public Information Elements and the PIO

2.2.1   PIO Responsibilities
The PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external use. All information in the field must be cleared by the IC prior to release. All information coordinated from the JIC must be approved by the EOC Director.

PIO Major Responsibilities
- ☐ Receive assignment, report to required site (Field, EOC, or JIC)
- ☐ Gather basic facts and receive briefing on incident scope
- ☐ Determine from the IC/EOC Director if there are any limits on information release
- ☐ Develop material for use in media briefings
- ☐ Obtain IC/EOC Director approval of media releases
- ☐ Inform the media and conduct media briefings
- ☐ Arrange for tours and other interviews or briefings, as required
- ☐ Evaluate the need for and, as appropriate, establish and operate a JIS
- ☐ Establish a JIC, as necessary, to coordinate and disseminate accurate and timely incident-related information
- ☐ Maintain current information summaries and/or displays on the incident
- ☐ Provide information on the status of the incident to assigned personnel
- ☐ Maintain an activity Log (ICS 214)
- ☐ Manage media and public inquiries
- ☐ Coordinate emergency public information and warnings
- ☐ Monitor media reporting for accuracy
- ☐ Ensure that all required agency forms, reports, and documents are completed prior to demobilization
- ☐ Have debriefing session with the IC/EOC Director prior to demobilization
- ☐ Establish plan for social media monitoring and messaging
- ☐ Assign Photographer/Videographer
- ☐ Assign a Webmaster

The PIOs working in the JIC will have two primary functions:
1. Carry out the public information activities of their respective departments and agencies; and
2. Provide support to and assist with the overall JIC mission.

OA jurisdictions, departments, and agency PIOs may be asked to staff various JIC functions regardless of the level of involvement of their respective departments. This will ensure an

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Sacramento County Operational Area   Joint Information System Annex D
Emergency Operations Plan

adequate number of PIOs are available to support emergency public information activities and follows the philosophy of the mutual aid system. In accordance with NIMS, only one PIO shall be appointed during an activation. He or she is assisted by Unit Leaders based on functional needs. This works in unison with other pre-established statewide mutual aid systems.

Appendix 4 contains a description of other positions needed to staff a JIC. More detailed information, including job aids and checklists, can be found in the FOG.

2.2.2 Public Awareness and Education

Educating the public to take action prior to an event is one of the best ways to build resilience within the community and ensure the population is as prepared as possible for an emergency. Sacramento County is committed to public outreach through Sacramento Ready and associated media platforms.

2.2.3 Media Relations and Coordination

The role of the mainstream media is changing. Increasing adoption of social media along with access to real-time information via smartphones and tablets has changed communication dynamics. To address these changes in communication, the PIO's communication must be timely, accurate, more direct, more interactive, and more transparent.

Good working relationships with the media help during an incident.   To help build these relationships the JIS group will:
- On a periodic basis, provide the media with a contact list with after-business hours contact information.
- Review and update all contact lists (e.g., media, PIO, and other agencies) every six months. Include basic information such as e-mail address, telephone numbers (e.g., office, home, cell), social media accounts, and websites (see Appendix 8).
- Cultivate positive relationships through the regular response to media inquiries.
- Rely on the media as a partner for sharing critical information, especially when cellular infrastructure is impacted and communications are best served by radio and television.

The JIS/JIC will coordinate with media outlets to ensure information provided by the JIC is presented in multiple accessible formats to ensure it reaches as many people as possible. This includes:
- Sign language interpreters in the picture next to spokespersons when briefings are given.
- Work with television stations presenting important information in both video and audio formats. For example instead of showing a hotline number on the screen, it should be read aloud as well. Audible descriptions should accompany maps.
- Work with television stations using any crawling messages that often appear in the bottom of the screen to ensure the messages do not interfere with closed captioned messages.
- Request social network accounts also convey video and audio and accessibility features whenever possible.
  - YouTube closed captioning instructions https://support.google.com/youtube/answer/2734796?hl=en
  - Facebook closed captioning instructions https://www.facebook.com/help/261764017354370
  - Soundcloud enabling downloads http://uploadandmanage.help.soundcloud.com/customer/portal/articles/2162616

-enabling-downloads-for-your-track Tracks may be restricted for download to specific users; or a media list.
- o Twitter image description instructions
  https://blog.twitter.com/2016/accessible-images-for-everyone

2.2.4   Whole Community Strategy

In planning for public information, the OA considers all community members in the county. Every effort will be made to communicate with the diverse segments of community members in the OA, which may include, but are not limited to, people with disabilities and those with access and/or functional needs, those with limited English proficiency, and those who may not have access to traditional means of communication (e.g. TV, Internet). The OA plans for the whole community.

In integrating community members in emergency planning, response, and recovery, it is understood that individuals who function independently on a day-to-day basis may need additional assistance or information during a disaster. The diverse segments of populations are unique depending upon each community's demographics and available support. Press releases and information provided in shelters and assistance centers may need to be tailored to meet the needs of people with disabilities and those with access and/or functional needs and language differences. The OA works daily to involve the whole community in emergency preparedness, response, and recovery.

Many people with disabilities and those with access and/or functional needs look to organizations with which they may already have an affiliation for information or verification of information. Pre-identifying and developing methods to provide appropriately tailored information through these organizations' websites once the shelters have been opened.

To be successful with the whole community approach, the OA and jurisdictional PIOs need to establish channels of communication and relationships during non-emergency times to be leveraged during an incident. Sacramento County has demonstrated its commitment to planning for these populations with the formation of the Access and Functional Needs Coordination Advisory Group (AFN-CAG). This group has reviewed and provided valuable input into the development and revision of this plan.

Some broad ways to define difficult to reach populations include:
- Physical, mental, or sensory disability.
- Access and/or functional needs.
- Limited language competence.
- Cultural and/or geographic isolation.
- Age considerations.
- Transient populations (inclusive of both homeless and traveling populations).

Demographic Information changes rapidly. Below is a snapshot of current demographic information for OA.

City/County Population Estimates with Annual Percent Change		
City	1/1/18 Population	1/1/19 Population

Citrus Heights	87,841	88,095
Elk Grove	172,347	174,025
Folsom	78,533	79,835
Galt	26,296	26,489
Isleton	859	871
Rancho Cordova	73,112	74,471
Sacramento	500,724	508,172
Unincorporated Sacramento County	590,530	594,216
Sacramento County	1,530,242	1,546,174

According to the US Census Bureau 2018, Sacramento County has a population where 32.1% of household members speak a language other than English. Households with a computer present include 91.7% and with broadband internet subscription, 82.8%. Within the county there are a total number of employer establishments (2016 data) of 29,135.

Languages Sacramento County will typically translate (in no particular order)
- Spanish
- Russian
- Vietnamese
- Mandarin
- Tagalog
- Hindi

To meet the needs of those with limited English proficiency:
- PIOs should develop language access policies and protocol guidance.
- Documents communicating vital information to the public should be translated to the most prevalent languages spoken by the Limited English proficiency (LEP) community. (Note: Pictures, pictographs and diagrams are easier to understand or interpret than verbal communication.)
- Agency personnel can access language assistance services, for example, through public safety dispatch centers, County contracts and Department of Human Assistance and Health and Human Services and other County departments as available.
- Bilingual staff can be used to conduct community outreach and build relationships between the department and immigrant and LEP residents.
- PIOs can pool resources and leverage assets with other agencies and services to meet their needs.

It is important to develop a cultural competency for target populations in the OA. This will ensure messages are not disregarded due to inadvertent offense. The OA includes as many partner organizations as possible in its planning efforts to help Nongovernmental Organizations (NGOs) not traditionally aligned with emergency management to become more familiar with how the system works, and how to connect into the emergency management structure.

2.2.5   Intergovernmental Affairs – State and Local Officials

An effective JIS requires partnerships with:
- Impacted jurisdictions
- Responding agencies
- Private sector
- Nongovernmental Organizations (NGOs)
- Elected Officials

The private sector plays a key role before, during, and after an incident. Many private-sector organizations are responsible for operating and maintaining portions of the nation's critical infrastructure. In addition, they must provide for the welfare and protection of their employees in the workplace.

NGOs also play important roles before, during, and after an incident. For example, NGOs provide shelter, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. These groups often provide specialized services that help their clientele, including people with disabilities and others with access and/or functional needs. NGOs can often provide critical information to be used by the JIS to craft and refine the communications strategy by providing additional situational awareness from staff positioned in the field providing situation reports. This information will be relayed into the JIS through the Field Specialist who works with NGOs, response partners, and private-sector organizations supporting relief efforts.

PIOs will establish protocol for communicating with partner organizations, including elected officials during emergencies.

2.3   Direction Control and Organization

2.3.1   JIC Purpose

Regardless of the incident, the function of the JIC remains essentially the same, while the number of jurisdictions, departments, and agencies involved as well as the location and the quantity of information to be disseminated may change. At a minimum, the following functions must be performed for effective public information:
- Establish and maintain contact with local radio, television and print media.
- Develop and disseminate written information such as news released, fact sheets, and other reports as needed, ensure information is produced in varied formats used by people with disabilities and others with access and/or functional needs including but not limited to, large print and auditory formats for people with visual disabilities; pictorial formats for those with intellectual disabilities and LEP.

- Provide interview opportunities meeting the unique needs of each medium (television, radio, print and social media).
- Establish and maintain a communications link or a JIS with Field PIOs and all remote sites performing public information activities.
- Monitor the information being released by the media to ensure appropriate information is being released and take steps to correct any inaccurate information.
- Request media to include all bulletins and public information released is accessible in as many formats as possible including but not limited to open caption, sign language interpreters, text crawls in easy, readable font, and read aloud audibly.
- Exchange information with elected officials, voluntary organizations, industry representatives, State and Federal PIOs and all other involved agencies as the situation dictates.
- Provide ongoing information and coordination with County, City, State and Federal elected officials.
- Coordinate information releases to reach the whole community including people with disabilities and others with access and/or functional needs utilizing all available formats and technologies.

2.3.2   Roles and Responsibilities
OA jurisdictions have agreed to follow standard mutual aid procedures including assisting with staffing a JIC or working cooperatively as part of the JIS.

