KANSAS CITY AREA REGIONAL COORDINATION GUIDE

ESF-15 ANNEX – EMERGENCY PUBLIC INFORMATION

Date: July 10, 2013
Version 2
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REGионаl acceptance

The following updated version of the ESF-15 Emergency Public Information Annex of the Regional Coordination Guide was developed with assistance and input from public information officers and emergency managers across the bi-state Kansas City Metro Area. After being reviewed by the Regional Association of Public Information Officers (RAPIO) and the Metropolitan Emergency Managers Committee (MEMC), the Regional Homeland Security Coordinating Council (RHSCC) provided a formal endorsement of the updated ESF-15 Annex to the Regional Coordination Guide (RCG) on July 26, 2013. Participation in the process from stakeholders across the region and acceptance by the committees demonstrates a commitment to Emergency Public Information coordination as outlined in the Annex.

Coordinating and Cooperating Agencies

### Coordinating Agencies
- Lead Public Information Officer(s) from the impacted jurisdiction(s)

### Cooperating Agencies
- Any Public Information Officer, staff with public information duties, or agency/organization with subject matter expertise or capacity to support public information efforts under the direction of the Coordinating Agency.

### State and Federal Agencies
- Kansas Division of Emergency Management (KDEM); Missouri State Emergency Management Agency (SEMA); Federal Emergency Management Agency (FEMA) and other Federal Agencies as appropriate for an incident or hazard (e.g., FBI)

Those designated as **coordinating agencies** are responsible for implementation of processes detailed in the Annex. Coordinating agencies support the incident management mission by providing the leadership, expertise, and authorities to implement critical and specific aspects of the response.

**Cooperating agencies** are those entities that have specific expertise and capabilities to assist the coordinating agency in executing incident-related tasks or processes. When the procedures within the ESF-15 Annex are needed to support elements of an incident, the coordinating agency will notify cooperating agencies of the circumstances. Cooperating agencies may include any agency/jurisdiction with subject matter expertise or capacity to support Emergency Public Information efforts under the direction of the coordinating agency (e.g., PIOs from school districts, health departments, etc.).
SECTION 1:
ESF-15 BASE PLAN
INTRODUCTION

Regional coordination is described as a series of formal actions taken by jurisdictions to facilitate the exchange of pertinent information, the release of consistent public information messages, and the sharing of resources and personnel in the Kansas City Metropolitan Area Regional Coordination Guide (RCG).

This Emergency Support Function (ESF) 15-Emergency Public Information Annex to the RCG provides a general strategy and guidelines for promoting the effective exchange of information and collaboration among the Metro Area jurisdictions.

This ESF-15 Annex is specifically intended to assist participating jurisdictions, agencies, and organizations in coordinating the accurate and timely release of Emergency Public Information and sharing Emergency Public Information resources and experience across the region.

To these ends, regional collaborative efforts are guided by the Joint Information System (JIS), and its overarching concepts of mutual aid and support. A JIS provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines.

Emergency Public Information (EPI)

According to FEMA, the EPI function gives the public accurate, timely, and useful information and instructions throughout the emergency period. EPI is initially focused on the dissemination of information and instructions to the people at risk in the community. EPI also deals with the wider public’s interest and desire to help or seek information.
A. Purpose of the Regional ESF-15 Annex

The purpose of the Regional ESF-15 Annex is to provide local, state and federal Public Information Officers (PIOs) throughout the region with a system for developing and maintaining the culture and infrastructure needed to support effective Emergency Public Information message creation, coordination, and distribution.

ESF-15 Annex Overview

This Annex contains the following guidelines and tools to support Emergency Public Information coordination:

- **The Base Plan** provides the foundation for the Annex, describing the system, structure, and overarching processes for regional Emergency Public Information coordination and mutual aid. It is based on concepts of the JIS.
- **The Mutual Aid Appendix** outlines informal and formal mechanisms for regional mutual aid. It includes titles, descriptions, and recommended qualifications for staff with PIO-related duties.
- **The Messaging Toolkit Appendix** provides pre-identified messages for likely threats, a system for coordinating the development of new messages, example social media posts, and templates for press releases.
- **The Web-based Coordination Appendix** includes information on WebEOC and other web-based applications and platforms that PIOs can use to support Emergency Public Information, including social media.
- **The Regional Joint Information Center (JIC) Plan Appendix** includes procedures and guidelines that address the initiation of regional JIC coordination, exchange of relevant information within the JIC structure, the identification and sharing of available resources, and development and dissemination of common messages.

Although this Annex focuses primarily on the guidelines and tools needed for Emergency Public Information collaboration during incident response, it addresses *all phases of emergency management*: protection, prevention, preparedness, mitigation, response and recovery *for any type of hazard*.

National Standards and Guidelines

This document is an update to the 2009 ESF-15 Annex and is intended to support the activities and tasks associated with the core capabilities set forth in the National Preparedness Goal (NPG); in particular, Emergency Public Information and Warning.

This Annex is also consistent with the standards and guidelines defined in the National Response Framework (NRF), Presidential Policy Directive-8, and the concepts in the National Incident Management System (NIMS) and the Incident Command System (ICS). These documents and systems provide guiding principles that enable incident responders to prepare for and provide a unified response to disasters and emergencies.

The ESF-15 Annex promotes Emergency Public Information coordination for the benefit of the “whole community”. As stated in the NRF:
Refer to “Attachment D. Guidance for providing effective emergency public information and warning to individuals with access and function needs” for more information on integrating the Whole Community approach into local Emergency Public Information plans.

B. Scope

This ESF-15 Annex to the RCG is intended to serve as a guide to all public jurisdictions, agencies, and private sector partners involved in the production and distribution of emergency public information for the 9 counties and 119 separate jurisdictions represented in the bi-state Kansas City Metro Area.

This includes all federal, state and local public information, emergency management and/or homeland security agencies, law enforcement agencies, fire departments, emergency medical service providers, city and county administrations, school districts, public health departments and institutions, transportation agencies, environmental management and animal health authorities, non-governmental public safety entities, non-profit disaster relief organizations, and any other relevant public or private sector stakeholders that maintain critical infrastructure, provide public safety or disaster relief services, or have some other official role in the production and distribution of Emergency Public Information in the region.

At the time of this document’s creation, the 9 counties represented in the Mid-America Regional Council (MARC) are:

- Cass County, MO
- Clay County, MO
- Jackson County, MO
- Johnson County, KS
- Miami County, KS
- Leavenworth County, KS
- Platte County, MO
- Ray County, MO
- Wyandotte County, KS
C. Emergency Public Information Goals, Objectives and Desired Outcomes

Goal for Regional Emergency Public Information

The goal for regional Emergency Public Information in the bi-state Kansas City Metro Area is:

The purpose of Emergency Public Information coordination is to ensure that timely, consistent, accurate, and unified emergency information is effectively communicated to the public to prevent misinformation, increase public trust in local authorities, increase cooperation and compliance with issued guidance and directives, and reduce the loss of life and property and harm to the environment.

Objectives for Emergency Public Information

To meet this goal, jurisdictions support regional Emergency Public Information when they meet the following objectives.

Objective 1 Alert the public of threatening and impending emergency incidents and ways to prepare and protect themselves.

Objective 2 Prescribe realistic actions to enable the public to protect their lives, wellbeing, property, quality of life and economic stability.

Objective 3 Provide details about the type, scope, location and magnitude of an emergency when it benefits the public’s well-being.

Objective 4 Describe the emergency response efforts of public safety authorities when appropriate.

Objective 5 Ensure that Emergency Public Information is disseminated in accessible formats based on local demographics.

Objective 6 Collaborate at a regional level on the development and dissemination of consistent messaging.

These objectives were developed in part from the National Preparedness Goal (September 2011) and through consensus among regional stakeholders.
**Desired Outcomes for Emergency Public Information**

When jurisdictions throughout the region accomplish the above goal and objectives for regional Emergency Public Information, the desired outcomes are:

<table>
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<th>Desired Outcome for</th>
<th>Jurisdictions have processes to share prompt and actionable messages on prevention (including National Terrorism Advisory System alerts) with the general public and other stakeholders.</th>
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<td>Prevention</td>
<td>Jurisdictions have resources to make public information about threats and hazards and personal preparedness responsibilities available to all citizens in accessible formats.</td>
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<td>Mitigation</td>
<td>Jurisdictions coordinate with other jurisdictions on developing consistent regional messaging. Jurisdictions have the ability to deliver prompt and reliable information to impacted populations in accessible formats.</td>
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<td>Response</td>
<td>Jurisdictions disseminate recovery-related public information messaging in accessible formats to protect health and safety, help manage expectations, and communicate available assistance and information on roles and responsibilities.</td>
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This ESF-15 Annex is one tool jurisdictions can use to achieve these desired outcomes. Desired outcomes are further described in the Regional Threat and Hazard Identification Risk Assessment (THIRA). These desired outcomes correspond to the mission area capabilities and targets defined in the National Preparedness Goal (www.fema.gov/pdf/prepared/npg.pdf).

See Attachment D. for guidance on providing effective emergency public information and warning to individuals with access and functional needs.

**D. Situation**

The Kansas City region encompasses a bi-state metropolitan area that covers nine counties and 119 cities in Kansas and Missouri; and includes:

- 1.9 million people
- An estimated 386,000 people with access and functional needs including 207,261 individuals with limited English proficiency; 56,596 with hearing considerations; 32,933 with vision considerations and 75,344 with cognitive considerations.
- 3.39 to 3.9 percent of the population in the metropolitan area speak English less than very well. The majority of the non-English speaking persons are believed to speak Spanish (approximately 30,000 of the 54,175 non-English speaking persons). The remaining non-English speaking persons are assumed to speak one of the Indo-European or Asian/Pacific Island languages.
- An estimated nearly 500,000 people are under the age of 18 and nearly 225,000 are over the age of 70.
- 31 hospitals
- 34 EMS agencies
- 81 fire departments/districts
- 76 police/sheriff departments
- 18 public health agencies
A 2012 Regional Association of Public Information Officers (RAPIO) report on the Kansas City Metro Area’s Emergency Public Information capabilities identified the following regional characteristics and capabilities:

- While only a few jurisdictions have full-time, dedicated public information staff, the report found that the majority of survey respondents reported that their jurisdictions are able to dedicate at least one staff member to Emergency Public Information activities in an emergency.
- Nearly all jurisdictions in the bi-state Kansas City metro area have participated in some type of Emergency Public Information-related training in the last 5 years, and it is estimated that about 85 percent of public information officers in the area have been trained on Emergency Public Information within the same time period.
- About 75 percent of jurisdictions reported that they have coordinated the delivery of emergency messages with other counties and cities at least once. Most of these jurisdictions indicated that collaboration efforts had met with a high degree of success.
- The majority of jurisdictions reported that they had delivered emergency messages to the public in a disaster, and that the emergency messages always included information on the nature of the disaster and the geographic areas affected. Most messages also include the necessary response and proactive actions for the public to take.
- While press releases are the most commonly relied on form of message distribution, most jurisdictions have also held press conferences or briefings and also engage a number of other distribution strategies to reach their communities including social media, government television, local media, or direct outreach to associations and neighborhood groups.

E. Assumptions

The ESF-15 Annex is predicated upon a realistic approach to the problems likely to be encountered during an incident that impacts one or more jurisdictions in the Kansas City Region. It is based upon the following assumptions:

- **This ESF-15 Annex is designed to be consistent with the Emergency Public Information plans of local jurisdictions in the Kansas City Metro Area.** The ESF-15 Annex does not supersede the authority, structure, or system outlined in a jurisdiction’s plan.
- Natural and manmade disasters can occur with or without warning, at any time of the day or night, and can affect multiple public and private sector entities across the Kansas City Metro Area at the same time. The succession of events in an emergency incident is not predictable.
- **Effective Emergency Public Information coordination requires pre-planning on the part of governmental agencies, businesses, non-profit agencies, service providers, media, and private citizens.** These entities must remain aware of regional threats and be prepared for their role in the response.
- Local PIOs will be responsible for developing good relationships, open communication and active coordination among other PIOs operating within their jurisdiction and around the region.
- Emergency Public Information priorities, strategies, and operations will vary based on the type of the hazard anticipated to impact the region. This ESF-15 Annex and any operational plans can be expected to serve only as guidance.
- When an incident occurs, local Emergency Public Information plans include provisions for regional coordination as outlined in this ESF-15 Annex.
- During an incident, the public will need information regarding protective actions to minimize the loss of lives and property. The media will demand this information and will provide an essential role in
disseminating it to the public. In a large-scale incident, they will likely insist on information and comments from local officials in addition to state and Federal officials.

- During an incident of regional significance, coordinating through the regional JIS will reduce the risk of disseminating conflicting information about situation status, protective actions or other incident-related guidance which will ultimately support achieving local Emergency Public Information objectives.
- The needs of the whole community, including people with access and functional needs must be taken into consideration when selecting message outlets.
- Incidents that cross jurisdictional boundaries or exceed the response capacity of any one jurisdiction may simultaneously overwhelm local Emergency Public Information capabilities and require the assistance of a mutual aid network to ensure the effective delivery of Emergency Public Information to the public.
- Due to their location, jurisdictions within the region will likely be able to provide support more quickly and at a lower cost than Emergency Public Information specialists from outside the region. Local jurisdictions are more knowledgeable about the region’s geography and other unique characteristics.
- Involved jurisdictions understand that collaboration is not instinctive and requires an intentional level of focus and effort to effect.
- The release of information to the public and media will follow standard NIMS/ICS protocols.
CONCEPT OF OPERATIONS FOR THE REGIONAL JOINT INFORMATION SYSTEM

This section describes the overarching system and processes for regional Emergency Public Information coordination, which are based on the JIS and its concepts of information sharing, collaboration, and mutual aid support.

The following illustration summarizes the cycle for coordination further described in this section.

**FIGURE 1. REGIONAL EPI COORDINATION CYCLE**

**Prevention** Disseminate messages to help prevent, avoid or stop an imminent, threatened or actual act of terrorism.

**Protection** Public information used as a tool to protect residents, visitors, and assets against all threats and hazards in a manner that allows their interests, aspirations, and way of life to thrive.

**Mitigation** Use public information as a tool to reduce the loss of life and property by lessening the impact of future disasters.
**Incident Occurs**
Manmade, natural or technological incident occurs that threatens lives, property, the environment and/or the economy.

**Response**
First responders quickly begin response with the objective of saving lives, protecting property, the environment and the economy, and meeting basic human needs in the aftermath of a catastrophic incident. PIOs in impacted jurisdiction learn of incident.

**Notification**
PIOs from impacted jurisdiction conduct notification to (1) public with immediate protective actions & (2) other PIOs within the region with situation update.

**Incident Assessment**
PIOs conduct an incident assessment and determine need for Emergency Public Information.

**Decision to recommend JIC activation**
PIOs determine whether to operate under JIS or recommend JIC activation (Recommendation to any impacted jurisdiction’s Command.)

**Initial EPI coordination activities**
PIOs determine initial Emergency Public Information coordination activities (briefing schedules, mutual aid requests/availability, ongoing coordination schedule/mechanisms, etc.).

**Development of ongoing regional EPI strategies**
PIOs develop ongoing regional Emergency Public Information strategies (coordinated messaging, media strategy, social media strategy, information monitoring strategy, etc.).

**Ongoing EPI activities**
PIOs conduct ongoing Emergency Public Information activities (regional message coordination – updated statements/releases, translations, press conferences/briefings, ongoing media/social media monitoring and rumor control, ongoing resource evaluation/need for JIC, documentation, etc.).

**Recovery**
Coordinate and disseminate messages to public on recovery actions and services. May include the deactivation of a JIC if applicable.

**A. Joint Information System (JIS)**

The JIS provides a structure that supports PIOs working together to deliver accurate, coordinated information and to ensure timely, accurate, and consistent messaging across multiple agencies/jurisdictions and/or disciplines. A JIS provides a mechanism for coordinating Emergency Public Information activities and includes the plans, protocols, procedures, and structures used to provide public information.

The JIS described in this ESF-15 Annex is designed to work equally well for large or small incidents. It can expand or contract to meet the needs of the incident. The structure and scope of the JIS is at the discretion of the PIO(s) calling for support and does not typically involve the establishment of a Joint Information Center (JIC), however as or if an incident escalates, a JIC may be established.
If a regional JIS structure is sufficient to manage the coordination of Emergency Public Information activities, PIOs from the potentially affected or impacted jurisdictions collaborate as often as the incident requires. PIOs meet on via conference calls, in person, or via email as needed. Most often the functions of the regional JIS are to share status updates on Emergency Public Information efforts and to coordinate messaging. (See the Messaging Toolkit Appendix for hazard-specific messages and messaging templates).

B. JIS Roles

The following table lists the positions within a regional JIS and describes the roles and responsibilities for each position.

**TABLE 1. JIS ROLES AND RESPONSIBILITIES**

<table>
<thead>
<tr>
<th>ENTITY/ POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impacted Jurisdiction</strong></td>
<td>Impacted jurisdictions are participating in the incident response for an incident that affects their jurisdiction and/or have been affected by an incident.</td>
</tr>
<tr>
<td></td>
<td>An impacted jurisdiction’s Unified Command, Incident Commander, or EOC Director has operational control of the incident as described in the local emergency operations plan(s), unless the incident is a terrorist event, or state or Federal operational support has been requested and has assumed control.</td>
</tr>
<tr>
<td></td>
<td>An impacted jurisdiction’s Unified Command, Incident Commander, or EOC Director is responsible for appointing the PIO, approving mutual aid requests, signing MOUs, approving activation of the JIC, approving deactivation of the JIC, approving Emergency Public Information messages, and completing the Incident Action Plan, as described in the jurisdiction’s emergency plans.</td>
</tr>
<tr>
<td></td>
<td>Under the direction of the entity with operational control of the incident, the impacted jurisdiction’s PIO coordinates, advises, and assists in the strategy, development, production, and implementation of Emergency Public Information for the response. In the JIS organization, the PIO may manage assistants with PIO-related duties. If the incident impacts multiple agencies/jurisdictions, the controlling authorities for the impacted jurisdictions may agree on and elect a single PIO, to manage Emergency Public Information activities.</td>
</tr>
</tbody>
</table>
TABLE 1. JIS ROLES AND RESPONSIBILITIES (CONTINUED)

<table>
<thead>
<tr>
<th>ENTITY/ POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Jurisdiction</td>
<td>Supporting jurisdictions provide coordination and/or mutual aid support to impacted jurisdictions, and are not directly impacted by the incident. PIOs assisting the affected jurisdictions (may be referred to as Assistant PIOs under ICS) continue to report directly to their leadership under normal operating conditions while coordinating with the impacted jurisdiction’s PIO to provide Emergency Public Information support. PIO Assistants provided through mutual aid may be a trained PIO, or may be a staff member with the necessary skills. (See the Mutual Aid Appendix for information on Staff Typing and recommended skills.)</td>
</tr>
<tr>
<td>State Emergency Management Agency/ Division</td>
<td>The state emergency management agencies provide support to the impacted jurisdictions in their states, whether assistance with Emergency Public Information coordination and messaging, mutual aid resources from beyond the region, some level of financial assistance, or request for Federal resources. If the incident overwhelms a jurisdiction’s resources and capabilities, it may request that its state declare a state-level disaster. If the request is approved, the state may work on response (and Emergency Public Information) in coordination with the impacted jurisdiction.</td>
</tr>
<tr>
<td>Non-governmental and Private Sector Organizations</td>
<td>Organizations that provide support as needed, as requested and as defined in local Emergency Public Information plans. Certain organizations identified in local plans have trusted, developed relationships with specific populations (e.g., non-profit service providers and business communities). These relationships may be helpful for message dissemination.</td>
</tr>
<tr>
<td>Federal Agencies</td>
<td>Per the National Response Framework, If the incident is a terrorist event, then the Federal Bureau of Investigation (FBI) may assume control of the investigation, including Emergency Public Information, at their discretion. The FBI will coordinate activities, including Emergency Public Information, with state and local public safety. Procedures for release of information and media access may be modified because of an ongoing investigation. If the incident is a Presidentially-declared disaster, then the Federal Emergency Management Agency (FEMA) will manage and coordinate the overall incident response and recovery, including Emergency Public Information. Depending on the nature of the incident, other Federal agencies may lend support or subject matter expertise. When FEMA is participating in the incident response, activation of a regional JIC to coordinate Emergency Public Information and mutual aid is strongly advised. (See the JIC Plan Appendix).</td>
</tr>
</tbody>
</table>
C. JIS Organization

The following figure illustrates the organization of a regional JIS. Under the JIS, the impacted jurisdiction(s) has multiple partners providing Emergency Public Information coordination and assistance. As the demands of an incident increase, supporting jurisdictions in the region and other partners may provide mutual aid support to impacted jurisdictions or engage in regional coordination.