OA Jurisdictions will work to:
- Read and understand the JIS Annex.
- Allow for staff to attend training in NIMS, ICS and other public information systems and tools as needed.
- Participate in JIS Annex notification tests, drills, and exercises to validate training and evaluate the JIS Annex.
- Provide PIO support to respond 24/7 to JIS Annex activation requests and report availability to participate in a physical or virtual JIS/JIC, provide mutual aid, and support JIC staffing and resources to other members under the direction of the Lead PIO.
- Share information, media and public inquiries, media contact data, media monitoring and public rumors, and other information.
- Develop, verify information and communicate joint news releases, media briefings, and other joint activities produced collaboratively by the JIS while retaining authority and independence to speak for one's own organization.
- Share information with 311, 211 and other dispatch organizations.

2.3.3   JIS/JIC Activation
Any participating jurisdiction of the OA may activate portions of the JIS Annex appropriate to the incident. A JIC may be activated informally by communication among JIS members either by phone, e-mail or text messaging to enlist support as needed. For formal activation of the JIC, any agency member should contact the Sacramento County OES Duty Officer at (916) 875-6900. The structure and scope of the JIS is at the discretion of the PIO calling for support and does not typically involve the establishment of a JIC. However, if an incident escalates, a JIC may be established. The decision to use a JIC is typically made by the Director of Emergency Services (DES) or Operational Area Coordinator (OAC). Under the ICS, the JIC is led by the PIO. The OA EOC Management staff makes the initial decision to activate the JIC during a large-scale emergency or disaster affecting the OA.

Initial actions that should be taken upon JIC activation include:
- Assess the situation and call up necessary PIO personnel resources.
- Establish teams: media triage, media monitoring, press release and information gatherers, hotline scripting, web development, and a PIO to oversee interagency coordination and communication.
- Develop materials to address the situation: press releases, web pages, talking points, hotline scripts, social media posts, live and recorded video or audio, etc.
- Schedule media briefings at the onset of a developing situation. Work closely and prepare a designated spokesperson for initial interview as this initial interview often sets the tone for continued media coverage.
- Ensure that sign language interpreters are available in the screen shot.

Activation triggers for the OA JIS include:
- A local government within the OA has activated its local JIC and requested activation of the OA JIC to support their public information operations.
- Two or more jurisdictions within the OA are impacted and need to share and collaborate on public information.
- When a jurisdiction has exhausted their public information resources and require mutual aid.
- The Director of Emergency Services or Operational Area Coordinator (DES/OAC) orders a JIC activation.[1]

JIS Activation Levels
The OA public information function has three activation levels as described below:

Level 3 JIS Activation
Whenever the OA EOC is activated to any degree, the OA public information function will be activated to at least a SEMS Level 3. During this activation, the OA's public information function will be limited to the following responsibilities:
- Collection and review of public information releases from OA jurisdictions.
- Dissemination of public information releases received from OA jurisdictions to all other OA jurisdictions.
- Identification of potential conflicts, discrepancies, or inaccuracies within or amongst OA jurisdiction releases.
- Facilitation of public information conflict resolution amongst OA jurisdictions.
- Release of OA EOC-specific press releases (e.g. OA EOC activation, and county impacted area press releases).

The OA does not create or approve messages on behalf of its jurisdictions. Therefore, this Annex assumes OA jurisdictions are following their own public information procedures to ensure the timely and accurate release of information. The OA's role is limited to facilitating communication amongst OA jurisdictions to ensure they do not contradict each other and to ensure the development of common messages, when possible, throughout the OA.

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[1] See Emergency Operations Plan, section 3.2.1 Director of Emergency Services for additional information on authorities and line of succession

Level 2 JIS Activation

During a Level 2 Activation, the OA's public information function includes all the activities described under a Level 1 Activation with the additional activation of the OA's public information 2-1-1 and 3-1-1 hotline and rumor control functions, and other dispatch centers as necessary.

Level 1 JIS Activation

A Level 1 Activation is not very common and is typically necessary when a major incident has occurred affecting many OA jurisdictions in the same way. The types of scenarios that might result in a Level 1 Activation of the OA's public information function may include, but are not limited to:

- A transportation or rail accident where a hazardous material was released.
- Widespread, persistent flooding or the breech of any levee or dam failure.
- Major terrorist attack (e.g., chemical, biological, radiological, nuclear, or high explosive).

To officially activate the OA's public information function to a Level 1 there must be a general consensus amongst involved OA jurisdictions that a co-located and coordinated public information function at the OA level is needed above and beyond independently operating public information systems within each OA Jurisdiction. The consensus will be facilitated by a conference call led by the OA PIO with all relevant OA jurisdictional PIOs. If communications are limited, then the PIO will contact each OA jurisdiction through whatever means necessary to determine whether a consensus exists for a Level 1 Activation. Beyond the functions listed for Level 3 and Level 2 Activations, a Level 1 Activation will involve the establishment of an OA JIC.

Even during a Level 1 Activation, OA jurisdiction messages or strategies are approved through the EOC Director. It is anticipated that the establishment of a JIC will lead OA jurisdictions to coordinate their messages, perform peer validation, and issue joint releases when possible.

2.3.4 Organizational Structure

NIMS classifies all incidents by type based on the size and complexity of an incident and the size of the response required. The following table shows the relationship between NIMS incident typing and OA JIS Activation levels.

NIMS Activation Level	OA JIS Activation Level	JIC Activated	OA EOC Activated	Incident Example
Level 4 Normal Operations	1	No	No	Structure Fire
Level 3 Enhanced Steady State	3	Determined by EOC	Yes	Chemical Release
Level 2 Partial	2	Yes	Yes	Widespread, persistent flood event
Level 1 Full	1	Yes	Yes	Terrorist Event

Both NIMS and SEMS require the JIC organizational structure to be flexible and scalable to fit the size, type, and complexity of the incident as well as the resources available to respond. The JIC is organized around three functions occurring in chronological order:

1. Information Gathering

2. Information Production
3. Information Communication

The following sample organizational charts show how the JIC organization can be expanded, contracted, or modified based on the incident needs and available resources to staff the JIC.

The organizational chart in Figure 1 represents the jobs being accomplished by the initial PIO and assistants, before the JIC is formed during a Level 3 JIS Activation

Figure 1 - Initial PIO (Level 3 Activation)

The organizational chart in Figure 2 is an example of how the initial JIC structure may look during a Level 2 Activation not expected to exceed one operational period. Each box represents a person assigned to the JIC. Additionally, this structure is present at the start of a Level 1 activation in which the incident is expanding; those positions are marked with an asterisk.
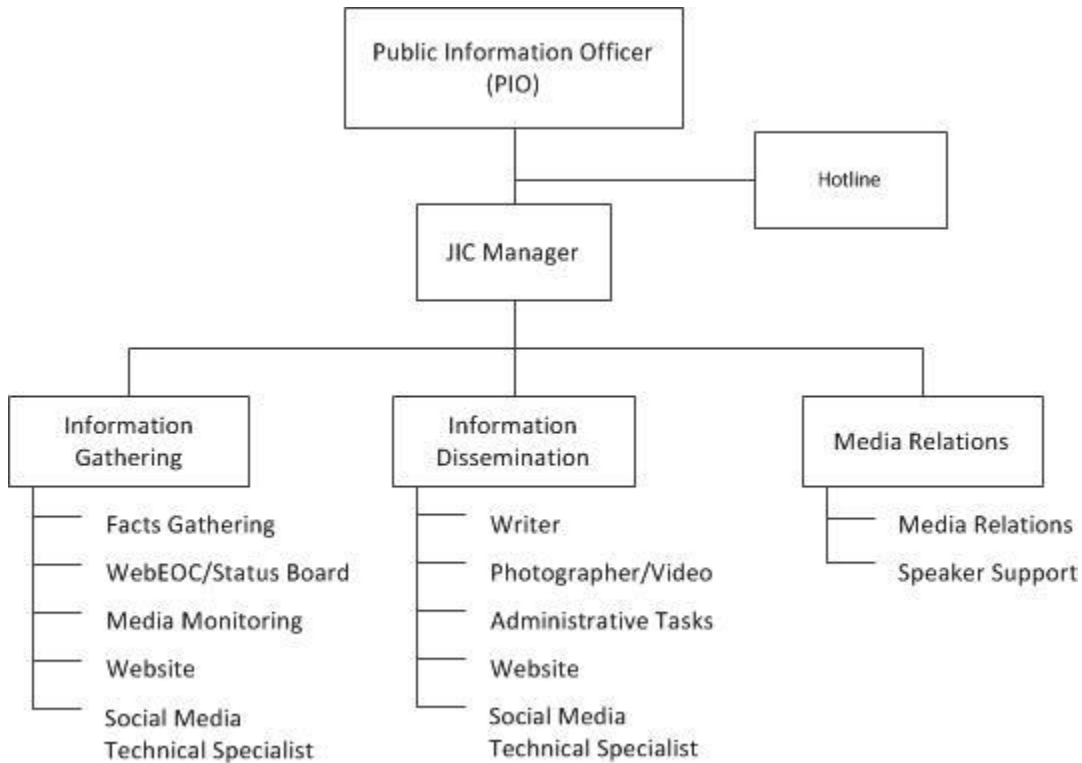
Figure 2 - JIC (Level 2 Activation – Simple)
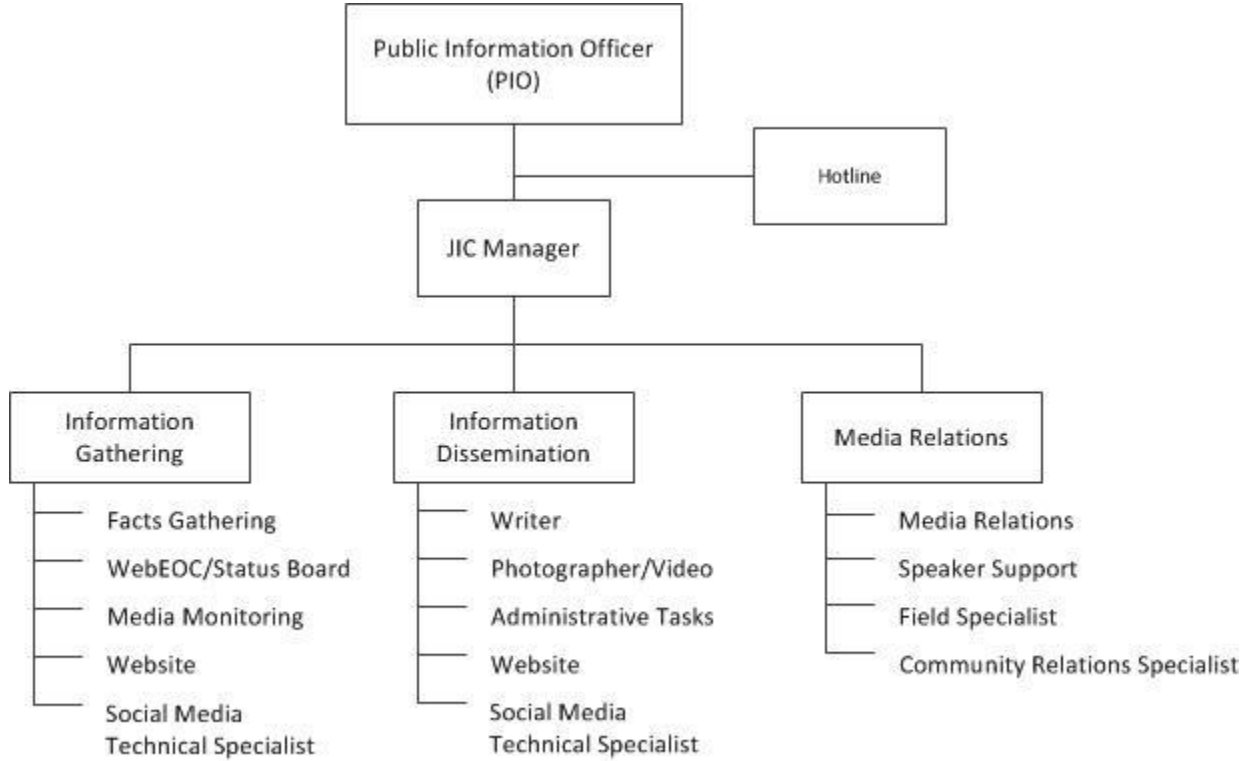
Figure 3 - JIC (Level 1 Activation - Expanding Incident)