FIGURE 2. THE REGIONAL JOINT INFORMATION SYSTEM ORGANIZATION

D. Incident Assessment for Regional Emergency Public Information

When an incident is anticipated – or when an incident occurs without or with limited notice – the PIO or a group of PIOs from the potentially impacted or impacted jurisdiction(s) may use the Incident Assessment for Emergency Public Information Worksheet (see Attachment A) to assess the situation, the need for Emergency Public Information coordination and/or mutual aid, and to determine whether to recommend activation of a regional JIC.

Notice Incident
A notice incident is a planned or potential emergency or disaster incident that can be anticipated with more than one days’ notice.

No Notice/Limited-Notice Incident
A no-notice/limited-notice incident is an emergency or disaster incident that occurs with little or no warning.
If the incident will likely impact multiple jurisdictions, the PIOs from the potentially affected jurisdictions should convene via conference call or in person to complete the Worksheet and discuss Emergency Public Information needs for the incident. (See the Web-based Coordination Appendix for conference call tools.)

If the PIOs determine that regional coordination and mutual aid beyond normal partners are not needed, individual jurisdictions manage Emergency Public Information for the incident as appropriate and as described in their local Emergency Public Information plans.

If the PIOs determine that regional coordination and mutual aid are necessary, then they either coordinate through the JIS or recommend activation of the JIC for Emergency Public Information coordination and/or mutual aid. All requests for mutual aid must follow appropriate local processes and be approved through incident command.

E. Joint Information Center (JIC)

If a formal mechanism for coordination and/or mutual aid is needed, the PIOs from the potentially affected or impacted jurisdictions may recommend activation of a virtual or physical JIC. (See the Appendix for the JIC Plan for more details on JIC organization, activation and operations.)

A Joint Information Center (JIC) is a central location, whether physical or virtual, that facilitates the operation of the JIS and, as needed, the coordination of PIO resource sharing. PIOs and/or staff with PIO-related duties can use the regional JIC location to perform actions related to Emergency Public Information resource sharing, coordinated messaging, media outreach, and/or community relations during an incident or event.

A JIC is most often established virtually, although a physical location may be desired to coordinate complex Emergency Public Information messaging or if mutual aid staff is supporting multiple jurisdictions during a response to a large-scale incident.

A physical JIC can be established by identifying a physical location and necessary infrastructure (power, laptop computers, telephones, etc.) where PIOs from the affected jurisdictions and supporting staff can converge to conduct Emergency Public Information coordination activities.

A virtual JIC can be established by identifying web-based platforms (conference call lines, document collaboration sites, instant message chat rooms, etc.) through which PIOs from the affected jurisdictions and supporting staff can conduct Emergency Public Information coordination activities. (See the JIS/JIC Plan Appendix for more information on JIC activation and operations.)

Prior to the activation of a regional JIC or during the time it takes to establish the JIC, impacted jurisdictions should share and coordinate their initial communication activities with other impacted jurisdictions. Initial activities may include any or all of the following:

- Issuing a press release or statement
- Designating a local spokesperson (e.g., PIO, health officer, agricultural specialist, etc.)
- Holding a press briefing
- Monitoring media reports
- Monitoring social media and engaging in dialogue
- Setting up phone lines for public inquiries
- Setting up phone lines for press inquiries
- Assigning representative/s to JIC, if needed
Whenever beneficial and when possible, jurisdictions should collaborate on these initial activities.

**F. Coordination Levels for Regional Public Information**

Regional Emergency Public Information (EPI) coordination can be understood to occur in different stages. The table below describes the three levels of coordination.

**TABLE 2. COORDINATION LEVELS FOR REGIONAL PUBLIC INFORMATION**

<table>
<thead>
<tr>
<th>Coordination Level</th>
<th>Definition</th>
<th>Example</th>
<th>Regional Coordination Level</th>
<th>Role of the Region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEVEL 1</strong></td>
<td>1-2 jurisdictions impacted; Incident response likely within the impacted jurisdiction’s capabilities; jurisdiction may request mutual aid; Potential need for limited regional assistance, collaboration, and/or resources</td>
<td>Limited HazMat Release Small-scale Cybersecurity Incident</td>
<td>Minimal: Impacted jurisdiction provides situational awareness to regional partners; Mutual aid support, if requested</td>
<td>Monitor situation; Prepare for potential activation of local EOCs to support impacted jurisdiction; Provide resources and additional support, if requested; Participate in Regional JIS, as needed</td>
</tr>
<tr>
<td><strong>LEVEL 2</strong></td>
<td>Incident response will likely exceed a jurisdiction’s capabilities and require a moderate level of multiple types of regional resources, if requested; Mutual aid resources can be found within the region without requiring support from beyond the region.</td>
<td>Localized Flash Flooding Localized Anthrax Incident</td>
<td>Moderate: Impacted jurisdictions provide situational awareness to regional partners; Mutual aid support from regional partners, if requested; Regional EPI Coordination as needed</td>
<td>Provide resources and mutual aid support, if requested; Coordinate EPI among impacted and supporting jurisdictions; Participate in Regional JIS or JIC, as appropriate and needed</td>
</tr>
<tr>
<td><strong>LEVEL 3</strong></td>
<td>Multiple jurisdictions impacted; Response to incident will exceed jurisdiction’s capabilities and require a broad range of support beyond the resources of the impacted and supporting jurisdictions in the region; Significant regional resources activated; Regional JIC activation highly likely; May include widespread evacuation; Potential need for state/federal assistance</td>
<td>Multiple IED Detonation Pandemic Flu Outbreak Major Flood</td>
<td>High: Impacted jurisdictions across region share situational awareness; Mutual aid shared across impacted jurisdictions, if requested; High level of regional EPI participation and coordination, as needed</td>
<td>Identify, prioritize, and mobilize mutual aid resources within the region; Coordinate regional response activities; Coordinate EPI and warning among impacted and supporting jurisdictions; Participate in Regional JIC, if activated.</td>
</tr>
</tbody>
</table>
G. Coordinating Messaging

A primary function of the JIS and JIC is to coordinate messaging across the region. Impacted jurisdictions around the region work together to coordinate messages for Emergency Public Information virtually or in person.

The Messaging Toolkit Appendix contains basic pre-identified messages for the hazards and threats most likely to impact the region. The Toolkit also includes a message mapping template for developing new messages.

H. Releasing Emergency Public Information to the Public and Media

For most incidents, once messages have been coordinated on a regional level, an individual jurisdiction follows its local Emergency Public Information plan to obtain approval of the message and disseminate Emergency Public Information (including pre-incident Emergency Public Information) to its own respective public. The ESF-15 Annex does not supersede local responsibilities and/or approval processes for releasing information.

During an incident requiring regional coordination, affected jurisdictions may choose to collaborate and release information in a joint manner in order to ensure a coordinated message is communicated to the public through the shared media market in the Kansas City Metro Area. Under the JIS or JIC, PIOs, or JIC Manager may make a recommendation to the Incident Commander(s), EOC Director(s), or Unified Command(s) to:

- Hold a joint press conference with multiple jurisdictions at the regional JIC or other location,
- Develop and disseminate a joint news release with multiple jurisdictions, and/or
- Appoint a regional spokesperson to discuss aspects of the incident with the public and the media.

The participating jurisdictions’ or the Incident Commander(s), EOC Director(s), and/or Unified Command(s) determine whether to approve the joint regional activities to disseminate Emergency Public Information. If approved, the JIS or JIC is responsible for executing the activities. (See the Appendix for the JIC Plan for more details).

See “Attachment C. Selected Laws related to Public Information” for summaries of selected laws related to disseminating or sharing information.

I. Mutual Aid for Emergency Public Information

If an impacted jurisdiction does not have the staff or equipment resources needed to conduct Emergency Public Information activities, the PIO may recommend a request for mutual aid support to its Incident Commander, EOC Director, or Unified Command, as described in the local Emergency Public Information plan.
Information plan. The Incident Commander, EOC Director, or Unified Command may then make a request for mutual aid support either:

- Directly from another jurisdiction in the region via an informal agreement or formal Memorandum of Understanding (MOU) (as described in this ESF-15 Annex);
- From the activated Regional JIC (as described in this ESF-15 Annex); or
- From its county or state (as outlined in local and state Emergency Public Information plans).

The agreements for Emergency Public Information mutual aid described in this Annex (Appendix A) have been developed for jurisdictions in need of immediate mutual aid support from other jurisdictions familiar with the impacted area, experienced in Emergency Public Information, and located nearby. Impacted jurisdictions may use these regional agreements to supplement other types of mutual aid or to bridge the time it takes for mutual aid from outside the region to arrive in the jurisdiction.

When making an official request for Emergency Public Information mutual aid, the requesting jurisdiction identifies the type and kind of staff and/or equipment resources needed. Once a request has been made, the individual jurisdiction (if contacted directly) or the regional JIC identifies available resources for deployment to the impacted jurisdiction(s). (See the Mutual Aid Appendix for more details on this process).

Mutual aid resources for Emergency Public Information requested by a single jurisdiction will most often deploy to and operate out of that jurisdiction’s local JIC, depending on the facility’s capacity. Jurisdictions providing mutual aid may also remain in their own jurisdiction, but assume a proactive supporting role, depending on the needs of impacted jurisdiction. The impacted jurisdiction may activate a regional JIC to coordinate its Emergency Public Information mutual aid resources.

If Emergency Public Information mutual aid has been requested by multiple jurisdictions, one or more jurisdictions may activate a regional JIC to support the coordination and activities of Emergency Public Information resources shared among jurisdictions.

In the JIS, mutual aid staff from the supporting jurisdiction(s) coordinates directly with the PIO(s) from the impacted jurisdiction(s). Under a JIC, the staff may coordinate through the JIC Manager (see JIC Plan Appendix).

If the jurisdictions have entered into a mutual aid agreement, the PIO from the impacted jurisdiction may have operational control over the assisting staff from the supporting jurisdictions, depending on the terms of the agreement. The supporting jurisdiction retains administrative control over its staff.
EMERGENCY NOTIFICATION AND COMMUNICATIONS

Emergency notification is the one-way dissemination of emergency information with details of an impending or occurring emergency incident. Notification often includes a brief summary of the incident. For public notification, the alert typically contains recommended protective actions. For inter-jurisdictional notification, the message may also request coordination and assistance from neighboring jurisdictions.

Where notification is a one-way means of message dissemination, ongoing emergency communications should allow for means to conduct two-way communication between groups, such as emergency responders, incident command staff, PIOs, or the public. For example, two-way emergency communications allows the public the opportunity to ask about services for victims, provide information related to an investigation, or provide field updates to responders.

It is important to note that each jurisdiction within the region is responsible for providing initial notification and emergency public information about an incident to their own constituents. However, over the course of a regional disaster or emergency situation, information sharing and coordination will be critical to ensuring key messages are consistent, accurate and timely. (Please reference the message maps and other pre-developed messaging tools in Appendix B for further guidance on messaging strategies.)

A. PIO Notification

A PIO may notify PIO(s) in the region as outlined in the jurisdiction’s local Emergency Public Information plan; typically for one of the following reasons:

- To share information on the jurisdiction’s local Emergency Public Information activities and incident response, and promote a common operating picture;
- To request immediate mutual aid from regional partners; and/or
- To coordinate messaging for an incident that involves multiple jurisdictions.

Whether prior to or immediately after an incident occurs, PIOs can use the following mechanisms to alert other PIOs in the surrounding region:

- E-RAPIO/RAPIO Listserv
- WebEOC Regional Boards
- Homeland Security Information Network
- Motorola Two-way Pagers
- Motorola Two-way Radios

In addition to notification, include PIOs from other impacted and supporting agencies on the distribution lists for any initial press releases or other forms of information shared with your jurisdiction. (See the Regional Resource Annex to the Regional Coordination Guide for contact information for PIOs in the Kansas City Metro Area.)
B. Public Notification

Jurisdictions employ the processes and systems described in their local Emergency Public Information plans to alert the public of an incident and provide ongoing incident notification. Although plans and systems can be different across the region, jurisdictions will most likely use one of the following:

- Community and Agency News Subscription Lists
- Community and Agency Websites
- Community/Government TV Channels/Radio
- Emergency Alert System (EAS)
- Emergency Text/Voice/Email Alert Systems
- Foreign Language in Media (Spanish Language Radio, TV, etc.)
- Foreign Language/Translation Services
- Global Connect
- HAM radio
- Integrated Public Alert and Warning System (IPAWS)
- Message Boards (i.e. KC Scout, MDOT, KDOT)
- NOAA Weather Radio
- Pre-programmed broadcast fax to media
- Press Conferences and Media Briefings
- QR codes that direct smart phones to emergency info Web sites (QR is a type of matrix barcode that is optically machine-readable and links to websites with more information)
- School District Notification Systems (i.e. Parent Connect)
- Social Media (Twitter, Facebook, etc.)
- Telephone Hotlines
- TV, Radio, Print (note: the entire region is served by one media market)
- Warning Sirens

In addition to the systems listed above, or when internet access or other types of technologies are inoperable, local jurisdictions may use one of the following means of public notification, as described in their local Emergency Public Information plans:

- Door-to-Door Canvassing
- Community Bulletin Boards
- Vehicle-mounted Public Address Systems
- Public Meetings

In addition to notification systems, jurisdictions may also reach out to the following local groups for assistance with public notification and Emergency Public Information dissemination, as described in their local Emergency Public Information plans:

- Homeowners/Neighborhood Associations
- Faith-based Organizations
- Home Health Groups
- Senior Centers

Elected officials, local agencies, partner health care organizations, council or board members, local business, non-profit service providers and volunteer organizations, populations with access and functional needs, and other groups and populations should be notified per the impacted jurisdiction’s local Emergency Public Information plan.
C. Media Notification

The media can play an important role in helping reach residents with emergency public information in the early stages of a regional emergency incident or disaster, or in advance of a known incident.

**PIOs from impacted jurisdictions may use the JIS to coordinate media notification of an incident or threat.**

The ESF-15 Annex does not supersede local responsibilities and/or authority for reaching out to media. Jurisdictions follow their local Emergency Public Information plans when contacting media prior to or in the immediate aftermath of an incident. Local plans may have contact information for broadcast TV and radio, print, and online media reporters. Also see the Regional Resource Annex to the Regional Coordination Guide for regional media market contact information.
POST-INCIDENT GUIDELINES

As the impacted jurisdictions’ operational command staff stands down their incident response, the PIOs transition from Emergency Public Information coordination to recovery messaging. Recovery includes ongoing messaging and coordination.

If the Joint Information Center (JIC) has been activated and its resources are no longer needed to support coordination, it may be demobilized. If the JIC has been deactivated, then PIOs coordinate under the JIS during the recovery phase. (See the JIC Plan for more information on the JIC processes.)

Once response and recovery efforts have slowed, PIOs (and the JIC Manager, if activated) should work with the incident’s Finance and Administration Section Chief(s) to address records retention of costs, incident documents and other critical information, evaluate their response to the incident, and update plans as needed.

A. Records Retention

All critical records generated during an emergency should be collected and filed in an orderly manner so a record of events is preserved for use in determining response costs, settling claims, and updating emergency plans and procedures. This should be conducted in accordance with all applicable federal, Kansas State and Missouri State records retention laws and schedules.

Following a small scale, single jurisdiction emergency incident during which any portion of this ESF-15 Annex is implemented, the PIO from the impacted jurisdiction will be responsible for ensuring the appropriate preservation of all critical records.

During a disaster or emergency incident involving multiple jurisdictions where any part of this ESF -15 Annex is implemented, the affected jurisdictions will be responsible for collecting and preserving all critical records.

As part of the deactivation process, all PIOs involved in an ESF-15 Annex activation should assess every piece of paper; including notes, electronic documents and papers to be discarded; to ensure that it does not include critical information.

Critical records include, but are not limited to:

- Draft, revised, and final news releases and Public Service Announcements (PSAs)
- Approval records (sign-offs) of all products
- Media contact logs
- Newsclips
- Videos of televised interviews and other coverage
- Photographs
- Copies of all products (talking points, backgrounders, briefing booklets, news conference agendas, flyers, etc.)
- Staffing information (contact information, assignments)
- Copies of legal notices
- Meeting handouts/notes, agenda, copies of the Emergency Public Information Plans
- Procurement requests and acquisition records
- Mutual aid and facilities agreements, if applicable Emergency-operating records
- Delegations of authority
- Emergency staffing assignments, including lists of PIO personnel, along with their addresses and telephone numbers (and comparable data for alternates), assigned to the Joint Information Center or other emergency duties or authorized access to sensitive or confidential information, or controlled information sources
- JIC access credentials
- Equipment inventories for all JIC facilities

B. Evaluation

During an incident or exercise involving multiple jurisdictions, RAPIO/E-RAPIO, along with support from MARC, will manage the Emergency Public Information evaluation process; as well as oversee any necessary updates to the ESF-15 Annex.

In order to ensure the ESF-15 Annex remains a relevant and valuable resource for PIOs, it is essential that the ESF-15 Annex be regularly validated in table-top, functional and full scale exercises, and evaluated against response efforts in real-world incidents and emergencies.

The goal of exercise and incident response evaluation is to validate strengths and identify improvement opportunities for regional organization(s) and jurisdictions.

Evaluation will attempt to assess the plans, procedures, and protocols of the Kansas City Metro Area as established in the ESF-15 Annex to the Regional Coordination Guide by answering the following questions:
- Were established plans, procedures, and protocols followed during the exercise?
- Did the agencies do what they said they were going to do?
- Were the plans, procedures, and protocols effective?
- What level of capability do the plans, policies, and procedures establish?

PIOs from affected jurisdictions as well as anyone providing support for Emergency Public Information operations through the JIS, mutual aid agreements, or a JIC should participate in local hot washes.

To further facilitate the evaluation process, the Emergency Public Information Assessment Survey (see Attachment B. Post-Incident Assessment Survey) is available as a resource for soliciting feedback from any jurisdictions or organizations in the region who participated in a relevant exercise or real-world incident response.

During an incident or exercise involving only one jurisdiction, the agency which served as the lead coordinating entity will be responsible, at a minimum, for (1) distributing the Emergency Public Information assessment survey to all appropriate parties identified above and/or hosting a meeting or conference call to solicit feedback about the response, (2) collecting the completed surveys and other input, (3) drafting an after action report to capture the strengths and areas for improvement indicated on the surveys, (4) developing an action plan for enhancing any areas identified for improvement, and (5) communicating the after action report and improvement plan with appropriate intra-jurisdictional entities and with MARC and RAPIO/E-RAPIO leadership.

During an incident or exercise involving multiple jurisdictions, MARC and RAPIO/E-RAPIO will be responsible for coordinating the above listed five steps for ESF-15 Annex evaluation as well as
overseeing any necessary updates to the ESF-15 Annex and identifying the need for any follow-up evaluation.

For further guidance about evaluating the ESF-15 Annex and PIO performance during exercises and real-world incidents, please reference the Homeland Security Exercise Evaluation Plan (HSEEP) Evaluation plan available at [https://hseep.dhs.gov](https://hseep.dhs.gov). Please note that while HSEEP documents are designed to operate in an exercise environment, the principles that guide exercise evaluation may be holistically applied to the evaluation process of a real-world incident response and the objectives and methods are the same.
PREPAREDNESS, MITIGATION, PROTECTION AND PREVENTION

The importance of an ongoing coordinated approach to preparedness, mitigation, protection, and prevention messaging is a key function of the regional Joint Information System (JIS).