The organizational chart in Figure 4 is an example of how the JIC structure may look during a Level 1 Activation for a larger incident with major community relations issues or for a pre-deployment for National Special Security Events (SSE). Response positions below the JIC Manager level may be staffed by more than one person, based on the needs of the incident. Functions not specifically assigned would be performed by the appropriate Unit Leader. In this type of incident it is likely other regional and/or national resources will be necessary to effectively manage operations.
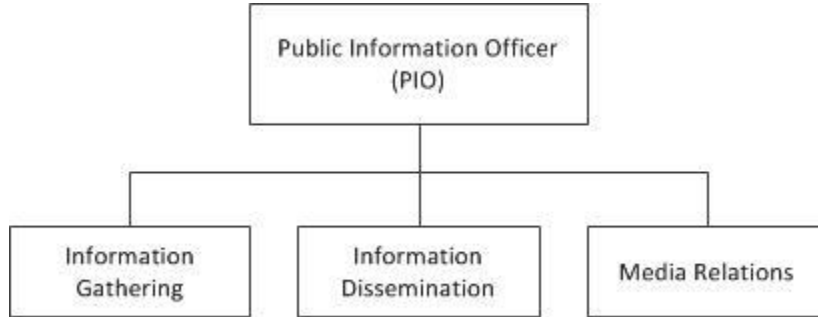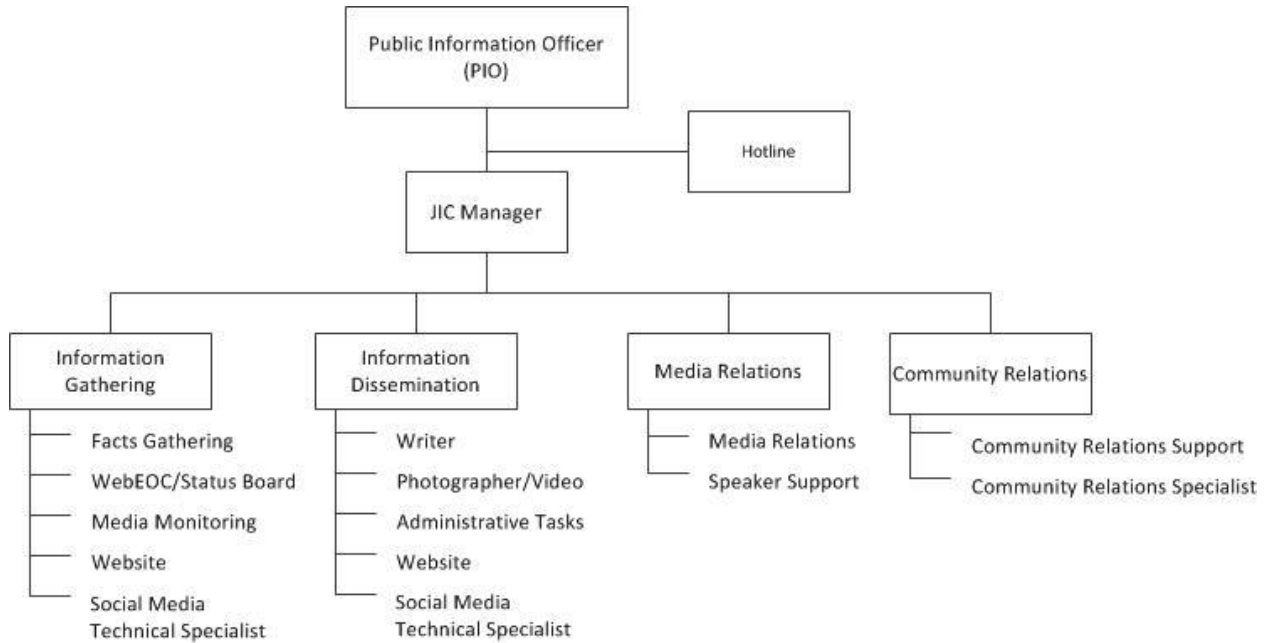
Figure 4 - JIC (Level 1 Activation for a NSSE)

The organizational chart in Figure 5 is an example of how the JIC structure may look during a complex, catastrophic incident with major community relations issues and a need for constant JIC representation in the field. Response positions below the JIC Manager level may be staffed by more than one person, based on the needs of the incident. Functions not specifically assigned would be performed by the appropriate Unit Leader.
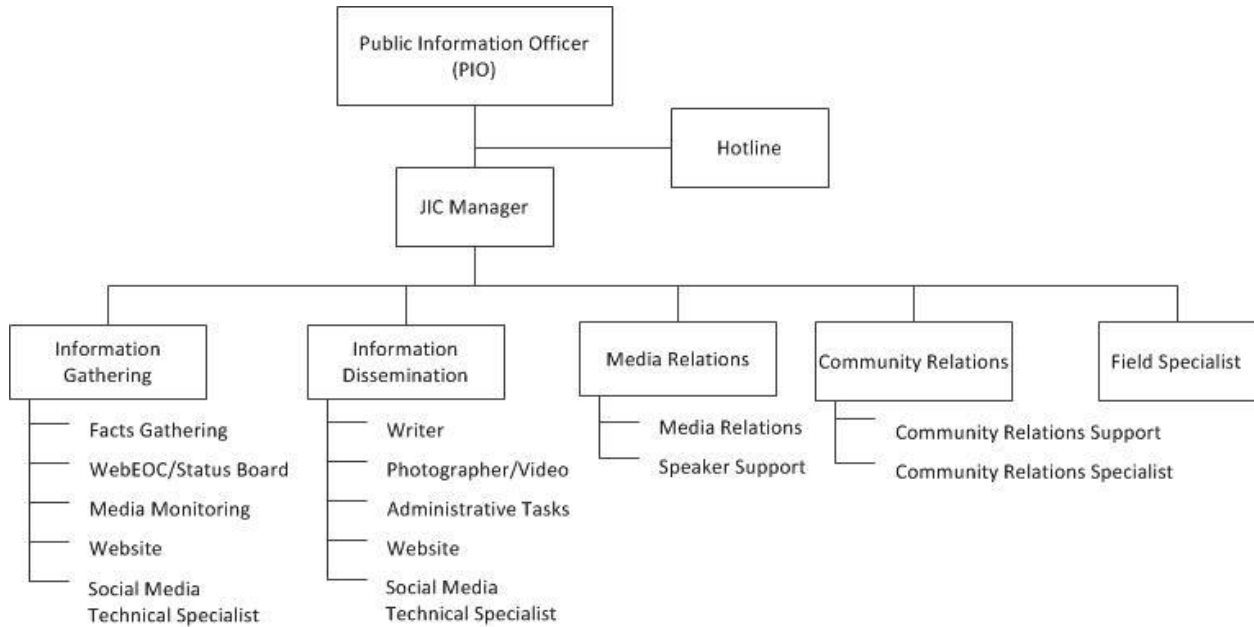
Figure 5 - JIC (Level 1 Activation - Complex/Catastrophic)

The PIO has certain responsibilities dictated by NIMS/ICS and in reality spends most of his or her time outside the JIC working on strategic goals with the EOC Director. The JIC Manager works with the PIO on strategic plans, takes on the PIO's responsibilities in his or her absence and acts as an office manager, primarily directing the Unit Leaders. The Unit Leaders are the top-level specialists, and work with the JIC Manager to develop tactical public information activities in support of the EOC Director's strategic plans. Activities below the Unit Leader level are more specialized (in a full JIC) comprising boots on the ground work implementing tactical operations.