A. Hazard Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private sector, communities, critical infrastructure, are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

Encouraging Kansas City Metro Area residents to take action now—before the next disaster—can help reduce human and financial consequences later. Effective mitigation will require residents to (1) have an understanding of local risks, (2) make a decision to act, (3) and invest in long-term community well-being.

A variety of additional federal resources to aid local public safety officials in guiding constituents in mitigation activities are available at http://www.fema.gov/what-mitigation#1.

B. Protection and Prevention

Under the National Preparedness Goal, protection includes capabilities to safeguard against acts of terrorism and manmade or natural disasters. It is focused on actions to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to the Kansas City Metro Area in a manner that allows residents’ interests, aspirations, and way of life to thrive.

Likewise, prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. It is focused on ensuring we are optimally prepared to prevent an imminent terrorist attack within the United States.

For terrorism protection and prevention, often messages addressing the threat have already been developed by state and federal agencies. Here the objective for Kansas City Metro Area JIS is to:

1. Work with state and federal agencies to develop a coordinated strategy for effectively distributing these messages in their communities.
2. Disseminate prevention and protection messages to their local population.

Protection and prevention messages not only promote public safety and protection, they also build trust with the public and regional media partners.
**National Terrorism Advisory System (NTAS)**

One of the key resources available to state and local public safety officials is the National Terrorism Advisory System, or NTAS. This system replaces the color-coded Homeland Security Advisory System to more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector.

These alerts will include a clear statement that there is an imminent threat or elevated threat. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.


The goal of jurisdictions in the Kansas City Metro Area is to be aware of all relevant alerts issued through the NTAS and to coordinate the timely and effective dissemination of applicable information to area residents.

**Terrorism Early Warning Group**

The Kansas City Regional Terrorism Early Warning Group brings local, state and federal law enforcement officials together with public and private organizations to detect, deter and respond to terrorist threats in the Greater Kansas City community.

The TEW's Interagency Analysis Center collects information from a variety of sources. This data is evaluated and analyzed in an effort to identify potential trends or patterns of terrorist or criminal operations within the region.

Another protection and prevention messaging resources for state and local jurisdictions is the nationwide "If You See Something, Say Something™" public awareness campaign. This is a simple and effective program to raise public awareness of indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity to the proper local law enforcement authorities.

More information about the Kansas City Regional TEW and the “If You See Something, Say Something” campaign is available at [http://www.kctew.org/tewgroup.htm](http://www.kctew.org/tewgroup.htm).

**C. Preparedness**

Preparedness is essential for an effective response to an incident and coordinated Emergency Public Information efforts. PIO preparedness includes establishing relationships with other agency PIOs and the media, participating in related training, and maintaining familiarity with developed checklists, contact lists, and public information materials. More information and resources about preparing for emergency incidents are available at [http://www.preparemetrokc.org/](http://www.preparemetrokc.org/).
Training

PIOs that function within the Kansas City Metro Area JIS should be familiar with and have training on this ESF-15 Annex. At a minimum, PIOs should complete the National Incident Management System (NIMS) IS-702 course on Public Information Systems. This course is available online at http://www.training.fema.gov.

The following training opportunities are recommended, though not required. Many are provided at no-cost and are available online.

NIMS training opportunities:
- IS-100 (ICS 100) Introduction to Incident Command System
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-701.a NIMS Multiagency Coordination System (MACS) Course
- ICS-300 Intermediate Command System for Expanding Incidents
- ICS-400 Advanced Incident Command System, Command and General Staff – Complex Incidents
- ICS-420 Command and General Staff

Public Affairs training opportunities:
- IS-42 Social Media in Emergency Management
- IS-250 Emergency Support Function #15
- IS-702.a Nation Incident Management System (NIMS) Public Information Systems
- ICS-203 Introduction to Public Information
- ICS-403 Incident Management Team Public Information Officer
- E-388 Advanced Public Information Officer
- E-389 Master Public Information Officer
- G-290 Basic Public Information Officer
- G-291 JIS/IC Planning for Tribal, State and Local Public Information Officers

Also see the Mutual Aid Appendix in this Annex for positions that may support the Joint Information Center and the recommended (not required) training programs for each role.

Plan Maintenance

Testing and updating the ESF-15 Annex to the Kansas City Metro Area Regional Coordination Guide will keep the plan and its processes current through review and modification:

Updating the ESF-15 Annex

RAPIO/E-RAPIO with support from MARC and the MEMC Plans subcommittee are responsible for overseeing the formulation, development, implementation and evaluation of regional Emergency Public Information coordination; for reviewing, updating and approving the ESF-15 Annex to the Regional Coordination Guide; and, for recommending adoption of any updates or revisions to the Annex.
• RAPI/O/E-RAPIO with support from MARC and the MEMC Plans subcommittee are responsible for reviewing the ESF-15 Annex on a regular basis to ensure complete understanding of the process, procedures, roles and responsibilities.
• The ESF-15 Annex will be reviewed following any exercise or incident in which the Annex was implemented, at a minimum annually,
• Proposed administrative and context changes will be forwarded to RAPI/O/E-RAPIO for review and approval. Updates will be made as needed with support from MARC and the MEMC Plans subcommittee.

Changes should be made to the ESF-15 Annex when the documents are no longer current. Changes in planning documents may be needed when:
1) Hazard consequences or risk areas change;
2) The concept of operations for regional coordination changes;
3) Departments, agencies, or groups which perform emergency functions are reorganized, can no longer perform emergency tasks laid out in planning documents;
4) Warning and communications systems are upgraded;
5) Additional emergency resources are obtained through acquisition or agreement, the disposition of existing resources changes, or anticipated emergency resources are no longer available;
6) A training exercise or an actual emergency reveals significant deficiencies in existing planning documents; or
7) When state or federal planning standards for the documents are revised.

**Testing the ESF-15 Annex**

Testing the ESF-15 Annex during a drill or exercise is the best way to identify problem areas and evaluate preparedness without the risks associated with a real-world incident. All drills and emergency management exercises should include an after-action review (AAR) to help identify shortfalls in planning. Problems in organization or operational concepts and procedures that do not work well in practice should be addressed and modified. Shortfalls should be addressed in the next iteration of the local planning process.

The ESF-15 Annex will be tested in whole or part once per year through an involving multi-jurisdictional EPI coordination, as permitted by funding. RAPI/O/E-RAPIO and MARC leadership will pursue inclusion of EPI as a critical capability in state or regional exercises as often as is appropriate.

The Annex can also be tested during an activation or response to an actual emergency or disaster. PIOs who observe problems attributed to unworkable or incomplete plans and procedures are encouraged to identify those problems as soon as they become evident. A formal post incident review will be conducted after any major emergency or disaster involving multiple jurisdictions in the region to identify lessons learned. These reviews should specifically consider the adequacy of the current Annex. If deficiencies are identified, MARC and RAPI/O/E-RAPIO will be responsible for modifying the Annex accordingly.

An AAR shall be completed anytime the ESF-15 Annex is activated in part or in whole. For incidents/exercises that involve multiple jurisdictions, MARC and RAPI/O/E-RAPIO will be responsible for overseeing the development of the AAR. This review will occur within 30 days following the conclusion of an exercise or transition to the recovery phase of an incident or exercise. Refer to Section IV. Recovery, B. Evaluation of the Base Plan for more information.
D. Public Outreach and Education

Hazard awareness, preparedness and mitigation guidance is an integral part of Emergency Public Information and warning. The more informed and prepared Kansas City residents are for the various threats and hazards the region is vulnerable to, the better able they will be to respond appropriately in an incident.

Providing timely, accurate and coordinated information about preparing in advance of an incident also helps build trust with the public and regional media market. Working within the Kansas City Metro Area JIS to coordinate the development and dissemination of preparedness information will also promote relationship building and help develop interagency trust critical to the coordination of emergency public information during the high stakes, high pressure environment of an incident.

Prior to public dissemination, all preparedness messaging efforts should be conducted in concert with and approved by local emergency management agencies, in compliance with local Emergency Public Information plans.

The Metropolitan Emergency Managers Committee (MEMC) serves as a forum for local emergency managers to discuss and resolve regional issues, problems, projects and activities related to all-hazards emergency management. MEMC's mission is to foster coordination, communication and cooperation among local emergency management and allied organizations through the development of policies, procedures, educational programs and resource materials related to all-hazards emergency management.

Several prominent public education initiatives include the following:

- MEMC's Citizen Readiness Committee has developed a disaster preparedness website, www.preparemetrokc.org. Kansas City Metro Area residents can access general preparedness information on this site as well as research how best to stay safe and mitigate the effects of threats and hazards specific to the region. The site is available in English. A Spanish version is available as well.

- Project Community Alert is a community-wide effort led by the MEMC to place 100,000 alarm-equipped, programmable emergency weather radios in the eight-county Kansas City metropolitan area. By sounding alarms inside homes, schools and businesses, weather radios can alert people who might not hear outdoor sirens, saving lives and preventing injuries.

- The Citizen Education Subcommittee developed the Pillars of Preparedness program to give public recognition to individuals and organizations that contribute in significant ways to the whole of community preparedness of the Kansas City Region.

- At an organization’s request, the Prepare Metro KC team is available to present, staff a booth, and share materials on prevention, protection, mitigation and preparedness throughout the region. Prepare Metro KC is a volunteer organization and does not charge fees, but does ask that the organization donates the space and electrical requirements. See www.preparemetrokc.org for more information.

For more information on these initiatives and other MEMC activities, visit http://www.marc.org/emergency/memc.htm.
In addition to the resources and programs provided by the MEMC, Kansas jurisdictions may encourage individuals with access and functional needs to register with the State’s Vulnerable Needs Planning System at www.helpmekansas.org. Most jurisdictions in Missouri rely on non-profit service providers and healthcare providers to maintain current registries of individuals with access and functional needs.

E. Media Outreach

The news media acts as liaisons between public safety entities and the general public. In order to effectively reach area residents with Emergency Public Information and instructions, PIOs operating within the regional JIS must develop ties to all media in and around the region.

As all members of the regional JIS share the same media market, it is important to embrace a strategy of coordinated, multi-jurisdictional efforts to promote public preparedness through the press, build media relationships and foster trust in a regionally unified approach to Emergency Public Information.

Relationships usually develop naturally between media and the various public safety entities throughout the region when an agency/jurisdiction has something to say or show and needs the media to relay it, or when media need public safety entities to say or show something to support a story angle.

By leveraging these natural, day-to-day media interactions as opportunities to promote a regionally unified approach to messaging, PIOs can help ensure that a joint, coordinated approach to Emergency Public Information will be more readily accepted and trusted by media during a disaster or emergency incident. PIOs operating within the regional JIS are encouraged to employ the following strategies as often as practicable:

- Issue joint press releases and hold joint media availabilities to promote appropriate preparedness and mitigation messages.
- Engage as many public safety entity partners as appropriate in planning and execution of public disaster/emergency preparedness campaigns.
- When media are seeking input on a topic from multiple public safety entities, PIOs from those agencies/jurisdictions should employ good collaboration and coordination practices to present a unified front.
- Kansas City Metro Area PIOs should also meet regularly to discuss local media relations activities and share lessons learned and best practices.

When media relations are limited to local media, the effective dissemination of Emergency Public Information is usually not a problem. Media relations become a challenge when the demand for news coverage overwhelms an organization's ability to provide timely, accurate, and useful information and instructions to area residents. This can happen when national media, and many “local” media representatives from outside the immediately affected area, converge on the jurisdiction/agency.

As outlined in this Annex, media convergence can be effectively addressed through the regional JIS and the activation of a virtual or physical JIC, implementation of a mutual aid compact, or utilization of other JIS support resources.

If PIOs have an established history of working collaboratively and promoting a unified front with area media, the media will be more likely to view the regional JIS, JIC or other collaboration fronts as a trusted source for information.
Attachments to the Base Plan include the following:

A. Incident Assessment for Emergency Public Information Worksheet
B. Post-Incident Assessment Survey
C. Selected Laws related to Public Information
D. Guidance for providing effective emergency public information and warning to individuals with access and functional needs
A. Incident Assessment for Emergency Public Information Worksheet

While not required documentation, this worksheet is intended as a tool that may be voluntarily utilized by jurisdictions involved in an incident response requiring regional collaboration.

<table>
<thead>
<tr>
<th>Date:</th>
<th>Time:</th>
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<tbody>
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Convened: □ In person (location: _____________)  
□ Conference Call  □ WebEOC  □ Other: _____________

<table>
<thead>
<tr>
<th>Participating Public Information Officers [Name, Title, Jurisdiction]:</th>
<th>Potentially Impact or Impacted Jurisdiction(s):</th>
</tr>
</thead>
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1. Share information about the status of the incident.

Brief Incident Description:

2. Determine whether to operate under the regional Joint Information System or recommend activation of the regional Joint Information Center.

**Considerations for operating under a regional JIS:**
- The incident is primarily impacting one jurisdiction
- The incident is expected to be short-lived (e.g., less than three days)
- There is a need to standardize messaging on a regional level
- Coordination/information sharing can take place using phone and web-based tools
- PIOs are not co-located at a fixed site

**Considerations for recommending activation of the Regional JIC:**
- The incident is already having or is projected to have a regional impact
- Incident Commanders, EOC Directors, or Unified Command in the region request the level of coordination provided by a JIC
- Media demands are overwhelming (or are anticipated to overwhelm) local Emergency Public Information resources
- The incident is projected to last more than three days.
- A physical JIC is desired to provide a centralized location for regional Emergency Public Information coordination
- A physical JIC is desired to provide a centralized location for Emergency Public Information mutual aid coordination
- An event of national significance (e.g., a terrorism event or regional evacuation) impacts the region
- Sufficient staff and equipment resources are available to support a physical JIC
- Regional Incident Command or Unified Command has formally appointed a regional PIO
- The incident is a Presidentially-declared disaster and FEMA is responding to support local and state efforts.

If a regional public information response is **not** needed, coordinate Emergency Public Information efforts as needed and according to local Emergency Public Information plans and use the regional JIS as needed.

**JIC activation (will/will not) ______ be recommended at this time.**
- If a JIC **will not** be activated, the PIOs will continue to participate in the JIS, actively monitor the situation and may review the need for a regional JIC at a later time.
- If a JIC activation **will** be recommended, the following entity(s) will review and approve the activation of the JIC: __________________. Will the JIC be activated virtually or at a physical location: _____________?

3. Determine who should be notified about regional Emergency Public Information efforts who is not a part of this discussion.
[Consider notifying appropriate PIOs. This may include PIOs from non-affected jurisdictions needed to assist PIOs from impacted jurisdictions.]

4. Determine what coordination mechanisms will be used to coordinate regional Emergency Public Information following this initial discussion.

- Conference Call [details: _______________]
- RAPIO email distribution list [details: _______________]
- Skype [details: _______________]
- GoogleDocs [details: _______________]
- Dropbox [details: _______________]
- Regional WebEOC Boards for Public Information [details: _______________]
- Other _______________

5. Determine initial regional Emergency Public Information objectives.

6. Determine immediate regional messaging needs.
   - Review the pre-identified messages in the Messaging Toolkit Appendix.
   - Agree on initial messages for the incident.

   **Summary of initial regional messages:**

7. Determine what mutual aid support is needed to respond to the incident.

   **Jurisdiction:**
   **Staff or Equipment Needed:**

   **Responding Jurisdiction:**
   **Available Staff or Equipment:**
   **Type of Agreement:**

   **Responding Jurisdiction:**
   **Available Staff or Equipment:**
   **Type of Agreement:**

8. Determine when the PIOs will convene next.

   **Date:**
   **Time:**

   **Details:**
B. Post-Incident Assessment Survey

- **Name of Incident/exercise:** [supplied by survey distributor]
- **Duration of Incident/exercise:** [supplied by survey distributor]
- **Jurisdictions/agencies involved in the incident response/exercise:** [supplied by survey distributor]

1. What jurisdiction/agency do you represent? __________

2. How many days your jurisdiction participated in the incident response/exercise? ____

   Which days did it participate? Circle all appropriate:
   - First 24 hours
   - First 72 hours
   - After first 72 hours
   - Middle of the incident/exercise
   - Toward the end of the incident/exercise
   - Full duration of the incident/exercise

3. How many people from your jurisdiction participated in Emergency Public Information activities as part of the response/exercise? ____

4. According to the ESF-15 Annex to the Regional Coordination Guide classification of PIOs, how many of each type participated from your jurisdiction?
   - Type 1 ____
   - Type 2 ____
   - Type 3 ____
   - Unsure ____

5. Did your jurisdiction contribute any other kinds of PIO equipment or resources? If yes, please list:

   __________________________________________________________________________________

6. Please rank the level of coordination you experienced among partnering agencies/jurisdictions with 1 being a high degree of coordination and 5 being almost no coordination at all. ____ Please explain your answer:

   __________________________________________________________________________________
7. Please rank the unity of messages that were disseminated with 1 meaning almost all messages delivered to the public were consistent with what all other partner jurisdictions/agencies were saying and 5 meaning there were a great number of inconsistencies among what partner jurisdictions/agencies were telling the public. ____ Please explain your answer:

______________________________________________________________________

8. On a scale of 1 to 5 was the public provided with timely, relevant and accurate information? (1 represents a strong yes, and 5 represents a strong no.) ____
Please explain your answer:

______________________________________________________________________

9. On a scale of 1 to 5 were the methods of message distribution employed by the agencies/jurisdictions involved in the incident/exercise effective? (1 means the methods were highly effective, 5 means messages were not getting to the public, or key groups were overlooked.) ____ Please explain your answer:

______________________________________________________________________

10. Please list the top 5 strengths you observed during this incident/exercise as they relate to regional Emergency Public Information coordination.
   a. 
   b. 
   c. 
   d. 
   e. 

11. Please list the top 5 areas for improvement you observed during this incident/exercise as they relate to regional Emergency Public Information coordination?
   a. 
   b. 
   c. 
   d. 
   e. 

12. Please add any additional comments you would like to share.
C. Selected Laws related to Public Information

The section below provides an overview of key legal authorities that are important to understand for Emergency Public Information in the Kansas City Metro Area. For a comprehensive list, check with your local and state emergency management agencies.

**Principal of Home Rule**

Both Missouri and Kansas are governed by the legal principle of “Home Rule.”

According to a 2011 study published by FEMA, home rule is defined as “a delegation of power from the State to its sub-units of governments (including counties, municipalities, towns or townships, or villages.)… Home Rule creates local autonomy and limits the degree of state influence in local affairs.”

Applied in a disaster, the principle of Home Rule means that the lowest incorporated jurisdiction has ultimate authority over and responsibility for disaster preparedness, mitigation, response and recovery operations that affect its own jurisdiction.

**Missouri Sunshine Law**

The Missouri Sunshine Law records of a public governmental body are to be open and available to the public for inspection and copying, unless otherwise provided by law. The term “public record” includes records created or maintained by private contractors under an agreement with or on behalf of a public governmental body.

The Sunshine Law requires that each request for access to a public record be acted on no later than the end of the third business day following the date the request is received. If access is denied, an explanation must be provided in writing. The law also requires that if a request is made in a particular format, the custodian shall provide the records in that format if it is available.

A public governmental body is permitted, but not required, to close its records when they relate to certain issues. When a public body relies on one of these exceptions to close a record, it should bear in mind that the exceptions are to be read narrowly. Matters that may be closed include:

- Legal actions, causes of action or litigation (except that votes, minutes and settlement agreements must be opened to the public on final disposition, unless ordered closed by a court).
- Leasing, purchase or sale of real estate where public knowledge might adversely affect the amount paid in the transaction.
- Hiring, firing, disciplining or promoting a particular employee.
- Welfare cases of identifiable individuals.
- Software codes for electronic data processing.
- Individually identifiable personnel records.
- Records related to existing or proposed security systems.
- Records that are protected from disclosure by other laws.
If only part of a record may be closed to review, the rest of the record must be made available. For more information contact the Missouri Attorney General’s Office or visit http://ago.mo.gov/sunshinelaw/.

**Freedom of Information Act**

The Freedom of Information Act, also known as the FOIA, is a federal statute that provides the public with the right to request access to records in the possession of federal agencies in the Executive Branch. FOIA establishes a presumption that records are accessible to the people, except for those records protected from disclosure by any of the nine exemptions contained in the law or by one of three special law enforcement record exclusions.

In general, the FOIA requires an agency to respond to FOIA requests within 20 business days after the office that maintains the responsive records receives the request.

The FOIA does not grant an absolute right to examine government documents; the FOIA establishes the right to request records and to receive a response to the request. If a record cannot be released, the requestor is entitled to be told the reason for the denial. The requester also has a right to appeal the denial and, if necessary, to challenge it in court.

Contact the Kansas Attorney General’s Office or the Missouri Attorney General’s for more information.

**Title II, Chapter 7, Americans with Disabilities Act (ADA)**

Title II, Chapter 7 of the ADA addresses emergency management for people with access and functional needs. Among other areas, the Chapter covers emergency notification and altering the public to an emergency. See Attachment D. for guidance from the ADA Best Practices Toolkit for State and Local Governments and other sources.

**Health Insurance Portability and Accountability Act (HIPAA)**

Health Insurance Portability and Accountability Act of 1996 (HIPAA)’s medical privacy regulations govern the use and release of a patient's personal health information, also known as "protected health information" by "covered entities." The statute imposes criminal restrictions on dissemination of certain protected health information. In the event state law is more restrictive than the HIPAA privacy regulations, state law will apply.

All health care providers, including hospitals, physicians and emergency medical or ambulance personnel, as well as health plans and health care clearinghouses that transmit protected health information in electronic form are considered covered entities. Business associates of these entities (such as accountants, consultants, lawyers, managers etc.) also are required to keep protected health information confidential.

Police, firefighters and other law enforcement agencies are NOT considered covered entities under HIPAA. HIPAA does not extend, for example, to police incident reports, fire incident reports, court records, records of agencies that do not provide healthcare or insure healthcare, autopsy, or any records that an individual has authorized to be disclosed.
Journalists are not covered entities under HIPAA. A journalist who lawfully obtains or discloses protected health information does not violate HIPAA. However, just because HIPAA does not apply does not mean that journalists who obtain and disclose medical information may not be liable under other causes of action, such as invasion of privacy. Protected health information can be released with the patient's consent. (In certain circumstances it also can be released to law enforcement, public health, and disaster agencies.)

If HIPAA privacy standards are met, information, such as general condition information (information that does not communicate specific information about the individual) may be released. The American Hospital Association recommends, and many hospitals are using, the following terms:

- **Undetermined** - Patient awaiting physician and assessment.
- **Good** - Vital signs are stable and within normal limits. Patient is conscious and comfortable. Indicators are excellent.
- **Fair** - Vital signs are stable and within normal limits. Patient is conscious but may be uncomfortable. Indicators are favorable.
- **Serious** - Vital signs may be unstable and not within normal limits. Patient is acutely ill. Indicators are questionable.
- **Critical** - Vital signs are unstable and not within normal limits. Patient may be unconscious. Indicators are unfavorable.
- **Treated and Released** - Patient received treatment but was not admitted.

With written authorization from the patient, a more detailed statement regarding a patient's condition and injuries or illness can be released. In situations where the opportunity to object to or restrict the use or disclosure of information cannot be provided because of an individual's incapacity, a covered entity may use or disclose protected health information if the use and disclosure is: (1) consistent with a prior expressed preference of the individual, if any, that is known to the covered entity; and (2) in the individual's best interest as determined by the covered entity, in the exercise of professional judgment. Both conditions (1) and (2) must apply for a provider to release patient information under HIPAA if the patient is incapacitated. There is no HIPAA exemption for public figures or public officials.
D. Guidance on providing effective emergency public information and warning to individuals with access and functional needs

Officials must act quickly to alert the public to an impending emergency situation. But many traditional emergency notification methods are not accessible to people with disabilities. People who are deaf will not hear radio, television, sirens, or other audible alerts. Those who are blind or who have low vision may not be aware of visual cues, such as flashing lights. State and local governments should use warning methods that ensure all residents and visitors will have the information necessary to make sound decisions and take appropriate, responsible action.

Under Title II of the Americans with Disabilities Act (ADA), all state and local governments are required to take steps to ensure that their communications with people with access and functional needs are as effective as communications with others.

Effective planning for emergency warning and public information ensures that the whole community is represented and involved in the planning process. Communities are diverse and comprise a wide variety of people, including those with access and functional needs, those requiring the support of service animals, and those who cannot independently care for themselves, such as children. This also includes diverse racial and ethnic populations and immigrant communities. Failing to base planning on the demographics and requirements of the particular community may lead to false planning assumptions, ineffective courses of action, and inaccurate resource calculations.

Checklist for Incorporating Individuals with Access and Functional Needs into Local Planning Efforts for Emergency Public Information and Warning

- Does the local planning group include individuals with access and functional needs, as well as relevant advocacy groups, service providers, and subject matter experts?

- Does the plan include a definition for “individuals with disabilities and others with access and functional needs,” consistent with all applicable laws?

- Does the plan include demographic data and information on the number of individuals in the community with disabilities and others with access and functional needs (using assessment and current registry data, if available)?

- Does the plan identify a disability advisor to provide expertise for the emergency planning process and to support the Incident Commander, the Planning Section, and/or the Operations Section during an emergency?

Who are Individuals with Access & Functional Needs?

- Those who are deaf or hard of hearing may need to make special arrangements to receive emergency warnings.
- Single working parents and those with limited English proficiency may need help planning for disasters and emergencies. Community, faith-based and cultural groups may be able to help keep people informed.
- People without vehicles may need to make arrangements for transportation.
- People with special dietary needs should take precautions to have an adequate emergency food supply.

-- FEMA (www.ready.gov/individuals-access-functional-needs)
Does the plan identify ways to promote personal preparedness among individuals with disabilities and others with access and functional needs, as well as their families and service providers?

Does the plan identify mechanisms for disseminating timely and accessible emergency public information using multiple methods (e.g., television, radio, Internet, sirens) to reach individuals with sensory, intellectual, and cognitive disabilities, as well as individuals with limited English proficiency?

Basic strategies for communicating with individuals with access and functional needs

Often, using a combination of notification methods will be more effective than relying on one method alone. For instance, combining visual and audible alerts will reach a greater audience than either method would alone. Auto-dialed text telephone (TTY) messages to pre-registered individuals who are deaf or hard of hearing, text messaging, emails, and other innovative uses of technology may be incorporated into such procedures. For announcements by government officials on local television stations, providing qualified sign language interpreters and open captioning will ensure that all people tuning in are able to access the information provided. Emergency management plans should identify the steps that will be taken and the resources that will be used to ensure that emergency notifications will be accessible to all.

Basic strategies for communicating with individuals with access and functional needs include:

- Emergency preparedness materials must be available in alternative formats. For print materials, alternative formats likely to be most requested include: audio-formats—recorded text on disks and CDs, mp3 files; and large print—text produced in Arial or other sans serif fonts (e.g., to assist individuals with vision impairment).
- Provide materials in understandable and usable formats, such as Braille, large print, audio, pictures, accessible websites, and other languages in addition to English (e.g., to assist individuals with vision or cognitive impairment).
- Picture cues should accompany written materials, especially safety actions (e.g., to assist individuals with vision or cognitive impairment).
- Provide interpreters at media availabilities, press conferences and public meetings (e.g., to assist people with hearing or limited English proficiency).
- Ensure translators are available to assist individuals with limited and non-English speaking abilities at public and media hotlines (e.g., to assist people with limited English proficiency).
- When Internet sites stream video, spoken information should be captioned and signed (e.g., to assist people with hearing or limited English proficiency).
- When recommending a website for more information give specifics as to where to look and what to look for (e.g., to assist people with cognitive impairment or limited English proficiency).

Additional resources and guidance for providing effective emergency public information and warning to individuals with access and functional needs

  - See specifically Effective Communication Requirements under the ADA at [http://www.ada.gov/pcatoolkit/ch3_toolkit.pdf](http://www.ada.gov/pcatoolkit/ch3_toolkit.pdf)
- ADA Best Practices Toolkit for State and Local Governments: [www.ada.gov/pcatoolkit/chap7emergencymgmt.htm](http://www.ada.gov/pcatoolkit/chap7emergencymgmt.htm)
Resources to assist Individuals with access and functional needs in preparing for incidents

- Information of individuals with access and functional needs on Ready.gov: www.ready.gov/individuals-access-functional-needs

SECTION 2:
ESF-15 Appendices
APPENDIX A: REGIONAL EMERGENCY PUBLIC INFORMATION MUTUAL AID

PIOs throughout the Kansas City Metro Area share a strong spirit of collaboration and desire for supporting each other through mutual aid. They recognize that during an incident with regional implications, a coordinated approach to Emergency Public Information helps ensure the effective dissemination of timely, relevant and accurate information.

This Regional Emergency Public Information Mutual Aid Appendix builds on the strong relationships and capabilities among jurisdictions, and provides flexible tools and templates that support cooperation and mutual aid during limited duration events that impact only one jurisdiction, as well as those extended events involving multiple jurisdictions. The agreements may supplement resources received through state and federal requests for mutual aid, or may be used to bridge the time it takes for state and federal resources to arrive to the region.

Any PIO, with the approval of his or her leadership, may volunteer assistance to another agency or jurisdiction upon the request of the latter for aid before, during or after an incident. This Appendix serves to express the intent of and, when appropriate, formalize the cooperative spirit of member entities to assist one another in times of emergency to the extent they are capable, without jeopardizing the capabilities of emergency response at their own facility. Jurisdictions understand that mutual aid for Emergency Public Information is not limited to Presidentially-declared disasters. In the event of a major disaster, a Presidential declaration may or may not be declared within the first 72 hours of activation of a mutual aid request.

The principle reasons for creating Emergency Public Information mutual aid agreements are to:

- Coordinate planning for Emergency Public Information message creation and distribution
- Multiply the response resources available to any one jurisdiction within the region
- Ensure timely arrival of aid—PIOs from neighboring jurisdictions within the region
- Arrange for specialized Emergency Public Information resources
- Minimize post-response administrative conflict and litigation

According to FEMA, “mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services.”

To these ends, the Mutual Aid Appendix to this document includes a guiding statement on regional Emergency Public Information mutual aid and an example of a more formal Kansas City Metro Area Agreement for public information. The latter Agreement outlines the process for activation and deactivation of mutual aid resources. In the Staff Typing section, the Mutual Aid Appendix also provides a list of job descriptions and qualifications typically required for a large-scale regional response.
A. Guiding Statement on Regional Mutual Aid for Public Information

In a fast-paced emergency situation, demands for information can quickly overwhelm the staffing and equipment resources of any single jurisdiction within the Kansas City Metro Area (KCMA). In the spirit of regional collaboration and coordination, Public Information Officers (PIOs) operating within the regional Joint Information System (JIS) would do their best to support fellow jurisdictions/agencies within the Metro Area when assistance is requested.

Any assistance offered under an informal mutual aid understanding is completely voluntary. Any details regarding shared resources would be dependent on the circumstances surrounding each request, the nature of the incident, and the discussion between the requesting and supporting jurisdictions.

This Statement on Mutual Aid for Emergency Public Information simply serves to formalize the willingness of member jurisdictions to assist one another in times of emergency to the extent that they are capable, without jeopardizing the emergency response readiness at their own jurisdiction. Jurisdictions are expected to respond to a request for assistance from a neighboring entity only after first ensuring that any needs for Emergency Public Information in their own jurisdiction are met.

This Statement on Mutual Aid in no way obligates members of the Kansas City Metro Area JIS to automatically support each other; rather it documents the willingness of Metro Area PIOs to help each other whenever circumstances permit them to do so. The decision to voluntarily support a neighboring jurisdiction is at the discretion of the responding PIO, the Emergency Operations Center, the Incident Commander and/or the Unified Command within the agency/jurisdiction he/she represents.

An informal system of mutual aid would most likely be “activated” under the following circumstances:

- The incident is relatively small and involves only one or two jurisdictions/agencies.
- Incident response efforts are not expected to last longer than 72 hours.
- The burden on the agency of anyPIO supporting the incident is not expected to be overly taxing financially or in terms of strain on equipment and staff.
- Supporting agencies/PIOs have no expectation of compensation for time, backfill, cost reimbursement, or any other type of payment.

This informal system of Emergency Public Information mutual aid among the region’s Public Information Officers (PIOs), is a tool to help ensure that accurate, timely and relevant information reaches the people who need it during a crisis.
B. Memorandum of Understanding (MOU) for Emergency Public Information Mutual Aid

The following Agreement and its attachments is a sample template for local jurisdictions to adopt for requesting and/or providing public information mutual aid support to another jurisdiction in the region. It outlines shared expectations for mutual aid, a process for requesting and receiving mutual aid, and legal considerations, among other areas. The language in any mutual aid agreement should be reviewed thoroughly by the participating jurisdictions. The participating parties may edit any part of this agreement to better reflect their needs, plans and practices.

Because incidents occur often without notice and incident response is fast moving, it is recommended that jurisdictions review and sign mutual aid agreements for public information prior to a disaster or emergency.

When the actual incident occurs, an impacted jurisdiction may opt to “activate” the mutual aid agreement with a signed Request for Assistance (see the example form following the Incident Agreement). The Assisting Party retains the right to not approve the request, if the resources are unavailable or providing resources would adversely impact its ability to serve the residents within its jurisdiction.

Whether or not the JIC has been activated, mutual aid agreements are signed between the impacted and supporting jurisdictions. At the request of the jurisdiction requesting resources, staff provided through mutual aid agreements may be managed through the JIC under a JIC Manager. (Refer to the JIC Plan Appendix for more information on JIC operations and mutual aid.)

A Note on Reimbursement:

The following sample agreement for public information mutual aid has been reviewed by the FEMA Public Assistance Program Office to ensure consistency with federal programs for reimbursement after a Presidentially-declared disaster although use of this template is not limited to Presidentially-declared disasters. As written, entering into this agreement does not limit a jurisdiction’s ability to apply for or receive reimbursement for a Presidentially-declared disaster.

As a general rule, supporting jurisdictions may require that reimbursement provisions be addressed in the Mutual Aid Agreement. Jurisdictions requesting mutual aid may not state that reimbursement is contingent on a Presidential disaster declaration.

For the FEMA policy on mutual aid and reimbursement, refer to Section 9523.6, Mutual Aid Agreements for Public Assistance & Fire Management Assistance (http://1.usa.gov/11sp3gm).

Note that the region’s Metropolitan Emergency Managers Committee (MEMC) and its Plans Subcommittee are in the process of reviewing a similar regional MOU for all types of resources (not limited to public information). When a regional mutual aid compact is finalized, it will replace the MOU template in this Appendix.
[EXAMPLE] INCIDENT AGREEMENT FOR PUBLIC INFORMATION MUTUAL AID

This Agreement made entered into this ________________day of ________________20__, by and between the undersigned and duly organized political subdivisions of the State of [Kansas and Missouri], in order to grant Public Information assistance to one another where such assistance is necessary to protect life and property, or otherwise cope with such emergencies or disasters beyond the capabilities and resources of individual political subdivisions; and

WHEREAS, the political subdivisions cooperating under this Agreement are authorized by law to enter into and carry out the provisions provided herein, and

WHEREAS, each of the parties entering into this Agreement has resources unique to the management of public information for disasters/emergencies that would be difficult and time consuming to accumulate during the onset of or the response to a disaster/emergency, and

WHEREAS, the unique public information resources maintained by each political subdivision cooperating under this Agreement would be beneficial to each other should the need arise, and

WHEREAS, the pertinent provisions of Missouri and Kansas State Laws provide for and encourage a written Agreement memorializing such Agreements to provide mutual aid and assistance;

NOW, THEREFORE, it is agreed by and between the parties hereto as follows, to wit:

SECTION 1. DEFINITIONS

A. “AGREEMENT” – this document which sets forth the agreement to facilitate the rendering of assistance to protect life and property; or otherwise cope with such emergencies or disasters beyond the capabilities and resources of individual member political subdivisions.

B. “ACTUAL INCIDENT AGREEMENT” – a contract between two member political subdivisions entered into at the time of emergency or disaster in which the Assisting Party agrees to provide specified resources to the Requesting Party under the terms and conditions specified in this Agreement.

C. “REQUESTING PARTY” – the member political subdivision requesting aid in the event of an emergency or disaster pursuant to the terms and conditions of this Agreement.

D. “ASSISTING PARTY” – the member political subdivision furnishing equipment, services and/or manpower to the Requesting Party pursuant to the terms consistent with those in this Agreement.

E. “AUTHORIZED REPRESENTATIVE” – an officer or employee of a member political subdivision authorized in writing by that entity to request, offer, or provide assistance under the terms of this Agreement.

F. “EMERGENCY” – any occurrence, or threat thereof, whether natural, or caused by man, in war or in peace, which results or may result in substantial injury or harm to the population, substantial damage to or loss of property, or substantial harm to the environment.
G. “DISASTER” – any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration at the Local, State, and/or Federal Level, and is likely to clearly exceed local capabilities and require a broad range of State and Federal assistance.

H. “MEMBER POLITICAL SUBDIVISION” – any political subdivision or authorized officer or agency within the Kansas City Metropolitan Region which maintains its own public information or emergency services organization and has agreed to the terms of this Agreement.

SECTION 2. TERMS OF AGREEMENT

The parties hereto agree and acknowledge that this Agreement shall become effective upon the date of execution by the parties represented here with, and the initial term of this Agreement shall be for one (1) year from the date of execution. Unless a party notifies the other parties of its intention not to renew and continue this Agreement, such term shall be automatically extended for a further period of one (1) year and shall only be terminated as thereinafter provided. In the event of such continuation on a year-to-year basis, all of the terms and provisions hereof shall continue in full force and effect during said extensions.

It is further agreed, that in the event any party wishing to withdraw from this Agreement, absent mutual consent, shall be deemed to be relieved of any obligations or benefits hereunder upon written notice by the withdrawing party to the other cooperating parties providing ten (10) days notice of said withdrawal and termination of this Agreement.

SECTION 3. PROCEDURES FOR PROVISION OF MUTUAL AID

When a member political subdivision either becomes affected by, or is under imminent threat of an emergency or disaster and, as a result, has officially declared an emergency, it may request public information-related mutual aid assistance by: (1) submitting a Request for Assistance to an Assisting Party or to the State EOC, or (2) orally communicating a request for mutual aid assistance to an Assisting Party or to the State EOC, followed as soon as feasible by written confirmation of the request. Public information mutual aid shall not be requested by a member political subdivision unless resources available within the stricken area are deemed to be inadequate. All requests for mutual aid must be transmitted by the Authorized Representative of the member political subdivision. No member political subdivision shall be required to provide mutual aid unless it determines that it has sufficient resources to do so.

A. REQUIRED INFORMATION: Each Request for Assistance shall provide the following information to the extent known by the Requesting Party:

- Local Disaster Emergency Declaration(s): Identification of all local entities that have formally declared an emergency.
- Stricken Area and Status: A general description summarizing the condition of the community (e.g. whether disaster or emergency is imminent, in progress or has already occurred) and of the damage sustained to date.
- Command: Identification of the Incident Commander(s)/Unified Command and the person(s) to which Assisting Party supervisory personnel will report upon arrival at the designated staging location, if applicable.
- Request for Assistance: Identification of amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed by Requesting Party, including:
  - Services and Infrastructure: Identification of available public services and infrastructure systems in Requesting Party’s geographical limits, if any, as well
as identification of those public services and infrastructure systems made unavailable by the emergency and which Requesting Party is requesting assistance reestablishing.