Liaisons

Federal support in an incident will operate under the standard operating procedures of Emergency Support Function (ESF) #15. Under the title of External Affairs, ESF #15 integrates and coordinates the functional areas of public affairs, community relations, State, local, and territorial affairs, the private sector, and congressional affairs. ESF #15 is led primarily by staff from the U.S. Department of Homeland Security (DHS)/Federal emergency Management Agency (FEMA), but may also be led by personnel from other Federal agencies during specific response scenarios. During an incident or planned event requiring a coordinated Federal response, DHS/FEMA will contact the affected State, tribal or local jurisdictions to identify their public information needs. Based on this information, DHS/FEMA and ESF #15 will support State, and local communications plans with staff and other resources which may include:

- Satellite trucks
- Communications equipment
- Items for media center such as TVs, computers, podiums, microphones, etc.
- Personnel

Figure 6 - Federal ESF Structure

2.3.5   JIC Structure
JIC Types – Physical/Virtual

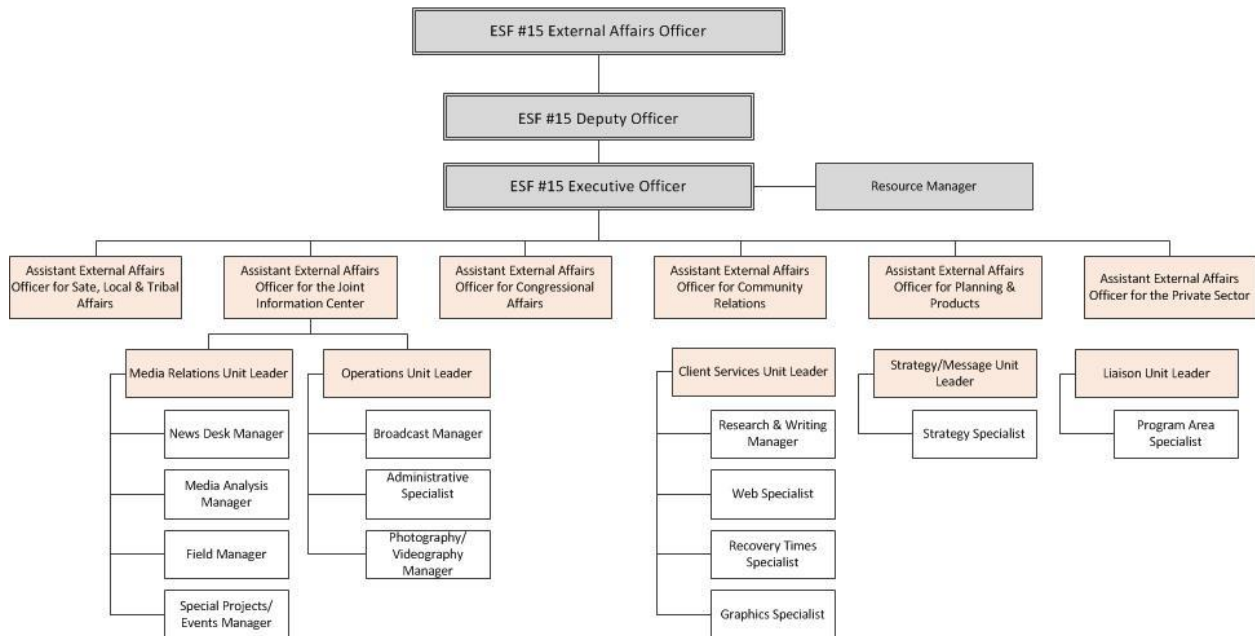The decision to use a virtual JIC in place of a physical JIC will be made by the jurisdictional EOC and/or the OA EOC. If both are activated, then the involved jurisdictions will agree on the activation.

WebEOC is the primary method of information collection and dissemination during an activation or incident among jurisdictions and responders. Jurisdictions will utilize WebEOC to inform the OA of their EOC activation status and other important information. This information may be what is used to formulate the draft press releases. However, press release drafts to be coordinated amongst multiple jurisdictions will be posted to WebEOC for document collaboration.

Virtual JIC
A virtual JIC may be considered when resources are limited, or when PIOs are not able to physically co-locate because of distance or time constraints.

Virtual JIC Benefits
- Provide a larger pool of PIOs as it is possible to use resources from other jurisdictions without their having to leave their location.
- Absence of time or travel costs
- PIOs are able to access their own existing technologies and tools

Virtual JIC Limitations
- Need remains for media escorts or on-scene, field PIOs to support IC/UC.
- Press conference and media briefings cannot be conducted at a virtual JIC
- No face-to-face interactions; requiring solid working relationships ahead of time

Physical JIC
The physical JIC is a centralized location in which the public information function is coordinated. The Sacramento OA JIC is located within the OA Emergency Operation Center (EOC). Should the OA need to utilize an Alternate EOC, an Alternate JIC location would need to be identified. Ideally it would be situated close to the OA EOC and provide for media access when needed, but can be located anywhere suitable to support the response.

2.3.6   Operating Concepts

Priorities
The following are priorities for the JIS and subsequently the JIC when it is activated:
- Developing, recommending, and executing public information plans and strategies on behalf of the IC/UC through the EOC PIO
- Gaining and maintaining public trust and confidence
- Being the first and best source of information
- Ensuring the timely and coordinated release of accurate information to the public by providing a single release point of information
- Capturing images of the crisis in video and photos that can be used by the response organization as well as the media
- Monitoring and measuring public perception of the incident.
- Informing the EOC Director of public reaction, attitude, and needs
- Ensuring the various response agencies' information personnel work together to minimize conflict.

- Advising the EOC Director concerning public affairs issues that could impact the response.

Establish Communications Flow and Operational Periods
The JIC must have a communication strategy. The Communication strategy Outline (Appendix 5) helps the PIO to achieve both immediate (incident) and long-term (agency/organization) communications goals. The Communication Strategy Outline of an incident or catastrophic disaster can be pre-identified. It clarifies the roles and responsibilities of the information functions, which include:
- To inform in a timely, consistent, and appropriate manner.
- To increase awareness and understanding.
- To gain the public's support of the incident management objectives and strategies.
- To influence behaviors positively
- To ensure people with disabilities and others with access and/or functional needs access information: strategies, protocols and technologies are used to broadcast to the whole community.

Information and messaging delivery systems which are best suited to meet the needs of the incident and audience will be employed. Listed below are some types of delivery systems available:
- Wireless Emergency Alert System (WEA)
- Everbridge Sacramento Alert
- Electronic Media Television/Radio
- Internet postings
- Newspapers
- Popular and commonly used social networking tools
- 2-1-1 Sacramento, 3-1-1, GovDelivery.
- SacOES.org and SacramentoReady.org websites
- Community meetings/forums
- Organizations that serve people with disabilities and others with access and/or functional needs resources. (See Appendix 2)
- Social Media

Management approval of strategy
After creating the plan, PIOs should send this to the management team for review and gather their feedback. The Communication Strategy should be adjusted to meet changing conditions and priorities. The PIO will determine the hours of operation for the JIC in consultation with the JIC Manager and Command Staff at the EOC, and incident complexity.

Communications tools, especially for the Deaf and speech-impaired communities, have expanded. Texting, e-mail, instant messaging, social networks, and other computer based technologies are overtaking older technologies such as teletype writing devices for the deaf (TDDs and TTYs). Including these tools are of primary importance to keep people with sensory disabilities from information isolation (See Appendix 3).

2.3.7   Initial Activities

Notification
A request may come from the Incident Commander, the OA EOC, or other participating agencies within the OA. Notification to activate the JIC should be made through the OA Duty Officer at (916) 875-6900. The duty officer will activate a group Everbridge email, Slack.com, or text

communication. PIO staff will be instructed where to respond and to whom they will report. Contacted PIOs will give their availability to respond and their expected time of arrival. The entire OA may be contacted to support ongoing information requirements for any incident as needed.

Sacramento Alert (Everbridge)
All Public Information Officers within the Operational Area will be included in an Everbridge Group on the Sacramento Employee portal. This group will be used to send urgent notification alerting PIOs to a situation and activation of the Joint Information Center.

Slack.com
Slack is a group is a collaborative tool that integrates group messaging features as well as integrated file sharing for PDFs, images, videos and other files. Conversations are grouped in channels, allowing JIC team members to join or leave channels as needed.

2.3.8   JIC Action Plans

The JIC is designed to be a collaborative environment for the PIOs of OA jurisdictions and potentially those from other OAs, the California Office of Emergency Services (Cal OES), or the Federal government. It is not intended to be hierarchical, since OA jurisdictions always maintain authority and autonomy for coordinating their own public information activities.

- Identify common public messages as agreed upon by OA jurisdictions
- Identify assignments (where appropriate)
- Will be used as a tool to ensure that members are not duplicating efforts
- The OA JIC Manager is responsible for coordinating the planning process, producing and distributing the JIC Action Plan

2.3.9   JIC Facility

The primary JIC is within the Sacramento County EOC at McClellan Park.

Security and Access
Access to the Joint Information Center will be limited to "on-duty" personnel assigned a role in the Joint Information Center. All visitors to the JIC must present a valid government issued ID and sign in at the check-in area.

Resources and Setup
The OA maintains the following resources within the JIC: seven (7) workstations with dual monitor computers and phones with headsets; one (1) printer; one (1) easel boards; and a six (6) seat conference table.

JIC Layout
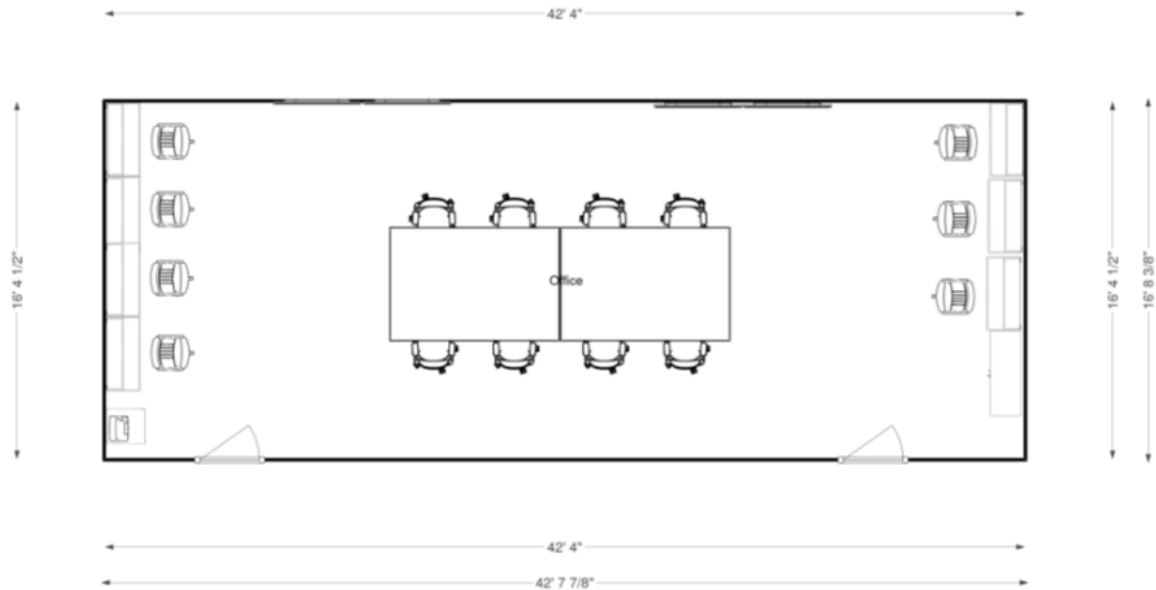
2.3.10 JIC Deactivation

The PIO, in concurrence with the participating agencies decision makers, will deactivate the JIC. All members of the JIC will be alerted and a news release stating the JIC is no longer operational in information regarding how further incident information is to be released will be issued.

The PIO will direct JIC staff to:
- Ensure all equipment and personnel are returned to pre-emergency condition
- Ensure all generated information is given to JIC Manager for documentation

2.4 Information Collection, Analysis and Dissemination

2.4.1 Message Development

Messages should include:
- A statement of commitment, empathy or concern to use as an introduction which addresses what the receiver of the message is most concerned about;
- One to three key messages you want to address that are incorporated into a bridge between the sentence above and the body of your statement; and
- Clarify facts and give a call for action

Check messages for the following:
- Positive action steps
- Honest and open tone
- Applied risk communication principles
- Clarity
- Simple words, short sentences
- Grade language
- No jargon
- No judgmental phrases

- No humor
- No extreme speculation

Do not avoid using words like "look," "see," and "hear," even when addressing people with disabilities and others with access and/or functional needs. There are no good substitutes and trying to avoid using words considered natural speech which emphasize any difference. When dealing with the translation of messages into other languages, special attention should be paid to literal translations as some word usages may have different meanings and usages within the culture. Whenever possible a native language user from the intended audience should review the message for cultural competency.

2.4.2   Message Dissemination

During activation, all press releases will be posted within WebEOC and available to all PIOs. Press releases created by the Sacramento OA will also be posted to the sacoes.org website.
Press releases will be posted online, printed and posted in JIC, distributed to County channels, appropriate partner channels and call centers. Process is flexible and can be added to if necessary.

2.4.3   Spokespersons

When possible, the lead agency for the incident will provide the Spokesperson for the JIC. The Media Relations Unit Leader will coordinate and prepare lead agency spokespersons prior to any press conference. The lead agency is dependent on the type of incident and responding agencies. During complex incidents multiple spokespersons may be required for a press conference or public forum.

In Sacramento County, the lead Public Information Officer is the official spokesperson for all alerts and warning messaging released from the County. The responsibility is typically assigned to the Emergency Services Chief (if not the EOC Director) who in turn assigns public information operations and management to the PIO or the JIC. In all cases, the Emergency Services Chief and/or the EOC Director are responsible for final message content.

2.4.4   Media Outlets

A list of media outlets for Sacramento County and the surrounding region is maintained as a separate list by the County Executive Office, Public Information Office. JIS members should attempt to contact as many media outlets as possible within their jurisdiction when disseminating information, paying special attention to include non-English speaking outlets and any other information delivery vehicles to ensure the greatest number of affected people is informed.

2.5   Communication Tools

2.5.1   Web Site Pages

The Sacramento County Office of Emergency Services website (http://www.sacoes.org) is an informational site for the public. During an activation of the EOC, the site serves as a place for press releases and other emergency information to be publicly posted online. The public will be able to see if the EOC has been activated. Additionally, many OA jurisdictions maintain their own web sites and should update their web sites with important activation information.

2.5.2   Integrated Public Alert and Warning System (IPAWS) EAS

EAS is a network of public broadcast stations and interconnecting facilities that have been authorized by the Federal Communications Commission (FCC) to operate in a controlled manner during a state of public peril or disaster, or other large-scale emergency. The Sacramento OES office can initiate and launch these messages as necessary. The County Communications Center can also launch EAS messages with approval from the Sacramento OES office.

2.5.3   Sacramento Alert (Everbridge)

The regional public mass notification system designed to keep County residents and workers informed during emergency events. Everbridge may be used to contact residents by one or all of the following methods: home phone, work phone, cell home, e-mail, TTY, and text message. Landline phone numbers are purchased from E911 database vendors, but other phone numbers, including cell phone and Voice over Internet Protocol (VoIP) numbers, and e-mail addresses must register to opt-in. For residents who download the Everbridge App (Google Play and Apple Store) push notifications from the app may be available as additional notification options.

2.5.4   Wireless Emergency Alerts

Wireless Emergency Alerts (WEA) can reach participating cell phone carriers within a general geographic area. Because it is geographically based on cell-tower location, it has the potential to reach more transient populations from out of the county. Oversight of this program is performed by FEMA.

2.5.5   2-1-1 Sacramento

2-1-1 Sacramento is a telephone-based service set aside by the FCC for the public's use in accessing community services 24 hours a day, seven days a week. 2-1-1 works closely with the OA to provide essential information to county residents in the event of a local or State emergency, as well as maintaining close working relationships with various agencies providing services throughout the OA. 2-1-1 is kept informed with the most up-to-date information from OA authorities in order to ensure they can relay and support accurate information to any calls received.

2.5.6   Translation Services

Translation services may be ordered through logistics or available through a Master Agreement on file.

2.5.7   News Conference and Public Forums and Community Meetings

There may be multiple spokespersons participating during a news conference, public forum, or community meeting. Each will speak to their own specialty or area of expertise.

The JIC will request a qualified sign language interpreter (certified CART specialist and real-time "captionist") to be present and media film in frame captioning at all press conferences held by public officials.

Elected officials are looked to by the public as a source of information and strength during an emergency. The officials need to advise the public on the status of the incident, the resources available to them, and what the public needs to do to ensure their safety. The OA will work to give these officials the critical information needed to guide the public. OA jurisdictional PIOs can provide tools or guidance to help elected officials, such as:

- Prepare talking points and key messages for elected officials to deliver during interviews.
- Anticipate questions the elected official may be asked and prepare appropriate answers (particularly for difficult questions).
- Highlight public resources.

2.5.8   Social Media

The OA will use social media for communications to the public during a disaster. Integrating information being received from verified accounts of OA jurisdictions into the EOC can help to increase situational awareness and gain a better common operating picture. The OA JIC will monitor these accounts for relevant information.

Social media can also be a powerful tool in information dissemination; however messages released by the OA to social media sites in general must be approved by the OA EOC Director of Emergency Services; this is typically accomplished through approval of immediate talking points, followed by approval of press releases which are then disseminated in whole or in part among the various social media platforms. It is recognized that expediency and accuracy are necessary components of social media work, and therefore it may not always be practical to approve every message; however, an effort should be made to have the general talking points approved prior to dissemination.

Virtual Operations Support Team or Virtual Technical Communities (VTC)
With use of social media comes increased labor necessary to monitor postings. The use of a Virtual Operations Support Team (VOST) can assist with those needs including monitoring rumors, verifying press information and posts, and evaluating if the public is cooperative in following instructions delivered in messaging. In addition to VOST teams, the following non-profit social media and communications resources should be considered to support activation of the JIS:
- Humanity Road
- Standby Task Force
- Crisis Mappers
- Crisis Commons
- Information Technology Disaster Resource Center (ITDRC)
- FEMA Tech Corps
- Virtual Emergency Management Association (VEMA)
- Government Social Media Organization

Chapter 3 – Plan Development and Maintenance

3.1   Annex Updates
Responsibility for the JIS Annex – including its appendices, checklists and notification lists – lies with the Sacramento Office of Emergency Services (Sac OES). The Annex should be reviewed and updated at a minimum of every three (3) years, or as needed. Notification lists should be updated at a minimum of every six months and disseminated to agency ESCs and PIOs.

3.2   Training and Exercises
PIOs should complete training commensurate with their anticipated role in the JIC. At a minimum, PIOs need to complete the following courses:
- ICS 100: Introduction to the Incident Command System

- ICS 200: ICS for Single Resources & Initial Action Incidents
- IS – 700A: National Incident Management System
- IS- 701: NIMS Multiagency Coordination System (MACS)
- IS- 706: NIMS Intrastate Mutual Aid
- IS – 702: Public Information Systems
- IS – 800B: National Response Framework
- Cal OES/CSTI SEMS/NIMS Combined Course
- G775: EOC Management and Operations
- G191: ICS/EOC Interface Workshop

The following courses are highly recommended for completion:
- IS-29: Public Information Officer Awareness
- IS-42: Social Media in Emergency management
- G290/291: Basic Public Information Officer Course and Joint Information Systems
- CalOES/CSTI Public Information Officer Section/Position Training
- G388: FEMA Advanced Public Information Officer

The training schedule will be identified at the annual Multi-Year Training and Exercise Plan Workshop.

Attachment 1: Initial Response/EOC Activation

Public Information Checklist

When there is a need to disseminate emergency information to the public:

- ❐ Obtain a briefing from the Emergency Operations Center (EOC) Director or Planning Section Chief for the most up-to-date information.
- ❐ Initiate and maintain an activity log, recording information and requests.
- ❐ Determine the need for additional public information staff and resources. Assign assistant Public Information Officers, as needed.
- ❐ Contact local media personnel for the need to disseminate information to the public.
- ❐ Update the Emergency Services Chief/Coordinator on the current status of the public information function and available staff.
- ❐ Determine the need to establish the Disaster or Citizen Information Hotline.
- ❐ Coordinate with AFN Coordinator to determine Access and Functional Needs messaging considerations, including the dissemination of information in different languages.