- Facilities: Identification of the type(s) of sites, structures or buildings outside of Requesting Party’s geographical limits being requested to serve as a Joint Information Center; Press Conference or Media Staging facility; a Public Inquiry, Phone Bank or Call Center, or other facility required to provide public information before or during the response.
- Length of Deployment: Unless a shorter or longer duration is identified in the initial Request for Assistance, the normal initial duration of Assisting Party’s assistance shall be [72] hours and may be extended, if necessary, in [72] hour increments.

B. REQUESTS DIRECTLY TO ASSISTING PARTY: The Requesting Party may directly contact the Authorized Representative of the Assisting Party. The Requesting Party shall be responsible for keeping the State EOC(s) advised of the status of mutual aid activities.

C. ASSESSMENT OF AVAILABILITY OF RESOURCES AND ABILITY TO RENDER ASSISTANCE: When contacted by a Requesting Party, or by the State EOC on behalf of a Requesting Party, the Authorized Representative of any member political subdivision agrees to assess local resources to determine available personnel, equipment and other assistance. If the equipment and personnel of the Assisting Party are unavailable or already engaged in response activities at the time a call for assistance is received, that party shall not be under any obligation to the Requesting Party or to any other person or persons to furnish resources (i.e. personnel and equipment), unless the request is renewed after the party’s equipment and personnel again become available to respond.

D. INCIDENT COMMAND SYSTEM (ICS) & NIMS: The parties agree that the Requesting Party shall coordinate and utilize a standard ICS, to the greatest extent possible, for an emergency requiring public information mutual aid assistance under this Agreement. Requesting Party’s ICS shall be consistent with the concepts and principles of the National Incident Command System (NIMS) developed by the U.S. Department of Homeland Security. Utilization of ICS shall not be interpreted as increasing or decreasing the authority, responsibility, and accountability inherent to personnel or resources deployed by Assisting Party under the terms of this Agreement.

E. SUPERVISION AND CONTROL: When providing assistance under the terms of this Agreement, the personnel, equipment, and resources of any Assisting Party will be under the operational direction (the authority to assign tasks, designate objectives, and synchronize and integrate actions) of the Requesting Party, which shall advise supervisory personnel of the Assisting Party of work tasks, for assignment to personnel. Direct supervision and oversight (indicates the on-site, close contact whereby the supervisor is able to respond quickly to the needs of the supervisee) of personnel, equipment and resources shall remain with the designated supervisory personnel of the Assisting Party. The designated supervisory personnel of the Assisting Party shall: be responsible for health and safety of own personnel; inform Requesting Party of any health and safety concerns; maintain daily personnel time records, material records, and a log of equipment hours; be responsible for the operation and maintenance of the equipment and other resources furnished by the Assisting Party; and shall report work progress to the Requesting Party. The Assisting Party's personnel and other resources shall remain subject to recall by the Assisting Party at any time, subject to reasonable notice to the Requesting Party. At least twenty-four hour advance notification of intent to withdraw personnel or resources shall be
provided to the Requesting Party unless such notice is not feasible, in which case such notice as is reasonable shall be provided.

F. FOOD, HOUSING AND SELF-SUFFICIENCY: Unless specifically instructed otherwise, the Requesting Party shall have the responsibility of providing food for the personnel of the Assisting Party from the time of their arrival at the designated location to the time of their departure. In rare instances, housing may also be required. However, Assisting Party personnel and equipment should be, to the greatest extent possible, self-sufficient while working in the emergency or disaster area. The Requesting Party may specify only self-sufficient personnel and resources in its Request for Assistance.

G. COMMUNICATIONS: Unless specifically instructed otherwise, the Requesting Party shall have the responsibility for coordinating communications between the personnel of the Assisting Party and the Requesting Party. Assisting Party personnel should be prepared to furnish communications equipment sufficient to maintain communications among their own respective operating units. If the Assisting Party does not possess the communications equipment needed to fulfill its role in support of the Requesting Party, the Requesting Party may ask for communications equipment as a part of its request for mutual aid.

H. RIGHTS AND PRIVILEGES: Whenever the officials, employees and volunteers of the Assisting Party are rendering aid pursuant to this Agreement, such persons shall have the powers, duties, rights, privileges, and immunities, and shall receive the compensation, incidental to their employment or position.

I. TERM OF DEPLOYMENT: The initial duration of a Request for Assistance is normally 72 hours and may be extended, if necessary, in 72 hour increments. However, the duration may be shorter or longer depending on the event.

J. SUMMARY REPORT: Within ten days of the return of all personnel deployed following an event, the Requesting Party will prepare a Summary Report of the event, and provide copies to each Assisting Party. The Report shall include a chronology of events and description of personnel, equipment and materials provided by one party to the other.

SECTION 4. REIMBURSEMENT

The terms and conditions governing reimbursement for any assistance provided pursuant to this Agreement shall be in accordance with the following provisions, unless otherwise agreed upon by the Requesting and Assisting Parties.

A. PERSONNEL: During the period of assistance, the Assisting Party shall continue to pay its employees according to its then prevailing ordinances, rules, and regulations. The Requesting Party shall reimburse the Assisting Party for all direct and indirect costs, including actual costs paid and fringe benefits, as long as those costs are reasonable and do not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs, unless agreed to otherwise by the parties. Additional expenses incurred such as room and board, travel expenses, and other expenses will be reimbursed if approved by Requesting Party at the time the Actual Incident Agreement is executed.

B. BACKFILL PERSONNEL: In such cases where a permanent employee of the Requesting Party is performing disaster-related work, and it is necessary to provide a person to fill their normal position and duties, a backfill employee or hire may be necessary. Under the provisions of
this Agreement, backfilled employees or hires will not be included or directly addressed in this Agreement, and should be agreed to otherwise between parties outside of this Agreement.

C. EQUIPMENT: The Assisting Party shall be reimbursed by the Requesting Party for the use of its equipment during the period of assistance according to pre-established local or state hourly rates; or by actual replacement, operation, and maintenance expenses incurred, when necessary. For those instances in which some costs may be reimbursed by the Federal Emergency Management Agency, the eligible direct costs shall be determined in accordance with 44 CFR 206.228, or other regulations in effect at the time of the disaster. If the equipment used to perform emergency work is extraordinarily damaged resulting from performance of this emergency work, the Requesting Party shall agree to replace the equipment with the same age, capacity, and condition, less the salvage value, unless damage is caused by willful negligence and misconduct on the part of the Assisting Party’s operator or if the damage could have been reasonably avoided.

D. MATERIALS AND SUPPLIES: The Assisting Party shall be reimbursed for all materials and supplies furnished by it and used or damaged during the period of assistance, except for the costs of equipment, fuel, maintenance materials, and labor, which shall be included in the equipment rate established above. The measure of reimbursement shall be determined in accordance with 44 CFR 206.228 or other regulations in effect at the time of the disaster. In the alternative, the parties may agree that the Requesting Party will replace, with like kind and quality as determined by the Assisting Party, the materials and supplies used or damaged. If such an agreement is made, it shall be reduced to writing in the Actual Incident Agreement.

E. RECORD KEEPING: The Assisting Party shall maintain records and submit invoices within 60 days for reimbursement by the Requesting Party in accordance with existing policies and practices. Requesting Party finance personnel shall provide information, directions, and assistance for record keeping to Assisting Party personnel. The Assisting Party shall supply to the Requesting Party copies of any records related the reimbursement of services or equipment provided as a part of the Actual Incident Agreement, if requested.

F. PAYMENT: Unless otherwise mutually agreed, the Assisting Party shall invoice the Requesting Party for all reimbursable expenses with an itemized statement as soon as practicable after the expenses are incurred, as stated above. The Requesting Party shall pay the invoice, or advise of any disputed items, not later than sixty (60) days following receipt of the invoice, unless otherwise agreed upon.

G. FEDERAL OR STATE AID: Requesting Party’s duty to reimburse Assisting Party for its assistance is in no way contingent upon the availability of Federal or State aid.

H. WAIVER OF REIMBURSEMENT: The Assisting Party reserves the right to assume or donate, in whole or in part, the costs associated with any loss, damage, expense or use of personnel, equipment and resources provided. Assisting Party shall inform the Requesting Party of the waiver as soon as practical after the expenses are incurred, but not later than sixty (60) days following the period of assistance. The Assisting Party shall send the Requesting Party written documentation that Assisting Party’s governing body ratified and/or expressed approval of the decision not to seek reimbursement.

SECTION 5. INSURANCE

Each party shall be responsible for its own actions or omissions and those of its employees.
Unless otherwise agreed upon by Requesting Party and Assisting Party, it is agreed that each party shall be individually responsible for providing insurance coverage in accordance with the following provisions and subject to the terms of the Reimbursement section herein:

A. UNEMPLOYMENT & WORKERS’ COMPENSATION COVERAGE: Each member political subdivision shall be responsible for its own actions and those of its employees and is responsible for maintaining its own unemployment insurance and workers’ compensation insurance coverage, as required by law, for its employees.

B. AUTOMOBILE LIABILITY COVERAGE: Each member political subdivision shall be responsible for its own actions and is responsible for complying with the [INSERT RULE]________________. Member political subdivisions agree to obtain automobile liability coverage with a limit of at least $____________ combined single limit and coverage for owned, non-owned, and hired vehicles, or maintain a comparable self-insurance program. It is understood that the member political subdivision may include in the emergency response, volunteer companies that have motor vehicles titled in the name of the volunteer company. It is the responsibility of each member political subdivision to determine if the volunteer company has automobile liability coverage as outlined in this section.

C. GENERAL LIABILITY, PUBLIC OFFICIALS LIABILITY, AND LAW ENFORCEMENT LIABILITY: To the extent permitted by law and without waiving sovereign immunity, each member political subdivision shall be responsible for any and all claims, demands, suits, actions, damages, and causes for action related to or arising out of or in any way connected with its own actions, and the actions of its personnel in providing mutual aid assistance rendered or performed pursuant to the terms and conditions of this Agreement. Each member political subdivision agrees to obtain general liability, public official’s liability and law enforcement liability, if applicable, with minimum single limits of no less than $____________, or maintain a comparable self-insurance program.

D. GENERAL INSURANCE POLICY REQUIREMENTS: All insurance policies required under this Agreement shall be in effect during the period of assistance. All policies shall be primary and not contributory. During the period of assistance, parties shall pay the premiums on the required policies and shall not allow the policies to be revoked, canceled, amended, or allowed to lapse without thirty (30) days notification to the other party, if possible, or shall otherwise provide such notification immediately upon learning that a policy has been, or will be, revoked, canceled, amended, or allowed to lapse.

SECTION 6. INDEMNIFICATION

Each party to this Agreement shall assume the risk of any liability arising from its own actions or omissions or the actions or omissions of its employees and agents at all times. Neither party agrees to insure, defend, or indemnify the other. To the extent a party does not maintain the proper levels of liability and other insurance coverage pursuant to the terms of this Agreement, the party’s liability for being uninsured, or underinsured, shall not be construed as a waiver of its governmental or sovereign immunities.

SECTION 7. IMMUNITIES

See State Laws [INSERT]________________.
SECTION 8. APPLICABLE LAW

In the event that the construction, interpretation, and enforcement of this Agreement are subjected to adjudication in a court of law, the construction, interpretation, and enforcement of the terms of the Agreement, and each party’s duties and responsibilities there under, shall be governed by the laws of the State of _____________. In such event, the Courts of the State of ______________ shall have jurisdiction over the Agreement and the parties.

SECTION 9. SEVERABILITY AND THE EFFECT ON OTHER AGREEMENTS

Should any portion, section, or subsection of this Agreement be held to be invalid by a court of competent jurisdiction, that fact shall not affect or invalidate any other portion, section or subsection; and the remaining portions of this Agreement shall remain in full force and effect without regard to the section, portion, or subsection or power invalidated. In the event that any parties to this Agreement have entered into other mutual aid agreements, those parties agree that said agreements will remain in effect unless in conflict with this Agreement in which case they are superseded by this Agreement for the purposes of provision of mutual aid. In the event that two or more member political subdivisions have not entered into another agreement, and the parties wish to engage in mutual aid, then the terms and conditions of this Agreement shall apply between those parties.

SECTION 10. AMENDMENTS

Any changes, modifications, revisions, or amendments to this Agreement which are mutually agreed upon by the parties to this Agreement shall be incorporated by written instrument, executed, and signed by all parties to this Agreement with the same approvals, certifications, submissions and other requirements applicable to the original Agreement.
SECTION 11. SIGNATURES

In witness whereof, the parties to this Agreement through their duly authorized officials or representatives, hereby execute this Agreement on the dates set out below, and in doing so certify that each has read, understood, and agreed to the terms and conditions of this Agreement as set forth herein and has the authority to enter into this legally binding contractual Agreement. The effective date of this Agreement is the date of the signature and seal last affixed to this page.

________________________ COUNTY/CITY OFFICIALS

Date Signed: __________________________

____________________________________________________________________________

Mayor/Commissioner Attest Title

____________________________________________________________________________

Emergency Manager Public Information Officer

________________________ COUNTY/CITY OFFICIALS

Date Signed: __________________________

____________________________________________________________________________

Mayor/Commissioner Attest Title

____________________________________________________________________________

Emergency Manager Public Information Officer
PART I: REQUEST FOR ASSISTANCE

Incident Name: _____________________  Request Number: ____________

Requesting Party Name: _______________________________________________________________

Point of Contact Name: _____________________________

Phone: ___________________________

E-mail: __________________________

Fax: _____________________________

1. General description of the event. (Attach latest local Situation Report.)

2. Identification of the emergency services function(s) for which assistance is needed (e.g., public information/communications) and the particular type of assistance needed. (Please attach additional documentation as needed.)

3. Identification of the facilities and/or public infrastructure system(s) for which assistance is needed (e.g., Joint Information Center, call center, or press conference locations) and the type of work assistance required. (Please attach additional documentation as needed.)

4. Amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed, including approx. place of arrival. (Please attach additional documentation as needed.)

5. When Needed (Date & Time) ______________________________________________________

Authorized Requesting Party Official: ________________________________________________

Title: ____________________  Signature: ________________________________________________

Date: __________  Time: __________

After completion of Part I, fax this form to the potential Assisting Party and/or to the State EOC.
PART II: ASSISTANCE TO BE PROVIDED

Incident Name: _______________________ Request Number: _____________

Assisting Party Name: ________________________________________________

Assisting Party Point of Contact Name: __________________________________

Phone: ___________________ E-mail: ___________________ Fax: ___________________

The request for assistance from ___________________________________________ has been received.

Date & Time Received:  _________________________________

Assistance Will Be Provided?
☐ YES
☐ NO

If no, briefly explain why:
________________________________________________________________________
________________________________________________________________________

1. Personnel. (List or attach point-of-contact/team leader and all personnel)

________________________________________________________________________

2. Equipment, Supplies, Materials & Facilities. (List or Attach)

________________________________________________________________________

3. Place of Arrival:
________________________________________________________________________

4. Estimated Date and Time of Arrival:
________________________________________________________________________

5. Estimated Date and Time of Departure:
________________________________________________________________________

6. Please attach additional information pertinent to this Actual Incident Agreement, such as, but not limited to: information or terms for procedures or provisions of mutual aid, reimbursements (i.e. waiver of reimbursement, payments), insurance, or any other items.

The above and/or attached terms and information have been coordinated with the Requesting Party.
☐ YES
☐ NO

Authorized Assisting Party Official: _______________________________________

Title: ___________________________ Signature: _________________________________

Date: ___________ Time: ___________

After completion of Part II, fax this form to the Requesting Party and/or to the State EOC.
PART III: REQUESTING PARTY’S APPROVAL

Incident Name: _______________________ Request Number: _____________

In accordance with this Actual Incident Agreement and the terms and conditions described in Part II, this agreement is hereby:

☐ ACCEPTED
☐ DECLINED

Authorized Requesting Party Official:
________________________________________
Title: ___________________________ Signature: ___________________________
________________________________________

Date: ___________ Time: ___________

After completion of Part III, fax this form to the Assisting Party and/or to the State EOC.
C. Regional Social Media Collaboration Group

The Regional Social Media Collaboration Group (SMCG) formed in March 2013, is a network of agencies and organizations within FEMA Region VII (Iowa, Kansas, Missouri and Nebraska), supporting each other via social media before, during and after disasters.

During a crisis, collaboration around social media frees up resources at and provides support to the impacted jurisdiction. A jurisdiction impacted by an incident may request support from the SMCG members to assist with:

- Social media monitoring,
- Situational awareness through social media,
- Critical needs assessments,
- Rumor control,
- Amplification of messaging,
- Strategic coordination of messaging,
- Social media analysis, and
- Validation of trends and public information needs and gaps

Before a disaster occurs, SMCG members share social media practices, tools and support each other with disseminating preparedness messaging. Following the disaster response, members can continue to assist jurisdictions during the recovery phase.

Impacted member jurisdictions can email the SMCG distribution list with a request for assistance. Ongoing discussions take place via Basecamp (www.basecamp.com), an online discussion, file and message management system. When necessary, one supporting member of the SMCG serves as the lead liaison to the impacted jurisdiction, so as to streamline communications and efficiently manage information flow.

Impacted member jurisdictions are encouraged to reference the SMCG GoogleMap to identify the impacted zone and reach out to members in locations most likely to support the incident as efficiently and as effectively as possible. In most crises, depending upon the incident, it is best to request support from those not already responding to the same or another crisis.

Membership includes representatives from government, the private sector (including media/news organizations), and non-governmental organizations from across the FEMA Region VII area. Membership is open to those who manage their organization's social media presence, or if they disseminate disaster-related (either natural or terrorist attack) messaging as one of their duties. Those interested in joining may be invited to join by an existing member or may call the FEMA Region VII News Desk at 816.283.7095 to request membership.
D. Typed Staff Descriptions

This section describes the Emergency Public Information staff positions commonly needed for a large-scale regional incident and activation of the JIC. Smaller scale incidents may require an individual capable of performing tasks under multiple position descriptions.

Each position includes a job description, a list of responsibilities, and recommended training. The training courses are all provided at no-cost and available through MARC, the Kansas or Missouri state emergency management agencies, or FEMA. If individuals in the region are interested in filling one of the Emergency Public Information staff positions during a future incident response, they should contact their local PIO or emergency management office for local availability and requirements.

Jurisdictions should review the positions and determine whether they have enough staff to support a full Emergency Public Information incident response. To prepare to fill the positions, they may opt to cross-train staff with related skill sets from non-emergency management agencies in the jurisdiction.

These staff positions may also be requested through mutual aid. To facilitate mutual aid requests, this section adapts the FEMA typing system for categorizing different levels of experience for each position.

At the end of the section is a table with typed positions, categorized by experience in public information, emergency management, incident deployment, and average length of availability for future deployments. Type 1 positions have the most experience in each of these areas. Generally Type 3 positions have spent less time in these areas.

Jurisdictions may use the Staff Typing table to evaluate resources and assist their preparedness efforts. By requesting that supporting jurisdictions “type” staff provided through mutual aid, the impacted jurisdictions may use this section to evaluate potential mutual aid resources, although the Type # should not be the only consideration. This system should not replace a personal, first-hand understanding of an individual’s skills and strengths. Familiarity with individual PIOs and PIO staff in the region is built on trusted relationships and the best indicator for the ability to fill one of the positions described in this section.
**JIC Manager/JIC Management**

**Job description**

If local PIOs in an affected area determine that their ability to effectively manage a JIC is compromised or overwhelmed by the immediate Emergency Public Information needs of their own jurisdictions, local PIOs may request a JIC Manager to assist in the coordination and oversight of JIC activities.

The JIC Manager is at all times answerable to the local PIOs in the affected area and under their direction. The JIC Manager and should remain in constant contact with the local PIOs and ensure all activities of the JIC are aligned with the directions of the local PIO.

The Joint Information Center (JIC) Manager is the Public Information Officer (PIO) responsible for overall regional JIC operations and advises the Incident Commander(s), Emergency Operations Center (EOC) Director(s) or Unified Command(s). In this capacity, the JIC Manager facilitates discussions and coordination among PIOs in the region, assists in the development of a regional Emergency Public Information plan based on the regional incident action plans (if applicable and if requested by local PIOs in the affected areas), coordinates mutual aid support, and appoints staff to fill the roles in the regional JIC.