Response Operations
When there is a need to coordinate and communicate information regarding an emergency or disaster event:

- ❐ Determine the need for information coordination between all involved agencies and jurisdictions.
- ❐ Activate the Joint Information Center (JIC) as needed. Coordinate messaging between multiple impacted municipalities and districts.
- ❐ Manage and brief the media on the status of the event. Respond to all media requests, as possible.
- ❐ Manage rumor control activities.
- ❐ Participate in Situation Status briefings. Coordinate the collection of accurate and up-to-date information with the Situation Status Unit in the Planning Section of the EOC.
- ❐ Manage the Disaster and/or Citizen Information Hotline.
- ❐ Coordinate with the AFN Coordinator to ensure the People with disabilities and those with Access and Functional Needs (DAFN) populations are continually considered, and focused messaging is provided as needed.

Demobilization
- ❐ Participate in After Action meetings and discussions.
- ❐ Collect, finalize and submit all activity log and other emergency-related documentation to the Planning Section.
- ❐ Coordinate with all involved jurisdictions and agencies regarding the demobilization of the JIC, if applicable.

Attachment 2: Pre-Scripted Messages

Warning – General Incident

The Sacramento County Office of Emergency Services has issued the following warning for those who live, work, or are visiting in [county/city/jurisdiction].

An emergency situation involving [county/city/jurisdiction] is currently in progress at: [Describe location by reference to facility name (if known), street and cross street, other geographic features (rivers, rail lines, etc.), and neighborhood name where appropriate].

Emergency personnel are currently responding to [incident name] and local officials are monitoring the situation. To keep yourself safe and avoid impeding the emergency response, please avoid this area until further notice.

To repeat, an emergency situation involving [county/city/jurisdiction] is currently in progress at: (Repeat location in 2 above). Please avoid this area.

Do not call [911] for information about the emergency situation. Instead, stay tuned to [radio/TV station] for additional official information.

###

Alternate format checklist
Use the following checklist to ensure you've provided messaging to ensure reach to People with Disabilities and those with Access or Functional Needs.
- ☐ American Sign Language (ASL)
- ☐ Multiple languages
- ☐ Closed caption
- ☐ Large print (14 Point Verdana)
- ☐ Electronic format (whose size may be adjusted on a mobile device; PDFs are not compliant)
- ☐ Audio format

Warning – Road/Facility Closure

The Sacramento County Office of Emergency Services has issued the following warning for those who live, work, or is visiting in [county/city/jurisdiction]:

It has been necessary to close certain local streets and highways due to:

- ❐ Flooding
- ❐ Fire / explosion
- ❐ Incident involving hazardous materials
- ❐ Other:

As of [time of day] today, the following roads have been closed by law enforcement officials:

Street or Route Name
At or Between

Please avoid these routes:

If you must travel, use alternate routes, such as:

We recommend that you refrain from driving and remain at home due to the extremely bad travel conditions.

In addition, the following facilities have been closed due to the [incident name].

Again, the roads and streets that have been closed are: (Repeat as listed)

Please stay turned to [radio/TV station] for additional information on the current emergency situation.

Alternate format checklist
Use the following checklist to ensure you've provided messaging to ensure reach to People with Disabilities and those with Access or Functional Needs.
- ☐ American Sign Language (ASL)
- ☐ Multiple languages
- ☐ Closed caption
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- ☐ Audio format

Warning Shelter-in-Place

The Sacramento County Office of Emergency Services has issued the following warning for those who live, work, or is visiting in [county/city/jurisdiction].

There has been an accidental release of hazardous material that is affecting a portion of the local area. People in the following area must take protective measures: [Describe area boundaries].

If you are located in this area, do the following immediately in order to protect yourself:
- Go inside your home, workplace, or the nearest building that appears to be reasonably airtight and stay there. Take your pets with you.
- Close all doors, windows, and any fireplace dampers.
- Turn off any heating or cooling system that draws in air from the outside.
- Keep your radio on and tuned to [radio station] to receive emergency announcements and instructions.
- Gather items that you may need to take with you if you are advised to evacuate.

People traveling in vehicles should seek shelter in the nearest airtight structure. If a suitable structure is not immediately available, travelers should roll up car windows, close air vents, and turn off the heater or air conditioner until they reach a suitable building.

If shelter is not immediately available, keep a handkerchief, towel, or damp cloth snugly over your nose and mouth until you get indoors.

If you know of any neighbors or co-workers with hearing or language problems or additional needs, please advise them of this message.

Please do not call [911] or local emergency officials for information. Stay tuned to [radio/TV station] for additional information.

If school is in session, choose one of the following:

- Students at the following school(s) are taking shelter at their schools: _____ Parents should not attempt to pick up students at school until the hazardous situation is resolved and they are advised it is safe to do so.
- Students at the following school(s) [have been/are being] evacuated to other facilities: _____

Parents should not attempt to pick up students from schools that have been evacuated.

Local officials will provide information on where to pick up school children as soon as it is available.

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Alternate format checklist
Use the following checklist to ensure you've provided messaging to ensure reach to People with Disabilities and those with Access or Functional Needs.
- ☐ American Sign Language (ASL)

☐ Multiple languages
☐ Closed caption
☐ Large print (14 Point Verdana)
☐ Electronic format (whose size may be adjusted on a mobile device; PDFs are not compliant)
☐ Audio format

 Advisory – Evacuation Advisory

The Sacramento County Emergency Operations Center has issued the following evacuation advisory for those who live, work, or are visiting in [county/city/jurisdiction].

Due to the threat of [insert threat], it may be necessary for people who live, work or are visiting in the certain local areas to evacuate in the near future. This area(s) that may be at risk include:[Describe area boundaries]

Potential evacuation routes from the area(s) at risk include: _____.

. If evacuation becomes necessary, a Mandatory Evacuation Order will be issued; however those who may need additional time to evacuate should prepare to evacuate now, and not wait for an Evacuation Order.

To prepare, you should follow the 5 Ps of evacuation:
- ❒ People
    - o People and, if safely possible, pets and other animals/livestock
- ❒ Prescriptions
    - o Prescriptions, with dosages; medicines; medical equipment; batteries or power cords; eyeglasses; and hearing aids
- ❒ Papers
    - o Papers, including important documents, computers (hard copies and/or electronic copies saved on external hard drives or portable thumb drives).
- ❒ Personal Needs
    - o Personal needs – such as clothes, food, water first aid kit, cash, phones, and chargers – and items for people with disabilities and others with access and/or functional needs, such as older adults, children, and those with Limited English Proficiency
- ❒ Priceless Items
    - o Priceless items, including pictures, irreplaceable mementos, and other valuables

You should also:
- ❒ Gather suitcases, boxes, or bags to hold your emergency supplies.
- ❒ Be prepared to secure your home or office and your property before you depart.
- ❒ Ensure your car is in good shape and you have adequate fuel.
- ❒ Decide where you will go if you have to evacuate. Make arrangements with relatives or friends or consider making hotel or motel reservations.

If you know of any neighbors or co-workers with hearing or language problems or with access and functional needs, please advise them of this message. And if you have neighbors or co-workers who do not have transportation, offer to assist them if you can.

Keep your radio or TV on and listen for further information about this situation. Please do not call [911] or local emergency officials for information as this impacts telephone lines needed for emergency operations.

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Alternate format checklist

Use the following checklist to ensure you've provided messaging to ensure reach to People with Disabilities and those with Access or Functional Needs.

- ☐ American Sign Language (ASL)
- ☐ Multiple languages
- ☐ Closed caption
- ☐ Large print (14 Point Verdana)
- ☐ Electronic format (whose size may be adjusted on a mobile device; PDFs are not compliant)
- ☐ Audio format

Warning Message – Mandatory Evacuation Order

The Sacramento County Office of Emergency Services has issued the following Mandatory Evacuation Order for those who live, work, or are visiting in [county/city/jurisdiction].

Due to [insert emergency] that threatens/is affecting a portion of the local area, the [County Executive/City Mayor] recommends that people in the following area evacuate immediately to protect their health and safety:

Recommended evacuation routes from the area(s) at risk include: _____.

Be sure to take essential items such as the 5 Ps of evacuation:
- ❐ People and Pets
- ❐ Prescriptions, including medical equipment, eyeglasses, hearing aids and batteries
- ❐ Papers, including important documents, computers or external hard drives
- ❐ Personal Needs, including clothes, food water, cash, phones and chargers
- ❐ Priceless items, including pictures, irreplaceable mementos and other valuables

Do not delay your departure to collect other belongings.

Things to Remember
1. Take your pets with you, but make sure you bring a leash, crate, or cage for them. Some shelters will not accept pets.
2. If you have no means of transportation, or if you are physically unable to evacuate on your own, ask a neighbor to assist you.
3. If you know of any neighbors or co-workers with hearing or communication barriers, medical or mobility needs, please advise them of this message. And if you have neighbors or coworkers who need help or do not have transportation, offer assistance if you can.

Repeating, local officials recommend the people in the following area(s) evacuate now: (Repeat the area above.)

Please do not use your telephone except to report a true emergency. Stay tuned to this station for more information and instructions from local officials. Once safe and out of the Mandatory Evacuation Area, check in with loved ones using text messages, group text, social media or the Red Cross www.safeandwell.com site.

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Alternate format checklist
Use the following checklist to ensure you've provided messaging to ensure reach to People with Disabilities and those with Access or Functional Needs.
- ☐ American Sign Language (ASL)
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- ☐ Closed caption
- ☐ Large print (14 Point Verdana)
- ☐ Electronic format (whose size may be adjusted on a mobile device; PDFs are not compliant)
- ☐ Audio format

Special News Advisory – Supplemental Evacuation Information

The Sacramento County Office of Emergency Services has issued the following advisory for those who live, work, or are visiting in [county/city/jurisdiction]:

Due to the threat of [insert emergency], local officials have recommended that people who live, work or are visiting in the following areas evacuate to protect their health and safety: [Describe area boundaries.]

Use the following evacuation routes: _____.