The JIC Manager also directs and supports JIC staff and establishes internal procedures. He or she is responsible for providing direction to the JIC staff to ensure that all functions are well organized and operating efficiently to ensure the effective communication of timely, pertinent and accurate information about public safety and incident response to the public.

**Description of responsibilities**

If requested and authorized by local PIO(s), the JIC manager may perform some or all the following functions:

- Support public information needs of the impacted jurisdictions’ PIO(s), Incident Commander(s), EOC Director(s) or Unified Command(s), as requested
- Obtain approval from Command or local PIO(s) for regional messages
- Advise Command on regional public information issues, concerns, and recommended Emergency Public Information strategies
- Act as a liaison between Command staff and JIC staff
- Develop the regional Emergency Public Information Plan, if requested.
- Establish and Equip a JIC
- Share information gathered at Command Staff briefings and meetings with JIC staff
- Share with Command or the designated position pertinent information collected from the public that may assist with incident response
- Present requests for JIC resources to Command for approval
- Supervise all JIC operational and administrative activities
- Assess and assign JIC staff to appropriate roles
- Provide training or coaching to JIC staff as needed
- Oversee arrangements for a JIC facility and/or virtual JIC support platforms
- Coordinate internal JIC information flow
- Set JIC staff work hours and daily operating schedule
Core competencies

- High-level of familiarity with the Emergency Support Function ESF-15 roles and responsibilities
- Outstanding leadership ability to direct all aspects of a coordinated external affairs and Emergency Public Information efforts utilizing the Joint Information System (JIS) concept and the JIC
- High-level knowledge of regional incident management policies and processes
- High-level knowledge of disaster response operations and ability to anticipate messaging needs and priorities
- Exceptional ability to communicate effectively with media, agency executives, state and federal elected officials, and other high-level partners and JIC staff
- Subject matter expertise relevant to the incident
- Exceptional oral and written communication skills
- Ability to stay focused on the big picture
- Ability to effectively delegate responsibilities to utilize staff to their maximum potential
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.
- Familiarity with the incident action and Emergency Public Information planning processes

Recommended Training

Per NIMS, all Command Staff, including the PIO, should complete the following training:

- IS-100 (ICS 100) Introduction to Incident Command System
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- ICS-300 Intermediate Command System for Expanding Incidents
- ICS-400 Advanced Incident Command System, Command and General Staff – Complex Incidents

The Lead Agency PIO is also recommended to be trained in:

- IS-250 Emergency Support Function #15
- IS-702 National Incident Management System Public Information Systems
- ICS-203 Introduction to Public Information
- ICS-403 Incident Management Team Public Information Officer
- ICS-420 Command and General Staff
- E-388 Advanced Public Information Officer
- G-290 Basic Public Information Officer
- G-291 JIS/IC Planning for Tribal, State and Local Public Information Officers
Deputy JIC Manager/JIC Management

Job description

For a large-scale regional incident, with the approval of local PIOs in the affected area, the JIC Manager may appoint one or more Deputy JIC Managers to help maintain appropriate span of control by managing one or more of the JIC groups:

- Information Gathering and Analysis
- Information Coordination and Production
- Information Dissemination
- Administration and Logistics

Description of responsibilities

If requested and authorized by local PIO(s), the Deputy JIC Manager may perform some or all the following functions:

- Oversee activities of assigned JIC group(s)
- Assess and assign JIC staff to appropriate roles within assigned JIC group(s)
- Provide training or coaching to JIC staff within their assigned group(s) as needed
- Advise JIC Manager about recommended public information strategies
- Coordinate internal JIC information flow among and between assigned JIC group(s)
- Oversee effective shift changes. Orient incoming staff. Debrief JIC staff at end of shift and brief relief staff

Core competencies

- High-level of familiarity with the Emergency Support Function ESF-15 roles and responsibilities
- Strong leadership ability to effectively communicate message priorities and directions to JIC staff in assigned group(s) at the direction of the JIC Manager
- Exceptional oral and written communication skills
- Ability to be detail oriented without losing sight of the big picture
- Ability to effectively delegate responsibilities to utilize staff to their maximum potential
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.
- Excellent organizational skills

Recommended Training

Per NIMS, all Command Staff, including the PIO, should complete the following training:

- IS-100 (ICS 100) Introduction to Incident Command System
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- ICS-300 Intermediate Command System for Expanding Incidents
- ICS-400 Advanced Incident Command System, Command and General Staff – Complex Incidents
The Deputy JIC Manager is also recommended to be trained in:
- IS-250 Emergency Support Function #15
- IS-702 National Incident Management System Public Information Systems
- ICS-203 Introduction to Public Information
- ICS-403 Incident Management Team Public Information Officer
- ICS-420 Command and General Staff
- E-388 Advanced Public Information Officer
- G-290 Basic Public Information Officer
- G-291 JIS/IC Planning for Tribal, State and Local Public Information Officers

**Situation Status Monitoring and Analysis Specialist/Information Gathering and Analysis**

**Job description**

The Situation Status Monitoring and Analysis Specialist gathers information from WebEOC, EOC and other operations staff, the Internet, jurisdictional PIOs and other sources to support regional messaging coordination, and if requested, situational awareness for the impacted jurisdictions’ PIOs.

**Description of responsibilities**

If requested and authorized by local PIO(s), the Situation Status Monitoring and Analysis Specialist may perform some or all the following functions:

- Monitor and maintain WebEOC PIO Boards on behalf of the JIC
- Maintain regular contact with PIOs in affected jurisdictions and other deployed field staff
- Share information with JIC Manager, JIC writing staff and media relations specialists as appropriate
- Review local, regional and national websites and other sources for messaging material

**Core competencies**

- Detail oriented and committed to message accuracy
- Able to conduct preliminary research for product development
- Practices effective and appropriate interpersonal communication and team behavior.
- Demonstrates satisfactory level of computer skills
- Excellent oral and written communication skills

**Recommended Training**

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
Social Media Monitoring and Analysis Specialist/Information Gathering and Analysis

Job description

The Social Media Monitoring and Analysis Specialist gathers information from social media sites, including Facebook, Twitter, Google+, and other networking sites to support situational awareness and regional messaging coordination. If requested, this position may support regional messaging coordination by assisting impacted jurisdictions with the dissemination of Emergency Public Information via social media sites.

Description of responsibilities

If requested and authorized by local PIO(s), the Social Media Monitoring and Analysis Specialist may perform some or all the following functions:

- Monitors regional and jurisdictional social media sites for questions and other posts from the public
- Monitors what people are saying on social media about the incident and regional response efforts
- Identifies misinformation, rumors and negative tones in social media and reports analysis to the JIC Manager (or Deputy JIC Manager, if assigned)
- Works with Media Monitoring and Analysis Specialist to compare trending themes and sentiments in comments from the public on news sites
- Identifies any requests for help or resources posted on social media

Core competencies

- Strong written communication skills
- Exceptional computer and Internet proficiency
- Familiarity with Facebook, Twitter, website management and other forms of online media
- Strong critical reading skills and ability to recognize factual errors and negative tones

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Media Monitoring and Analysis Specialist/
Information Gathering and Analysis

Job description

This specialist monitors media via the web, broadcast, print and radio; and conducts news analysis to support situational awareness and regional messaging coordination. This position is responsible for identifying rumors and inaccuracies.

Description of responsibilities

If requested and authorized by local PIO(s), the Media Monitoring and Analysis Specialist may perform some or all the following functions:

- Determine primary newspaper, radio, television and Internet outlets to monitor
- Monitor and record appropriate news broadcasts
- Maintain a media monitoring log that lists the source, briefly summarizes the content, and indicates what (if any) corrective action was taken
- Provide a report of updated information at any time upon request
- Gather perceptions from media about the progress of the response effort
- Identify potential issues, problems and rumors and report the information immediately to the JIC Manager or Deputy JIC Manager
- Identify potential detrimental rumors and rapidly determine effective ways to remedy
- Monitor the perceptions of the affected communities concerning the progress of the response

Core competencies

- Comfortable ensuring the setup of media monitoring equipment
- Familiarity using internet to access radio, television and newspaper sites
- Strong critical reading skills and ability to recognize factual errors and negative tones
- Detail oriented and dedicated to record keeping
- Strong written communication skills

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Writer/Information Coordination and Production

Job description

At the request of local PIO(s), writers may develop all manner of written products, including those for posting and the web. The writer is responsible for produce regular press releases with accurate information about the status of the incident and the response efforts of all participating state, federal and local public safety partners, as well as producing clear, well written press releases and other materials that effectively convey emergency and life sustaining public safety information.

Description of responsibilities

If requested and authorized by local PIO(s), writers may perform some or all the following functions:

- Oversee the development of written communication and outreach products including news releases, talking points, briefings, fact sheets, public service announcements, etc.
- Coordinate with JIC Manager (or Deputy JIC Manager if assigned) about messaging needs of jurisdictional partners.
- Ensure material is produced on time in accordance with schedule/deadlines communicated by JIC Manager.
- Ensure accuracy of information and coordination of messages with all appropriate state, federal and local partners.
- Ensure all finished products are shared with the JIC and other appropriate regional, state and federal partners.

Core competencies

- Satisfactory level of computer skills.
- Excellent ability to write accurate, consistent, clear products and finalize them for distribution.
- Outstanding ability to compose concise, coherent written messages to effectively communicate a point in a timely manner.
- Sufficient mastery of basic English grammar rules and AP style.
- Is detail oriented and committed to message accuracy.
- Possesses the ability to synthesize significant amounts of information in an organized way.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System.
- G-290 Basic Public Information Officer.
- E-388 Advanced Public Information Officer.
Creative Services Specialists/
Information Coordination and Production

Job description

These specialists include photographers, videographers, or graphic designers who acquire and distribute photos and/or video, and develop maps, e-assets, and other products at the request of the impacted jurisdictions. These specialists may be dispatched to the field to support local PIO(s) in the affected areas or asked to assist at regional press conferences and with other JIC related functions.

Description of responsibilities

If requested and authorized by local PIO(s), Creative Services Specialists may perform some or all the following functions:

- Identify products that support the JIC Emergency Public Information objectives
- Shoot and edit photographs of newspaper/magazine quality
- Shoot and edit video of broadcast quality
- Catalog and manage all photos and videos
- Coordinate set-up and audiovisual needs for news briefings and media interviews.

Core competencies

- Able to develop a schedule of products and ensure that products meet current professional/media standards
- Able to oversee the finalization of products for distribution
- Follows proper check-in procedures upon arrival and obtain job-required equipment and supplies
- Able to manage the photography and videography services.
- Able to conduct video shoots based on incident needs and priorities and producing a final video package in line with the JIC Emergency Public Information objectives.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Website Coordinator/Information Coordination and Production

Job description

This position maintains a list of all agency and jurisdiction websites with incident-specific information and links. The Coordinator assists jurisdictions with posting to websites, as well as sharing regional messages and incident-specific video and photos to make available for websites.

Description of responsibilities

If requested and authorized by local PIO(s), the Website Coordinator may perform some or all the following functions:

- Monitor impacted jurisdictions’ websites and identifies opportunities for communicating regional Emergency Public Information
- If requested by the impacted jurisdiction(s), maintain and update incident website and suggest content for appropriate agencies/jurisdictions to post on their websites
- Ensure approval of all items prior to posting on the incident website
- Coordinate with web support personnel for all represented agencies/jurisdictions to ensure the website meets individual agency requirements
- Format press releases, fact sheets, PSAs and other content materials developed by the JIC and publish on appropriate website(s)
- Update incident related public safety information as frequently as information changes

Core competencies

- Exceptional computer proficiency
- Familiarity with website coding or other programs needed to manage online content

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Translator/Information Coordination and Production

Job description

The translator translates Emergency Public Information products and provides translation services during press conferences or media briefings.

Description of responsibilities

If requested and authorized by local PIO(s), the Translator may perform some or all the following functions:

- Attends press conferences to provide translation for reporters
- Attends town hall meetings to provide translation services for members of the public
- Translates all written press releases, fact sheets, website content and other materials for public dissemination
- Translates and records all public service announcements
- Supports the news desk and call centers in communicating with non-English speakers

Core competencies

- Competency in appropriate languages including American Sign Language
- Able to provide insight on important language-specific factors to consider when creating and translating materials
- Understands appropriate media routes to reach specific non-English and limited-English speaking communities
- Has comprehensive understanding of the language demographics in the affected area

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
Media Relations Specialist/Information Dissemination

Job description

If requested by the PIO(s) in affected areas, the Media Relations Specialist manages the news desk and speaks directly with reporters to ensure that all messages are understood. This position interfaces with local and national media outlets to answer questions and provide information.

Description of responsibilities

If requested and authorized by local PIO(s), the Media Relations Specialist may perform some or all the following functions:

- Provide an email address to media for written inquiries.
- Monitor email inbox for media inquiries and respond in a timely manner.
- Staff the phones with people able to answer calls, possibly in more than one language, from local, to respond to regional and national media inquiries
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and results
- Document the time and details of the response; track inquiries to ensure response and closure within timely manner, ideally, less than one hour
- Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers and email and postal addresses
- Disseminate approved written material to the media
- Identify and attempt to correct misinformation or rumors

Core competencies

- Exceptional oral and written communication skills
- Outstanding ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Regional Community Relations Specialist/Information Dissemination

Job description

The Regional Community Relations Specialist supports the JIC in coordinating and facilitating town hall meetings, community briefings, executive level tours and other public interfacing opportunities as requested by the local PIOs in affected areas.

Description of responsibilities

If requested and authorized by local PIO(s), the Community Relations Specialist may perform some or all the following functions:

- Establish contact with and support any private sector partners as directed by the JIC Manager
- Evaluate information needs of elected officials and work with JIC Manager and writers to supply necessary materials
- Support elected officials, community leaders and others in planning and conducting town hall meetings and other public interfacing opportunities
- Support the JIC as a liaison with businesses, libraries, faith based organizations, community centers and other entities in the affected area or surrounding areas to coordinate assistance in message dissemination or other activities.

Core competencies

- Excellent public relations and community relations skills
- Outstanding oral and written communication skill
- Outstanding ability to recognize sensitive topics and employ appropriate discretion when conversing with the public
- Strong organizational and planning skills

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Press Conference Coordinator /Information Dissemination

Job description

Coordinate logistics for regional press conferences, media availabilities, town hall meetings and other events as appropriate. The Coordinator may work closely with the Regional Community Relations Specialist to coordinate public interfacing opportunities.

Description of responsibilities

If requested and authorized by local PIO(s), the Press Conference Coordinator may perform some or all the following functions:

- Selects and secures space and any appropriate equipment (podium, background flags, maps, etc.) for the media events.
- Coordinates with JIC staff to write and disseminate media advisory to apprise local media of impending press conference. Make follow up calls as necessary.
- Coordinate the production of any fact sheets, or other information to be handed out.
- Works with JIC manager to identify and invite appropriate agencies to participate in the event, at the direction of the local PIO(s).

Core competencies

- Strong oral and written communication skills
- Strong organizational and planning skills
- High level of resourcefulness and ability to trouble shoot
- Ability to meet deadlines

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Spokesperson Support/Information Dissemination

Job description

If requested by the local PIO(s) in affected jurisdictions, the Spokesperson may conduct interviews with print and broadcast media outlets and represent the affected jurisdictions at press conferences and media availabilities.

Description of responsibilities

If requested and authorized by local PIO(s), the Spokesperson may perform some or all the following functions:

- Respond to media inquiries
- Provide official statements to the media regarding the incident, incident response, and public safety actions
- At the request of PIOs in affected jurisdictions, represent those jurisdictions at press conferences and media availabilities
- Accompany media at on-site interviews and tours to provide information about the incident, incident response and public safety actions

Core competencies

- Exceptional ability to remain calm in a high stress, high stakes environment
- High-level knowledge of regional incident management policies and processes
- High-level knowledge of disaster response operations and ability to anticipate messaging needs and priorities
- Exceptional ability to communicate effectively with media, agency executives, state and federal elected officials, and other high-level partners
- Exceptional oral communication skills
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
**JIC Facilities Manager/Administration and Logistics**

**Job description**

The JIC Facilities Manager should be a representative from the institution housing the JIC. This individual should be able to provide access to the building and all appropriate resources and utilities for JIC use.

**Description of responsibilities**

- Work with the JIC Manager or Deputy JIC Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate
- Coordinate with the JIC Manager or Deputy JIC Manager and the Press Conference Coordinator to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested
- Support IT staff to resolve any needs and problems as appropriate
- Support multi-media efforts as needed

**Core competencies**

- Possesses intimate knowledge of the facility and facility resources
- Has access to all keys, light panels and other utilities necessary for operating the facility in a way consistent with JIC needs
- Highly organized
- High level of resourcefulness and ability to troubleshoot
- Somewhat technically savvy

**Recommended Training**

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents

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**Regional Resource Coordinator/Administration and Logistics**

**Job description**

The Regional Resource Coordinator is responsible for ensuring the JIC facility is appropriately equipped to meet the needs of JIC staff and communicating with the JIC Manager about needed supplies and resources.

The Regional Resource Coordinator receives and manages requests for staffing and equipment from other JIC positions. He/she is responsible for organizing requests and presenting them to the JIC Manager. The JIC Manager works with the impacted jurisdictions’ PIOs to share the requests with the Logistics
Sections of the impacted jurisdictions for approval. If the request is approved, the Regional Resource Coordinator works with the JIC Manager and PIOs of non-impacted jurisdictions to identify available resources. This position helps to facilitate the mutual aid process among impacted and supporting jurisdictions.

**Description of responsibilities**

- Work with the JIC Manager or Deputy JIC Manager and the Facilities Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate
- Communicate availability of food, water, and rest facilities to JIC staff. Bring food and water to the JIC from distribution area if needed
- At the direction of the JIC Manager, act as a liaison between building management and IT staff to communicate any needs and problems
- Act as a currier when needed to deliver documents, obtain signatures, etc. as needed
- Provide administrative support as needed by making copies, compiling documents, downloading pictures from field cameras, tracking costs, etc.
- Assist the JIC manager in submitting resource requests to Incident Command staff and/or local PIOs in affected jurisdictions

**Core competencies**

- Highly organized
- High level of resourcefulness and ability to trouble shoot
- Somewhat technically savvy

**Recommended Training**

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
**Documentation Specialist /Administration and Logistics**

**Job description**

This position is responsible for maintaining, organizing, and providing all documentation on JIC activities during activation (see sample list below). Following deactivation, the Specialist works with the JIC Manager and others to provide documentation for after-action reporting, reimbursement and insurance claims, public or media requests, or other purposes.

**Description of responsibilities**

If requested and authorized by local PIO(s), the Documentation Specialist may perform some or all the following functions:

- Participate in incident planning meetings, as required
- Set up work area; begin organization of incident files
- Establish duplication service; respond to requests
- File all official forms and reports
- Review records for accuracy and completeness; inform appropriate units of errors or omissions
- Provide incident documentation as requested
- Store files for post-incident use

**Core competencies**

- Highly organized
- High level of resourcefulness and ability to trouble shoot
- Detail oriented

**Recommended qualifications**

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer
Call Center Manager/Public Inquiry Center

Job description

This position manages the public inquiry center and is responsible for evaluating staffing and equipment needs and requesting appropriate resources from the JIC Manager.

Description of responsibilities

If requested and authorized by local PIO(s), the Call Center Manager may perform some or all the following functions:

- Participate in incident planning meetings, as required
- Determine current status of unit activities
- Order additional unit staff, as appropriate
- Determine resource needs
- Work with the JIC Manager to develop appropriate scripts and/or talking points for call center staff
- Communicate with JIC Manager regarding any misinformation, rumors, trending questions and other relevant observations made by call center staff
- Assign specific duties to staff; supervise staff
- Supervise demobilization of unit, including storage of supplies

Core competencies

- High-level knowledge of regional incident management policies and processes
- High-level knowledge of disaster response operations and ability to anticipate messaging needs and priorities
- Exceptional ability to communicate effectively
- Subject matter expertise relevant to the incident
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
Call Center Staff/Public Inquiry Center

Job description

Staff answers phones following a script with approved messaging, takes notes on calls, notifies the Call Center Manager of valuable incoming information, and performs other administrative duties as assigned by the Call Center Manager.