You should take the following emergency supplies with you:
- ❐ clothing for your family for several days
- ❐ bedding, pillows, and towels for each family member
- ❐ prescription medicines & spare eyeglasses
- ❐ soap and toiletries
- ❐ baby food and diapers
- ❐ address book or list of important telephone numbers
- ❐ checkbook, credit cards, and cash
- ❐ driver's license and identification cards
- ❐ portable radio and flashlight, with extra batteries
- ❐ assistive devices and auxiliary aids

Things to Remember
1. Plan where you will stay until the emergency situation is resolved. Staying with relatives or friends or in a hotel or motel is a good choice.
2. If you cannot find another place to stay, temporary public shelters will be/have been opened at: _____.
3. Take your pets with you, but make sure you bring a leash, crate, or cage for them as well as pet food.
4. Secure your property before you depart. Shut off all appliances, except refrigerators and freezers. Lock all doors and windows.
5. Expect travel delays on evacuation routes. If you have a substantial distance to drive, you may want to take drinks and ready-to-eat food in your car in case you are delayed.
6. If you have no means of transportation or if you are physically unable to evacuate on your own, ask a neighbor to help you.
7. If you have neighbors or co-workers, who need help or do not have transportation, offer to assist them if you can.
1. If you know of any neighbors or co-workers with hearing or communication barriers, medical or mobility needs, please advise them of this message. And if you have neighbors or coworkers who need help or do not have transportation, offer assistance if you can.

Please do not use your telephone to call 9-1-1 except to report a true emergency. Stay tuned to this station for more information and instructions from local officials. If you missed some of the information in this advisory, it will be broadcast again soon, or visit our web page at www.sacoes.org for the latest information.

###

Alternate format checklist

Use the following checklist to ensure you've provided messaging to ensure reach to People with Disabilities and those with Access or Functional Needs.

- ☐ American Sign Language (ASL)
- ☐ Multiple languages
- ☐ Closed caption
- ☐ Large print (14 Point Verdana)
- ☐ Electronic format (whose size may be adjusted on a mobile device; PDFs are not compliant)
- ☐ Audio format

Attachment 3: Media Contact Information
Sacramento County maintains a list with updated person-specific contact information for the following media. The information below provides general contact information only.

1. News Media

2. Print Media

3. Radio Stations

4. Online Only Contacts

5. Government Access Channel

Appendix 1: PIO Go-Kits

COMPUTER EQUIPMENT
- [ ] Laptop computer capable of connecting to the Internet/e-mail loaded with software, with chargers, USB cords
- [ ] Portable Printer
    - Extra printer cartridges
- [ ] Tablet Device
    - Charger, back up battery
    - HDMI or projector connector cable

PHONES/ELECTRONICS
- [ ] Cell phone (smart phone) with charger and backup battery
- [ ] Battery powered radio and/or NOAA weather/emergency radio
- [ ] Flash drives
- [ ] Multimedia box

CAMERAS/VIDEO
- [ ] Digital camera
- [ ] Video Camera
- [ ] Tripod
- [ ] Photo storage media, SD Cards
- [ ] Chargers, back up batteries
- [ ] Microphone
- [ ] Lighting
- [ ] Hot shoe brackets

STORAGE DEVICES W/INFORMATION
- [ ] Free wireless access point locations
- [ ] USB flash drives, CDs, external hard drive loaded with:
    - Media and JIC contact lists
    - Electronic copy of your agency letterhead
    - News release template
    - Topic-specific fact sheets
    - Background papers

MANUALS/BACKGROUND INFORMATION
- [ ] Hard copies of all critical information
- [ ] Maps of local jurisdictions

OFFICE SUPPLIES
- [ ] Clipboard, writing pads, pens
- [ ] Paper, scissors, markers
- [ ] Spare batteries
- [ ] Trash bags
- [ ] Duct tape, masking tape, painter's tape
- [ ] Cleaning wipes
- [ ] Stapler, hole punch, paperclips, binder clips
- [ ] Folders, name tags, labels
- [ ] Post-it notes

PERSONAL PROTECTION EQUIPMENT/SUPPLIES
- [ ] Gloves, mask
- [ ] Hat, hard hat or helmet
- [ ] Rain suit, cold/hot weather clothing (as appropriate)
- [ ] Hand sanitizers
- [ ] Sunscreen
- [ ] Reflective vest, belt, flashlight
- [ ] Medicines
- [ ] Glasses, sunglasses
- [ ] First Aid kit
- [ ] Food and Water

**DIRECTIONAL SUPPLIES**
- [ ] Balloons, string
- [ ] Colored wristbands
- [ ] Blade Flag/PIO Barricade Tape
- [ ] Laminated directional arrows

OTHER
- [ ] Copy of County or Agency EOP and agency's Public Information Plan
- [ ] Field Operations Guide
- [ ] Business card with contact information
- [ ] Zip ties
- [ ] Zip-Lock Baggies
- [ ] Clamps
- [ ] Hammer
- [ ] Screwdriver kit
- [ ] Staple Gun

Appendix 2: Whole Community Communication Tools
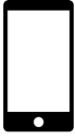
Smartphone Accessibility
- Publish with smartphone text readers in mind
- eliminate use of PDF documents

Websites and Blogs
- Ensure 508 Compliance
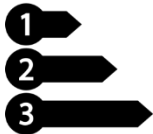- Web Content Accessibility Guidelines (WCAG)

Photos
- Provide appropriate text description and captions

Closed Captioning
- Ensure closed captioning is utilized on all published videos
- Upload .srt files to Facebook videos to ensure captions are visible

Infographics and Pictorial Displays
- Ensure simplicity of design
- Test colors so images are recognized by individuals with color blindness, use online color blindness simulators to test readability
- Ensure appropriate contrast in colors for individuals with low vision

Sign Language Interpreter
- Ensure interpreters are provided at press conference events, community meetings, and on recorded video whenever possible
- For live events, arrange for a CART captioner

Sacramento Alert (Everbridge)
- Ensure that TTY/TDD is selected as an option for message delivery

Soundcloud
- Upload audio files including reading aloud press releases; utilized link file along with visual postings of releases

Traplines

- Add QR Codes to all printed documents that connect to an audio version that may be heard through the smartphone

Appendix 3: Diversity of Web Users

Auditory

Examples of Barriers
- Audio content, such as videos with voices and sounds, without captions or transcripts
- Media players that do not display captions and that do not provide volume controls
- Media players that do not provide options to adjust the text size and colors for captions
- Web-based services, including web applications that rely on interaction using voice only
- Lack of sign language to supplement important information and text that is difficult to read

Corrective Actions
- Transcripts and captions of audio content, including audio-only content and audio tracks in multimedia
- Media players that display captions and provide options to adjust the text size and colors of captions
- Options to stop, pause or adjust the volume of audio content (independently of the system volume)
- High-quality foreground audio that is clearly distinguishable from any background noise.

Cognitive and Neurological

Examples of Barriers
- Complex navigation mechanisms and page layouts that are difficult to understand and use
- Complex sentences that are difficult to read and unusual words that are difficult to understand
- Long passages of text without images, graphs, or other illustrations to highlight the context
- Moving, blinking, or flickering content and background audio that cannot be turned off
- Web browsers and media players that do not provide mechanisms to suppress animations and audio
- Visual page designs that cannot be adapted using web browser controls or custom style sheets

Corrective Actions
- Clearly structured content that facilitates overview and orientation
- Consistent labeling of forms, buttons, and other content parts
- Predictable link targets, functionality, and overall behavior
- Different ways of navigating websites, such as through a hierarchical menu or search option
- Options to suppress blinking, flickering, flashing, or otherwise distracting content.
- Simpler text that is supplemented by images, graphs, and other illustrations

Physical

Examples of Barriers
- Insufficient time limits to respond or to complete tasks, such as to fill out online forms
- Controls, including links with images of text, that do not have equivalent text alternatives
- Missing visual and non-visual orientation cues, page structure, and other navigational aids
- Inconsistent, unpredictable, and overly complex navigation mechanisms and page functions

Corrective Actions
- Voice recognition, eye tracking, and other approaches for hands-free interaction

Speech

Examples of Barriers
- Websites offering phone numbers as the only way to communicate with the organization
- Web-based services, including web applications, that rely on interaction using voice only

Corrective Actions
- Ensure website links are provided alongside phone numbers

Visual

Examples of Barriers
- Images, controls, and other structural elements that do not have equivalent text alternatives
- Text, images and page layouts that cannot be resized, or that lose information when resized
- Mission visual and non-visual orientation cues, page structure, and other navigational aids
- Video content that does not have text or audio alternatives, or an audio-description track
- Inconsistent, unpredictable, and overly complex navigation mechanisms and page functions
- Text and images with insufficient contrast between foreground and background color combinations
- Websites, web browsers, and authoring tools that do not support use of custom color combinations

Corrective Actions
- Enlarging or reducing text size and images
- Customizing settings for fonts, colors, and spacing
- Listening to text-to speech synthesis of the content
- Listening to audio descriptions of video in multimedia

Appendix 4: Roles and Responsibilities and Job Aids and Checklists

The figure below represents the Job Aids that are available for certain positions within the JIC. These Aids can be found in the FOG to this Annex.

Position	Job Aid	Description
Public Information Officer	Establishing the Initial Response	This Job Aid includes tasks the PIO must accomplish prior to and in preparation for the establishment of a JIC.
	Establishing a JIC	This Job Aid includes tasks to assist the PIO in establishing and managing a JIC.
	Demobilizing a JIC	This Job Aid includes tasks to assist the PIO with demobilization activities applicable to all personnel assigned to the JIC.
JIC Manager	Developing the Operating Schedule	

JIC Manager: The JIC Manager is selected by the PIO to supervise the daily operations of the JIC; execute plans and policies, as directed by the PIO; and provide direction to the Unit Leaders to ensure all functions are well organized and operating efficiently. The JIC Manager should possess public affairs, crisis response, JIC and management or leadership experience. The JIC Manager should have the same training as the PIO.

OA JIC Liaison: The JIC Liaison is assigned by the PIO or JIC Manager. The OA JIC Liaison represents the interests of the Sacramento County Operational Area (Sac OA) in the Regional State JIC by gathering and sharing information in support of the assigned JIC. Personnel selected for this position should possess experience in public affairs, crisis response, JIC operations and management. This person may be required to speak to the media during press conferences and media inquiries.

Information Gathering Unit Leader: The Information Gathering Unit Leader is assigned by the PIO or JIC Manager. The Information Gathering Unit Leader 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.