Description of responsibilities

If requested and authorized by local PIO(s), the Call Center Manager may perform some or all the following functions:

- Answer phones and provide approved information related to public inquiries about the incident, incident response and public safety actions to take
- Make notes of any calls with unresolved questions and conduct appropriate follow up to ensure all public inquiries are answered within a reasonable time period
- Evaluate subject matter of public inquiries to identify trending questions, rumors, misinformation and attitude about response efforts and communicate these observations to the Call Center Manager.

Core competencies

- Exceptional ability to communicate effectively
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
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<th>Position Title</th>
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<th>General Operations Experience in a Large-scale Local and/or National Incident Deployment/Activation (#)</th>
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**TABLE 3. STAFF TYPING (CONTINUED)**

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<tr>
<td>Call Center Manager</td>
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<tr>
<td>Call Center Support Staff</td>
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</tbody>
</table>

**Self-Evaluation Worksheet for Emergency Public Information Staff Typing**

PIOs may complete the Emergency Public Information Qualifications Worksheet on the following page to self-evaluate and summarize their Emergency Public Information experience and qualifications. Jurisdictions requesting staff through mutual aid may request that potential supporting staff provide a copy of the completed worksheet. The worksheet may be useful in helping to determine staff experience, strengths and best fit for an Emergency Public Information assignment. In conjunction with using this Worksheet, jurisdictions in need of mutual aid should speak with staff to learn details about an individual’s experience.
Emergency Public Information Qualification Worksheet  
Self-evaluation for determining emergency public information capabilities

Name: ______________________  Jurisdiction/Agency: ______________________

Position Title: ______________________  Phone/Email: ______________________

<table>
<thead>
<tr>
<th>Areas of Experience</th>
<th>Years Experience/Description of Experience</th>
<th>Training (List related courses)</th>
<th>Deployment/Activation for Large-scale Disasters (# and brief description)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Information Experience</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Emergency Services or Related Field</td>
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<tr>
<td>JIC Experience</td>
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<tr>
<td>ICS Implementation Experience</td>
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<tr>
<td>General Operations Experience supporting EPI activities during large-scale local and/or national incidents</td>
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</tbody>
</table>

Typed Level
– End Appendix A. Mutual Aid –
APPENDIX B: MESSAGING TOOLKIT

This messaging toolkit is designed to assist PIOs in the Kansas City Metro Area in creating timely, accurate, relevant and coordinated messages when ESF-15 Annex is implemented during an incident requiring regional cooperation. The intent of the toolkit is to provide a resource for PIOs operating within the regional Joint Information System (JIS). It is not intended to be prescriptive. It is not intended to negate the need for PIOs to meet the Emergency Public Information needs of their communities during an incident.

A. Messaging Coordination and Approvals

All incident preparedness and response messaging efforts should be coordinated within the Kansas City Metro Area JIS and in cooperation with local emergency management agencies as often as possible.

Prior to public circulation, all preparedness and incident response messages should be cleared through appropriate local approval processes as identified in each jurisdiction’s emergency plan.

Refer to the Concept of Operations in the Base Plan and the JIC Plan Appendix for more information on regional messaging coordination.

B. The Whole Community Approach to Messaging

All content, messaging, and communication channels should be accessible to populations with access & functional needs and populations with Limited English Proficiency (LEP), and should be appropriately coordinated and aligned with the Kansas City Metro Area JIS.

Audio recording can be helpful to many who have limitations in seeing, learning and reading. For print materials, alternative formats likely to be most requested include: audio-formats recorded text on disks and CDs, mp3 files; and large print text produced in Arial or other sans serif fonts.

Greater than 12 percent of individuals in the Kansas City Metro area speak a language other than English or speak English less than “very well.” See the Mid-America Regional Council Limited English Proficiency Plan for more information.

C. Preparedness and Mitigation Messaging Resources

As indicated in the Base Plan to this ESF-15 Annex, a key aspect of regional messaging includes protection and prevention messages to better equip residents in the Kansas City Metro Area to mitigate the effects of and appropriately respond to all kinds of disasters and hazards.

A variety of materials in various formats has been developed by PIOs in the Kansas City Metro Area for the purpose of educating constituents about how to prepare for and mitigate the effects of disasters. These resources are intended to be used to promote public awareness of and preparedness for the numerous
hazards that pose a threat to residents in the Kansas City Metro Area. They should be utilized to support regionally coordinated preparedness campaigns as often as appropriate.

The website www.preparemetrokc.org was created by the Greater Kansas City region’s Metropolitan Emergency Managers Committee and in cooperation with the Regional Homeland Security Coordinating Committee to promote citizen preparedness in the Kansas City Metro Area. The site contains information about preparing for various hazards in the Kansas City Metro Area as well as guidance about what to do during a number of different incidents.

Additionally, the Your Guide to Emergency Preparedness in the Greater Kansas City Region booklet is available for distribution to residents throughout the region and as a reference to support public safety officials and PIOs in messaging efforts. The Guide was produced by the Metropolitan Emergency Managers Committee and can be found online at preparemetrokc.org.

Additionally, there are a myriad of online resources for public education about disaster preparedness including: www.ready.gov/missouri, www.ready.gov/kansas and www.emergency.cdc.gov/.

D. Message Map Template

To facilitate the swift coordination of Emergency Public Information at the outset of an incident, this ESF-15 Annex recommends the utilization of a message map strategy for message development and coordination.

Unlike pre-scripted press releases, message maps provide a significantly greater degree of flexibility while retaining a regionally cohesive foundation. This flexibility will be critical when navigating the various messaging nuances and approval processes that can be quite distinct across the different jurisdictions and agencies throughout the Kansas City Metro Area.

The following is an overview of the process for developing a message map and a message map template.

E. Message Mapping Strategy

Message Mapping helps ensure that agencies and jurisdictions in the Kansas City Metro Area prepared to quickly speak with a coordinated voice about the hazards and risks most likely to impact the region.

By identifying the top three messages that will be immediately needed to address concerns and relay critical information; these message maps will streamline the coordination process in the early stages of a disaster or emergency incident.

Unlike pre-scripted press releases, message maps provide a significantly greater degree of flexibility while retaining a regionally cohesive foundation. This flexibility will be critical when navigating the various messaging nuances and approval processes that can be quite distinct across the different jurisdictions and agencies throughout the Kansas City Metro Area.
F. Process for drafting Message Maps

Step 1: Identify the audience—may include victims, victims’ loved ones, individuals who are directly affected, potential volunteers and donors, neighboring communities not directly impacted, elected officials, the media, access and functional needs groups, health care professionals, special interest groups, business community, etc.

Step 2: Identify the common, overarching concerns of the audience—Attempt to identify what the audience needs and wants to know. May include the following:
- What is the most important information to share?
  - Example: evacuation routes, shelter in place, boil water before drinking, etc.
- What will be the most pressing issues?
  - Power outages, sheltering, loss of loved ones, recurring terrorist attack, etc.
- What will be the most pressing questions?
  - What do I do, where do I go, what is government doing, etc.

Step 3: Develop 3 key messages that address the concerns of the audience—these 3 messages are what go in the first set of boxes. Messages should be brief, concise and written at a junior high reading level. Messages should parallel any objectives or messages identified in the Incident Action Plan and align with priorities identified in the Emergency Public Information Plan and approved information in the Situation Status Form. See “Attachment h. Emergency Public Information Plan” and “Attachment g. Situation Status Report for Emergency Public Information” of Appendix D. JIC Plan for help in gathering information during an incident.

Step 4: List supporting facts for each key message—these facts should support and elaborate on the message.
- For example, if the key message about tornados is “Seek shelter,” then three supporting facts could be (1) On the lowest floor of your home, (2) In an interior room, (3) away from windows and glass.

Step 5: Finalize and distribute the message maps—in consultation with subject matter experts and communications staff, message maps should be approved by agency leadership and distributed to the PIOs at all relevant agencies and jurisdictions within the Kansas City Metro Area.

These message maps are intended to ensure all involved jurisdictions present a unified message at the outset of a disaster or emergency incident, are not intended to take the place of continuous, real-time communication and coordination among involved jurisdictions as an incident progresses.
ESF-15 Annex – Emergency Public Information Message Map Template

### TOPIC:

Stakeholder: 

Question: 

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
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<table>
<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
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<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
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<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
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</table>
G. Hazard-specific Message Maps

The following message maps address main threats and hazards identified in the regional THIRA and serve as messaging guides for PIOs operating within the Kansas City Metro Area JIS. These maps have been reviewed and approved for public dissemination by the Kansas City Metro Area Regional Association of PIOs, appropriate Kansas and Missouri emergency management leadership and subject matter experts. These maps are not intended to be a strict guide for regional message coordination, but rather a quick reference to expedite message coordination in the initial, and frequently chaotic, hours of an incident.

The pre-developed message maps available in this toolkit have been in part developed using information from a variety of regional, state and federal resources including the following websites:

- www.ready.gov
- www.ksready.gov
- www.ready.gov/missouri
- www.preparemetrokc.org
- www.kctew.org
- www.redcross.org/prepare/disaster
- www.bt.cdc.gov
- www.nws.noaa.gov/safety.php

The pre-developed message maps available in this toolkit are for the following hazards or circumstances:

- All Hazards
- Tornado
- Severe Winter Weather
- Hazmat Release (Transportation)
- Terrorist Attack
- Cybersecurity Event
- Pandemic Influenza
- Anthrax
- Flooding
- Influx of people affected by disasters in other regions
**TOPIC:** Tornado

**Stakeholder:** General Public

**Question:** What should I know about the tornado incident?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to communicate and locate loved ones</td>
<td>Answer question here: where to go for shelter and to access food and drinking water</td>
<td>Be alert for any ongoing or developing severe weather situations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Try texting and social media as opposed to cell phone and landline calls</td>
<td>Answer question here: hours and locations when shelters will be open</td>
<td>Follow directions of all public safety officials</td>
</tr>
<tr>
<td>Supporting Fact 1-2</td>
<td>Supporting Fact 2-2</td>
<td>Supporting Fact 3-2</td>
</tr>
<tr>
<td>Reserve the use of 9-1-1 for life threatening medical emergencies</td>
<td>Answer question here: what resources/amenities will be available at the shelters (food, overnight housing, pet sheltering, etc.)</td>
<td>Tune in to weather reports on an all hazards alert radio or local TV/radio broadcasts</td>
</tr>
<tr>
<td>Supporting Fact 1-3</td>
<td>Supporting Fact 2-3</td>
<td>Supporting Fact 3-3</td>
</tr>
<tr>
<td>Use the Regional Patient Locator System (Red Cross) to locate missing loved ones</td>
<td>Check on neighbors who may need additional assistance seeking shelter or obtaining food and water</td>
<td>Seek shelter if you see signs of severe weather</td>
</tr>
</tbody>
</table>
**TOPIC:** Winter Weather  
**Stakeholder:** General Public  
**Question:** What should I know about the winter storm?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be prepared to stay indoors for an extended period of time</td>
<td>Avoid travel except in emergencies</td>
<td>Keep warm and safe during a power outage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have 3-5 days of non-perishable food and water for all family members, pets and farm animals</td>
<td>Roads need to remain as clear as possible for emergency response vehicles</td>
<td>Cover windows with drapes or blankets to prevent heat loss and move to the upper level of your home</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have flashlights and extra batteries readily available</td>
<td>Traveling on icy roads endangers other drivers and emergency responders if you become stranded and must be rescued</td>
<td>Never use candles to light your home during a power outage. Instead use flashlights and glow sticks</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charge phones, tablets and other portable electronic communication devices in advance</td>
<td>If you must travel, carry a cell phone and vehicle charger</td>
<td>Never use gas powered generators or propane grills inside your home or garage to avoid CO2 poisoning</td>
</tr>
</tbody>
</table>
**TOPIC:** Hazmat Release (Transportation)  
**Stakeholder:** General Public  
**Question:** What should I know about the hazmat incident?

<table>
<thead>
<tr>
<th><strong>Key Message 1</strong></th>
<th><strong>Key Message 2</strong></th>
<th><strong>Key Message 3</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay inside unless advised to evacuate</td>
<td>Follow all directions of public safety officials if advised to evacuate</td>
<td>Stay away from the affected area</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th><strong>Supporting Fact 1-1</strong></th>
<th><strong>Supporting Fact 2-1</strong></th>
<th><strong>Supporting Fact 3-1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bring all family members and pets inside and house farm animals in a barn or other sheltering structure</td>
<td>Only evacuate if you are directed to do so by a public safety official</td>
<td>All roads and homes in proximity to the hazmat incident have been evacuated OR advised to shelter in place</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Supporting Fact 1-2</strong></th>
<th><strong>Supporting Fact 2-2</strong></th>
<th><strong>Supporting Fact 3-3</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Close all windows and doors or any openings to outside air to manage air quality; and turn off central air</td>
<td>If advised to evacuate, gather all family members and pets and leave the area immediately</td>
<td>Anyone who was exposed to the hazardous materials is being decontaminated and/or treated at the local hospital</td>
</tr>
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</table>

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<tr>
<th><strong>Supporting Fact 1-3</strong></th>
<th><strong>Supporting Fact 2-3</strong></th>
<th><strong>Supporting Fact 3-3</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoid eating food from home gardens until advised by public safety officials that it is safe to do so</td>
<td>If traveling in a vehicle, roll up all windows and turn off air conditioning until you are outside the affected area</td>
<td>Law enforcement officers are rerouting traffic along identified alternate routes</td>
</tr>
</tbody>
</table>
**TOPIC:** Improved Explosive Device (IED) Detonation/Armed Terrorist Attack  
**Stakeholder:** General Public  
**Question:** What should I know about the terrorist attack?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact loved ones and obtain medical assistance</td>
<td>Report suspicious activity</td>
<td>Stay inside and avoid the affected area</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay informed about the situation by tuning to local TV and radio broadcasts, or reading Internet news stories</td>
<td>Be alert to your surroundings</td>
<td>Stay inside unless instructed to evacuate by a public safety official</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve the use of 9-1-1 for life threatening emergencies</td>
<td>Call 9-1-1 if you believe danger or criminal activity is imminent</td>
<td>Avoid the affected area to keep roads open for emergency response vehicles</td>
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</table>

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<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use the Regional Patient Locator System (Red Cross) to locate missing loved ones</td>
<td>Contact _______ to report any relevant information</td>
<td>Law enforcement officers are rerouting traffic along identified alternate routes</td>
</tr>
</tbody>
</table>
**TOPIC:** Cybersecurity Event  
**Stakeholder:** General Public  
**Question:** What should I know about the cybersecurity event?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate your own internet and computer system operations</td>
<td>Take action to secure personal identification information</td>
<td>Be prepared to stay at home for an extended period of time and avoid affected infrastructure</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disconnect your device (computer, gaming system, tablet, etc.) from the Internet. By removing the Internet connection, you prevent an attacker or virus from being able to access your computer and perform tasks such as locating personal data, manipulating or deleting files, or using your device to attack others.</td>
<td>Immediately change all passwords; financial passwords first. If you used the same password for multiple resources, make sure to change it for each account, and do not use that password in the future.</td>
<td>Have 3-5 days of non-perishable food and water</td>
</tr>
</tbody>
</table>

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<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you have anti-virus software installed on your computer, update the virus definitions.</td>
<td>Contact companies, including banks, where you have accounts as well as credit reporting companies.</td>
<td>Try texting or posting on social media to reach loved ones if cell phone and/or land line services are compromised</td>
</tr>
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<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform a manual scan of your entire system. Install all of the appropriate patches to fix known vulnerabilities.</td>
<td>Close any accounts that may have been compromised. Watch for any unexplainable or unauthorized charges to your accounts.</td>
<td>Charge phones, tablets and other portable electronic communication devices in advance</td>
</tr>
</tbody>
</table>
**TOPIC:** Pandemic Influenza  
**Stakeholder:** General Public  
**Question:** What should I know about Pandemic Influenza?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoid contact with people with flu-like symptoms</td>
<td>Washing your hands can prevent the spread of influenza viruses.</td>
<td>Whenever possible, stay home from work, school or errands when you are sick</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limit contact with large crowds</td>
<td>Use soap and warm, running water or an alcohol-based hand sanitizer.</td>
<td>The symptoms of being ‘sick’ with influenza are a high fever typically over 101 F, with a dry cough and extreme tiredness.</td>
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<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wear a protective mask is you visit a healthcare facility where flu patients are being treated.</td>
<td>Scrub all parts of the hand, including fingertips and between fingers, for at least 20 seconds.</td>
<td>Staying home when you are ill minimizes spreading influenza to many other people</td>
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<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoid people who are coughing and/or sneezing</td>
<td>Hands should always be washed before eating, after using the toilet, and after coughing or sneezing into hands or a tissue.</td>
<td>Get plenty bed rest, drink fluids like water and fruit juices, and take non-aspirin pain relievers.</td>
</tr>
</tbody>
</table>
TOPIC: Anthrax
Stakeholder: General Public
Question: What should I know about the Anthrax incident?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthrax does not easily spread between humans.</td>
<td>Only a health investigation can determine if someone has been exposed to anthrax.</td>
<td>Public safety officials have a plan for responding to anthrax and other biological agents</td>
</tr>
</tbody>
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<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthrax is rarely contagious from person to person.</td>
<td>Investigators can perform nasal swabbing to determine if someone was exposed.</td>
<td>Hospitals and health and emergency officials at all levels are prepared to respond to biological weapons. Medication is available and dispensing sites will be open within hours</td>
</tr>
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<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthrax spores can sometimes physically transfer from one surface to another.</td>
<td>A positive nasal swab suggests the person may have been in the vicinity of airborne anthrax spores. A negative swab does not necessarily mean the person was not exposed.</td>
<td>Hazardous materials teams are positioned throughout the state to respond when suspicions of anthrax are reported.</td>
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</tbody>
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<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally, the only ways that humans could be exposed to anthrax would be through terrorism or by accidental exposure while working in a laboratory.</td>
<td>Nasal swabbing reveals only if the person was exposed, not if they will get sick from anthrax.</td>
<td>State public health laboratories have the ability to rapidly determine if a substance is anthrax.</td>
</tr>
</tbody>
</table>
**TOPIC:** Flood  
**Stakeholder:** General Public  
**Question:** What should I know about the flooding incident?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer question here: where to go for Shelter</td>
<td>Stay out of flood water</td>
<td>Be alert for any ongoing or developing flooding conditions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer question here: when and where will shelters will be open and what resources/amenities will be available at the shelters (food, overnight housing, pet sheltering, etc.)</td>
<td>Never attempt to drive through flood water—even a few inches of water can sweep your vehicle down stream</td>
<td>Follow directions of all public safety officials and tune in to weather reports on an all hazards alert radio or local TV/radio broadcasts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure important documents (home deed, car title, insurance documents, bank account information, etc.) are stored in a place out of reach of flood waters. Take these documents with you if you evacuate.</td>
<td>Never drink, cook with, swim in or allow children to play near flood water—flood water can contain debris as well as sewage and other health hazards</td>
<td>When appropriate, check on neighbors who are elderly, have small children and others with access and functional needs who may need assistance staying safe during a flood</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer question here: what provisions are available for sheltering pets and farm animals?</td>
<td>Identify evacuation routes to high ground in case you have to leave your home quickly</td>
<td>Keep an eye on nearby rivers, creeks, and other bodies of water in case you need to evacuate quickly</td>
</tr>
</tbody>
</table>
**TOPIC:** Influx of people affected by disasters in other regions  
**Stakeholder:** General Public  
**Question:** What should I know about the influx of people affected by disasters?