Fact Gathering Specialist: The Fact Gathering Specialist is assigned by the JIC Manager and reports to the Information Gathering Unit Leader. The Fact Gathering Specialist is responsible for gathering and verifying incident information in the JIC. Personnel selected for this position should possess public affairs and ICS experience. Selected personnel should be able to work quickly, accomplish tasks with only initial direction and function efficiently in a high-stress environment.

WebEOC Status Board Specialist: The WebEOC Status Board Specialist is assigned by the JIC Manager and reports to the Information Gathering Unit Leader. The WebEOC Status Board Specialist is responsible for updating incident information in WebEOC and ensuring JIS members have the access and ability to use the appropriate boards. Personnel selected for this position should possess public affairs and ICS experience as well as specific experience in the WebEOC software. Selected personnel should be able to work quickly, accomplish tasks with minimal direction and function efficiently in a high-stress environment.

Media Monitoring and Analysis Specialist: The Media Monitoring and Analysis Specialist assess the content and accuracy of news media reports and assists in identifying trends and breaking issues. The Media Monitoring and Analysis Specialist provide daily coverage synopses; identifies issues, inaccuracies and viewpoints; and recommends corrections to the Media Relations Unit Leader.

Rumor Control Specialist: The Rumor Control Specialist receives, verifies and ensures facts are disseminated to dispel incorrect rumors regarding the incident.

Information Dissemination Unit Leader: The Information Dissemination Unit Leader is assigned by the PIO or 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 to type, operate a variety of computers and software, work quickly, accomplish tasks with minimal direction and function efficiently in a high-stress environment.

Writer: The Writer is assigned by the Information Dissemination Unit Leader 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.

Photographer/Videographer: The Photographer/Videographer is assigned by the JIC Manager to shoot high quality photos and video for release to the public and media. The Photographer/Videographer reports to the Information Dissemination Unit Leader. Personnel selected for this position should possess extensive photographic, video-graphic, electronic photo and video editing and some journalism skills. The Safety Officer may require that the Photographer/Videographer should have the OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) certification or wear personal protective equipment in order to photograph or videotape near the hazard site. 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.

Administrative Assistant: The Administrative Assistant is assigned by the JIC Manager to manage additional activities in support of the Information Dissemination Unit Leader and his or her staff. Personnel selected for this position should be able to accomplish tasks with minimal direction and function efficiently in a high-stress environment.

Web and Social Media Specialist: The Web and Social Media Specialist is assigned by the JIC Manager to manage all JIC web activities in support of both the Information Gathering Unit Leader and the Information Dissemination Unit Leader, and his or her staff. They may be located in the physical JIC or at a virtual JIC location away from the Command Post. Personnel selected for this

position should be knowledgeable of web site design software, Internet protocols, social media policies, web site accessibility (Section 508 of the Rehabilitation Act of 1973); able to accomplish tasks with minimal direction; and function efficiently in a high-stress environment.

Media Relations Specialist: The Media Relations Specialist 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.

Speaker Support Specialist: The Speaker Support Specialist is assigned by the JIC Manager to manage the coordination of meetings, interviews and engagements. The Speaker Support Specialist reports to the Media Relations Unit Leader. 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. In addition, personnel may need to be bilingual.

Field Specialist: The Field Specialist is assigned by the JIC Manager to provide media relations and other JIC support in the field. Depending on the region, bilingual personnel may be needed.

Community Relations Unit Leader: The Community Relations Unit Leader is assigned by the JIC Manager to monitor the community's concerns regarding the incident, advise the PIO 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 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.

Community Relations Specialist: The Community Relations Specialist is assigned by the JIC Manager 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 stakeholders, and using interviews to ascertain community knowledge, attitudes and behaviors. Depending on the region, multilingual personnel may be needed in this Unit.

Community Support Specialist: The Community Support Specialist is assigned by the JIC Manager to manage the coordination of meetings, interviews and engagements. The Community Support Specialist reports to the Community Relations Unit Leader. 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. Coordinate with the Disabilities and Access and Functional Needs Working Group Supervisor at the Operational Area Emergency Operations Center.

Information Technology Specialist: The Information Technology (IT) Specialist is assigned by the JIC Manager for the setup and maintenance of the wireless Internet capability at the JIC, including troubleshooting computer and network connection issues. The IT Specialist reports to the JIC Manager. Personnel selected for this position should have a strong understanding of the County

Internet capabilities, systems, and resources, as well as experience in computer repair and systems engineering. Fluent in Section 508 and Web Content Accessibility Guidelines (WCAG).

Appendix 5: Communications Strategy Template

Incident Name:
Communication Strategy Outline

Purpose: The Communication Strategy Outline will help to achieve both immediate (incident) and long-term (agency/organization) communication goals. The information strategy clarifies the roles and responsibilities of the information function, which includes (1) inform in timely; consistent and appropriate manner, (2) Increase awareness and understanding; (3) Gain the public's support of the incident management objectives and strategies; and (4) Influence behaviors positively. It should be developed in close consultation with the EOC manager, the Director of Emergency Services, OA Coordinator, and the ID/UC. A great deal of the Communication Strategy Outline can be pre-identified for an incident or catastrophic disaster. Safety of personnel and the public should be the first priority in all communications actions you recommend. The Communication Strategy is a dynamic document requiring adjustment to meet changing conditions and priorities. This document should complement the OA EOC Action Plan.

1. **Situation Statement**: In addition to a brief description of "who, what, when, where, why" of the incident, clearly describe the significant issues or concerns to be addressed in the strategy; for example evacuations, threatened landmarks, significant area closures, involvement of the military, anticipated media interest.
    a. **Background**:
    b. **Significant Issues**/Concerns:
2. **Communication Objectives**: All communications actions should be objective-driven. The objectives should be concise and measurable, and should address both internal and external communications needs.
3. **Key Messages**: Address the important issues identified in the situation. Effective messages are clear, simple, concise, and tailored to the target audiences.
4. **Target Audiences/Communication Methods**: What specific groups, organizations, or individuals – both external and internal – are affected by or interested in the incident and its outcome
    a. **List Key Audiences**
        i. **External**
        ii. **Internal**
5. **Information Resources/Locations:** List potential locations as information sites, which can be pre-identified gathering places; web-sites; trusted community messengers or places that may be available.
    a. Sacramento Ready Website
    b. Jurisdiction Facebook, Twitter, Instagram, YouTube, other
    c. 2-1-1 Sacramento
6. **Monitoring Methods**: Methods to measure whether actions meet objectives. Indicate how communication efforts will be tracked/measured for success, e.g., review media coverage, talk with community leaders, and ask local residents for feedback.

Appendix 6: Press Conference Checklist

Press Conference Checklist

Successful press conferences invariably involve a great deal of staff time and should be undertaken as a complement to the Joint Information System.

Press Conference Plan:

Activate and thoroughly brief the primary spokesperson for the incident. This person should be well prepared for the event and ready to answer reporters' questions.

To help the spokesperson:

☐ Develop a brief statement – under 10 minutes is a good rule-of –thumb; and a set of talking points focusing on your key messages. Ensure any talking points include appropriate guidance for people with disabilities and others with access and/or functional needs including location of ADA compliant shelters, para-transit, and evacuation routes.

☐ Consider using visual aids such as poster-size charts or overheads. If visuals are produced, they should be clear and easily understood, and visible from any point in the press area.

☐ Anticipate questions and prepare clear, brief answers.

☐ Provide the statement, talking points, and Q&As to the spokesperson and anyone else who might be answering questions. (Note: Do not distribute talking points or Q&As; they are for internal use only.)

☐ Decide how questions will be handled. If more than one person is involved in the presentation, it is a good idea to have a moderator who is knowledgeable about the participants and can call on the best person to answer each question.

☐ Set a time limit for the press conference and Q&A session.

Before the News Conference

☐ Find credible spokespersons who will work with PIO/JIC to develop key messages.

☐ TV and radio producers need time to edit the story for broadcast, and newspaper reporters need time to write.

☐ Identify a site for the news conference and, if possible, schedule it in the morning hours.

☐ Consider parking, security, and photo opportunity needs. TV tells its story in pictures; the site should be as appropriate to the response as possible.

☐ Write a media advisory using the "who, what, where, when, and why" basics. Keep it brief — a media advisory is not a press release. Include crucial information such as directions, a map, where to enter the building, parking instructions, and what will be addressed at the news conference. E-mail and/or fax the media advisory to the list of journalists. E-mail it as early as possible before the press conference, and whenever possible follow up with a phone call to confirm it has been received by each newsroom.

☐ Have the materials prepared and ready to be distributed to the attendees. Include a press release, a fact sheet and/or brochures, photos, graphs, and charts in a press kit.

☐ Have the site of the conference well prepared. Post signs or other visuals in advance, if possible. Also, post directional signs to guide journalists to the site.

☐ Arrange for American Sign Language (ASL) Interpreter to be on site for the press conference.

☐ Arrange for multi-lingual agency representatives to be present for foreign language media.

☐ Work with audio/visual and graphics experts to have pictographs available for press conference.

Immediately Before the Press Conference:

☐ Review logistics and the instructions above. Arrive at least an hour ahead of time if possible.

☐ Meet members of the press as they arrive. Take down their names and phone numbers and give each of them a press kit, agenda, general information and a press release.

☐ Start the news conference no later than five minutes after the announced time. Have the speakers present and allow some time for the Q&A.

☐ Have the PIO facilitate the Q&A session.

☐ Position the ASL Interpreter as close to the speaker as possible, to ensure the media have a better opportunity to include the ASL Interpreter in all camera shots.

☐ Request media to include ASL Interpreter to be in the camera shot next to the main speaker.

Appendix 7: Training Resources

Minimum Training Requirements

Class Name	Description	Web Link
IS-100	Intro to the Incident Command System	https://emilms.fema.gov/IS0100c/
IS-200	Basic Incident Command System	https://emilms.fema.gov/IS200c
IS-700	Intro National Incident Management System	https://emilms.fema.gov/IS700b
IS-800	National Response Framework	https://emilms.fema.gov/IS800c
G 290	Basic PIO	CSTI
G 291	Joint Information System	CSTI
PER 304	Social Media for Natural Disaster Response and Recovery	Request through CSTI
G 606	Intro to Standardized Emergency Management System	CSTI
G 775		
G 191	ICS/EOC Interface	

Appendix 8: Contact Lists