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of the incident</td>
<td>Donation information</td>
<td>How this will impact Kansas City Metro Area residents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer question here: How severe is the incident and what area is affected?</td>
<td>Jurisdiction not equipped to accept physical donations at this time</td>
<td>Answer question here: where will the evacuees live?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer question here: how many affected?</td>
<td>Monetary donations to regional nonprofit service providers encouraged (rather than physical donations)</td>
<td>Answer question here: where will the resources to support the evacuees come from?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family members can locate each other through the Red Cross Safe and Well or pet database</td>
<td>Provide contact info for nonprofit service providers for public interested in providing donations and volunteering</td>
<td>Answer question here: what impact will this have on road congestion and public transportation?</td>
</tr>
</tbody>
</table>
H. Joint Press Release Template for Incident Response

The following template with some pre-scripted messaging is intended to provide a quick starting point for getting a unified message to Kansas City Metro Area residents in the early stages of an incident.

PIOs in the Kansas City Metro Area JIS should share and reference press releases issued during previous incidents for additional content and language suggestions.

Reference the Regional Resource Annex for media contact information, community centers, libraries, schools and other potential message dissemination contacts.
FOLLOWING CONTACT INFORMATION NOT FOR PUBLIC DISCLOSURE:
For Media Only: The Kansas City Metro Area Joint Information Center is open and responding to media inquiries. [Phone number(s) and email]

HEADLINE: WHAT HAPPENED AND WHO’S AFFECTED
(e.g., Multiple tornado sightings and widespread damage reported across much of the Kansas City Metro Area)

KANSAS CITY METRO AREA—lead sentence (tells who, what, when, where, etc.)

Brief overview of developing situation

Early reports indicate the heaviest damage is concentrated in Kansas City and surrounding areas including substantial damage in list counties believed to be affected.

Should also include the following if quickly available:
- Power outages
- Utility disruptions
- Transportation interruptions including road and bridge closures

Also include critical instructions for protecting life-safety if different from below
- Shelter in-place
- Evacuate

Quote

Quote from lead agency official reassuring public that authorities are gaining intelligence about the situation and are responding quickly and effectively.

Brief overview of response efforts

Incident leadership
- [e.g., Under the leadership of the entity in charge the Kansas City EOC has increased staffing and will remain activated 24 hours a day to monitor conditions and provide resource support to county emergency agencies in areas affected by this afternoon’s severe storms and tornado activity.]

Partners involved
- [e.g., National Guard is aware of the situation and stands ready to quickly deploy to the assistance of affected individuals at the direction of the entity in charge.]
• State Emergency Management agency is doing x, y and z]

Resources being deployed
• [e.g., the Technical Rescue Teams in the region have been deployed to affected areas to begin looking for survivors
• The regional command vehicle is being mobilized to provide enhanced communications support for emergency responders in the area.]

Public safety advisories

Anyone in the affected areas is asked to pay attention to and follow the directions of all local law enforcement and public safety officials.
• Listen to NOAA all hazards radio, commercial radio or television newscasts for safety advisories and updates on this evolving situation.
• Follow the instructions of local officials so you can protect yourself, your family and your community.
• Remember elderly neighbors and neighbors with access and functional needs or small children who may need help. If appropriate, offer assistance if you can do so safely.
• Reserve use of phone lines and cell phones for emergency calls only.
• Remember, text messages may be easier to send and receive than phone calls. If you have an out-of-state emergency contact, that person may be easier to reach than in-state contacts that are closer to the disaster site.
• Locate your emergency kit or quickly assemble one, if possible. Remember to include a three-day supply of food, water, medications and other essentials for each family member. If available, a flashlight, portable radio and extra batteries are important items to include.
• Keep your important documents with you or know how to access them.

Anyone NOT already in [affected areas] is asked to refrain from traveling to affected areas.

The single best way to help disaster survivors in [location] is with a cash donation to a legitimate relief agency, such as the American Red Cross, operating in the area. The type and amount of items needed can change hourly in pace with the rapidly evolving emergency situation. Cash is far more flexible than goods and allows voluntary agencies to more quickly acquire the supplies needed to address the most urgent needs.

Well-meaning individuals who show up to help without prior contact or coordination with disaster management personnel in [location] can further complicate or even hinder response and recovery operations already underway. For more information about other ways to help, go to www.fema.gov/volunteer-donate-responsibly.

Disaster survivors and concerned citizens can call [2-1-1 (or xxx-xxxx-xxxx)] for help and information regarding the recent incident.

For updates and information from the [Kansas City EOC—or other entity in charge] on this evolving situation follow us on facebook at [NAME] or on twitter [@NAME].

For general information about what to do in [x] type of emergency visit our website at [http://www.ksready.gov/ or http://www.ready.gov/missouri].
I. Example Hazard-specific Social Media Posts

Increasingly, the public and the media are turning to social media to share information about developing incidents and find guidance about what to do or how to help.

Official websites, blogs, photos, videos, social media sites, text messages (SMS), and smartphone applications are effective tools to advise and inform the public if used in a coordinated, strategic, and timely manner. They are also key tools in building awareness and giving public safety agencies and jurisdictions credibility with their audiences.

Social media tools allow public safety entities in the Kansas City Metro Area to expand outreach efforts, foster engagement, and increase access to reliable incident preparedness and response information.

According to the Pew Internet & American Life Project report in 2011, “Social Networking Sites and Our Lives,” nearly half of adults (47%) used at least one social networking site in 2010. That number is growing quickly (nearly doubling from 26 percent in 2008).

All content, messaging, and communication channels should be accessible to populations with access & functional needs and populations with Limited English Proficiency (LEP), and should be coordinated and thoroughly aligned with the messaging objectives established through the Kansas City Metro Area JIS.

Whenever possible, jurisdictions in the Kansas City Metro Area should use pre-established accounts during an incident because those accounts already have an established base of followers and level of trust with social media users.

Prior to an incident, jurisdictions in the Kansas City Metro Area can build a base of followers and encourage a level of trust with social media users by using social media sites to relay incident preparedness and mitigation information. These efforts can be particularly effective when conducted in coordination with the Kansas City Metro Area JIS.

Prior to public dissemination, all preparedness messaging efforts should be conducted in concert with local emergency management agencies and in compliance with jurisdictional emergency public information process and procedures.

During an incident, social media accounts in the impacted jurisdiction(s) should provide Emergency Public Information and amplify any relevant material being provided by other agencies or jurisdictions. Jurisdictions not directly impacted may direct viewers to the impacted jurisdiction for any additional information.

Jurisdictions should consider following these guidelines to support response and recovery efforts and engage audiences:

- Ensure your social media sites have up to date messages regarding the incident.
- Stay within your agency’s mission lanes or jurisdictional scope of authority when commenting or creating content about the incident.
- Respond to questions or inquiries from social media users or direct them to the appropriate agency.
- Ensure that information being provided is accessible and in the proper format.

Prior to public dissemination, all preparedness messaging efforts should be conducted in concert with local emergency management agencies and in compliance with jurisdictional emergency public information process and procedures.
• Cross-link to social media sites of other jurisdictions and agencies that are involved with the incident and encourage social media users to follow the social media accounts of partnering jurisdictions/agencies when appropriate.
• Consider using appropriate hashtags to identify your posts as relevant to a particular incident.

In general, social media content addressing both preparedness and incident response topics should always be:
• Relevant, useful, and interesting
• Easy to understand and share
• Friendly, conversational, and engaging
• Action-oriented

Following are examples of social media messages for disaster preparedness and emergency public information for some of the previously identified Kansas City Metro Area hazards and threats. Messages have been limited to the 140 character Twitter maximum. Character counts are in parentheses. Website placeholders are not included in the counts. Use bitly.com to shorten website addresses for posting on social media.

All Hazards

Preparedness

• Sign up to receive warnings about tornados, flash floods, blizzards and ice storms in the Kansas City area: [INCLUDE WEBSITE ADDRESS (e.g., for WEA)] 108 characters
• Disasters can happen anytime and anywhere. Create an emergency plan online: [INSERT WEBSITE ADDRESS] 76 characters
• Create a Supply Kit for your family. Include water, food, first aid supplies, etc. to last at least 3 days: [INSERT WEBSITE ADDRESS] 108 characters

Incident response

• Listen to NOAA all hazards radio, commercial radio or television newscasts for safety advisories and updates on this evolving situation. 138 characters
• Follow the instructions of local officials so you can protect yourself, your family and your community. 105 characters
• The best way to help disaster survivors is to avoid affected areas and donate financially. Find credible relief agencies at: [INCLUDE WEBSITE ADDRESS] 125 characters
• Try using text messages and social media posts as tools to connect with loved ones if cell phones and land lines are compromised. 132 characters
• Call 2-1-1 for help and information about the incident. 57 characters
• Visit safeandwell.communityos.org to register and locate missing loved ones. 78 characters
**Tornado**

**Preparedness**

- Unlike outdoor sirens, all-hazards radios save lives by alerting people who are indoors when severe weather approaches. **121 characters**

- Know the difference between a WATCH and a WARNING and what actions to take during each alert level: [INCLUDE WEBSITE ADDRESS] **100 characters**

- Talk with your family about where to shelter during a tornado. Choose a spot on the lowest level of your home away from windows. **131 characters**

**Incident response**

- Stay off phone lines as much as possible to allow for emergency traffic and reserve the use of 911 for life threatening emergencies only. **140 characters**

- Be alert for any ongoing or developing severe weather. Listen to weather reports on an all hazards alert radio or local TV/radio. **131 characters**

- If you see signs of severe weather, seek shelter on the lowest floor of a sturdy building, away from glass. **111 characters**

**Severe Winter Weather**

**Preparedness**

- Carry a winter storm survival kit in your vehicle. Include a first aid kit, blankets, food and water. More information at [INCLUDE WEBSITE ADDRESS]. **124 characters**

- Fuel your vehicles before a winter storm hits and keep your gas tank near full to avoid ice in the tank and fuel lines. **121 characters**

- Gather essential supplies (food, water, snow shovels, etc.) before a winter storm hits so you can stay inside during the storm. **129 characters**

**Incident response**

- Be prepared to stay indoors for an extended period of time. Have a 3-5 day supply of non-perishable food and water on hand. **126 characters**

- Avoid travel except in emergencies. Roads need to remain as clear as possible for emergency response vehicles. **112 characters**
During a power outage, cover windows with drapes or blankets to prevent heat loss, and move to the upper level of your home. 126 characters

**Hazmat Release (Transportation)**

**Preparedness**

- Learn about sheltering in place before a hazmat incident: [INCLUDE WEBSITE ADDRESS]. 58 characters
- Shelter-in-place means selecting a small, interior room with few or no windows and taking refuge. 99 characters
- Local authorities will provide information about hazmat incidents through NOAA weather radios. Make sure you have one. 121 characters

**Incident response**

- Stay inside with all family members and pets unless advised to evacuate. Close all windows and doors and turn off central air. 128 characters
- Follow the directions of public safety officials. If advised to evacuate, gather family members and pets and leave the area immediately. 140 characters
- Stay away from the affected area. Law enforcement officers are rerouting traffic along identified alternate routes. 117 characters

**Terrorist Attack**

**Preparedness**

- Help prevent and detect terrorism by watching out for suspicious activities and reporting them to proper authorities. 119 characters
- If you observe people acting suspiciously, don’t hesitate to contact local law enforcement. Call 911 if you believe danger is imminent. 138 characters
- If you see something, say something. In an emergency, call 911. To remain anonymous, call 816/474-TIPS 104 characters

**Incident response**

- Stay inside and avoid the affected area to keep roads open for emergency response vehicles. 93 characters
- Be alert to your surroundings. Report any suspicious activity to local law enforcement. Call 911 if you believe danger is imminent. 134 characters
• Look for missing loved ones using the Regional Patient Locator System [INSERT WEBSITE]. 69 characters

**Cybersecurity Event**

Preparedness

• Use complex passwords to safeguard personal information like credit card numbers and billing addresses. **106 characters**

• Avoid visiting unknown web pages. Malicious software could be downloaded. View only well-known, reputable sites. **115 characters**

• Keep any virus protection or other computer security software updated on the computer you intend to use for online shopping. **126 characters**

Incident response

• Be prepared to stay at home for an extended period of time and avoid affected infrastructure. **95 characters**

• Evaluate your own internet and computer system operations. Update anti-virus software definitions and run appropriate scans. **127 characters**

• Contact your banks and credit companies for information about any potential security compromises and appropriate actions to take. **131 characters**

**Pandemic Influenza**

Preparedness

• Annual flu shots also play a key role in protecting people from seasonal flu. Pandemic flu is different and can be much worse. **128 characters**

• Protect yourself from the flu by getting an annual flu shot, washing hands regularly, and staying away from people who are sick. **130 characters**

• Flu season occurs every year, typically in the fall and winter. Protect others by staying home when you are ill. **114 characters**
Incident response

- Avoid close contact with people who are sick by limited attendance at public events. 86 characters

- Wash your hands often with soap and water. 45 characters
- Whenever possible, stay home from work, school or errands when you are sick to avoid spreading germs. 104 characters

**Anthrax**

Preparedness

- Some criminals attempt to distribute anthrax through the mail. If a package or envelope appears suspicious, DO NOT OPEN IT. 125 characters

- Characteristics of suspicious mail include: excessive postage, incorrect address or titles, or restrictive markings like “classified.” 136 characters

- If you suspect a piece of mail is suspicious, put it down immediately. Don’t sniff, touch, taste, or look closely at it or at any contents 140 characters

Incident response

- Anthrax is not contagious. 26 characters

- Protect yourself from exposure to Anthrax by covering your mouth and nose with layers of fabric. 98 characters

- Plenty of medication is available for everyone. Dispensing sites will be open within hours. 92 characters

**Flooding**

Preparedness

- Flash floods can occur within minutes or hours of excessive rainfall. Know the potential for flooding or flash flooding where you live. 137 characters

- If you live within a flood plain, contact your insurance agent and verify that you carry flood insurance on your property. 124 characters

- Know at least two evacuation routes out of your neighborhood--preferably routes along high ground that avoid waterways. 121 characters
Incident response

- Never attempt to drive through flood water—even a few inches of water can sweep your vehicle downstream. **107 characters**

- Never allow children to play near flood water—flood water can contain debris as well as sewage and other health hazards. **123 characters**

- Keep an eye on nearby rivers, creeks, and other bodies of water in case you need to evacuate quickly. **103 characters**
J. Joint Press Release Template for Recovery

This template with some pre-scripted messaging has been developed to provide a starting point for the coordinated release of information as an incident begins to shift from response to recovery. This type of release may provide the basis for letting media and the public where to seek information after the JIC closes.
Draft > Draft > Draft

FOLLOWING CONTACT INFORMATION NOT FOR PUBLIC DISCLOSURE:
For Media Only: The Kansas City Metro Area Joint Information Center is open and responding to media inquiries. Phone number(s) and email

OR

The Kansas City Metro Area Joint Information Center is now closed. Please contact jurisdictional representatives through their regular channels. You can reach the LEAD AGENCY at phone number(s) and email.

HEADLINE:

KANSAS CITY—lead sentence (tells who, what, when, where, etc.)

The regional EOC is reducing staffing / transitioning from life-safety operations to recovery focused operations.

Quote

Quote from lead agency official reassuring public that authorities are committed to utilizing all necessary resources to affect a quick and complete recovery. –should have this written up and already approved ahead of time if possible.

Brief overview of ongoing situation

Disaster declaration status
- Update on damage assessments

Debris removal efforts

Utility restoration
- Gas
- Electric
- Water

Communication Services
- Landline
- Cell service
- Internet

Ongoing transportation issues
- Road closures
- Bridge/tunnel closures
- Mass transit interruptions

Housing efforts
- How many in shelters and other temporary housing situations
- Resources for those needing temporary housing

Economics
- Business re-openings
- SBA small business loan opportunities
- SBA economic loan opportunities

Natural and Cultural institutions
- Libraries, museums, parks affected/re-opened

**Resources for disaster survivors**
- Mental health resources
- Health clinics
- One-stop-shops
- FEMA Disaster Recovery Centers
- Housing information
- How to apply for FEMA aid

**Brief overview of response efforts**

**Incident leadership**
Under the leadership of the entity in charge the Kansas City EOC has decreased staffing but will remain activated 24 hours a day to monitor conditions and provide resource support to county emergency agencies in areas affected by the severe storms and tornado activity.

**Partners involved**
- National Guard is aware of the situation is demobilizing after providing x number of guardsmen and engaging in x, y, and z activities.
- State Emergency Management agency is standing down a, b and c operations but continuing x, y and z

**Resources being deployed**
- [e.g., the Technical Rescue Teams in the region have been deployed to affected areas to begin looking for survivors]
- The regional command vehicle is being mobilized to provide enhanced communications support for emergency responders in the area.]

**Public safety advisories**
- Listen to commercial radio or television newscasts for safety advisories and updates.
- Follow the instructions of local officials so you can protect yourself, your family and your community.
• Remember to check on elderly neighbors and neighbors with access and functional needs or small children who may need assistance.

**Information for volunteers**

• Where to register as a volunteer
• Where to donate funds
• Any upcoming relief-oriented events

Disaster survivors and concerned citizens can call 2-1-1 (or xxx-xxx-xxxx) for help and information regarding the recent incident.

For updates and information from the (Kansas City EOC—or other entity in charge) on this evolving situation follow us on Facebook at NAME or on Twitter @NAME.

For general information about what to do in x type of emergency visit our website at http://www.ksready.gov/ or http://www.ready.gov/missouri.
- End Appendix B. Messaging Toolkit -
APPENDIX C: WEB-BASED COORDINATION

A. Purpose and Overview

The purpose for web-based coordination is to provide streamlined, technology-based mechanisms for quickly sharing information and collaborating on message development during a response to an incident in the Kansas City Metro Area.

While a physical Joint Information Center (JIC) is an ideal configuration for conducting regional collaboration and message coordination, activating a physical JIC is not always necessary. It is likely that the majority of incidents in the Kansas City Metro Area requiring regional Emergency Public Information coordination will be locally oriented and not require the activation of a physical JIC. Even when a physical JIC is activated there are a number of foreseeable reasons that might prevent some stakeholders from being able to participate including:

- Many jurisdictions in the Kansas City Metro Area have only one PIO who serves in multiple capacities during an incident and may not be able to commit to locating at a physical JIC.
- During an incident some PIOs will need to remain in the affected areas to facilitate on site media requests for information and interviews.
- Due to the extent and severity of an incident it may be logistically impossible for all PIOs in the affected area to travel to a physical JIC.

Employing a variety of web-based communication tools will enable PIOs in the Kansas City Metro Area to maintain a high level of collaboration and message coordination throughout an incident without having to be physically located in the same room. They provide a number of valuable ways for PIOs throughout the Kansas City Metro Area to coordinate incident-related messages and activities, including:

- Communicate without being co-located
- Work collaboratively with multiple PIOs at a time
- Share situation updates and gather information about the incident and response activities from all involved jurisdictions
- Coordinate and clarify messages
- Share press releases
- Coordinate logistics for press conferences and media availabilities

The web-based communication tools outlined in this Appendix are available to be employed on a regular basis for day-to-day PIO communication and collaboration and will also form the foundation of a virtual JIC in the event that a large scale, multi-jurisdictional disaster or emergency incident necessitates a higher level of continuous regional message coordination.

Whether activating a virtual JIC or using web-based coordination tools on a daily basis to facilitate PIO communication, it is likely that multiple web-based solutions may be involved. No one resource has all the functionalities that may be required to best facilitate virtual communication and collaboration activities.

Based on a technology survey conducted in conjunction with the development of this Appendix, the following percentage of Kansas City Metro Area PIOs are familiar with and would be able to utilize the
below types of web-based platforms during an incident requiring regional coordination for Emergency Public Information:

- 100% PIO email group/distribution list
- 66% WebEOC
- 50% Dropbox
- 44% GoogleDocs
- 41% FreeConference.com/free conference call system
- 31% Skype

Efforts to build regional Joint Information System (JIS) functionality through web-based technologies should be initially centered on those platforms already being utilized by the greatest number of PIOs. PIOs operating in the regional JIS should be encouraged to acquire access and regularly utilize the web-based communication platforms identified in this Appendix.

The following web-based platforms have been identified as either primary or secondary resources. Primary web-based tools are those expected to be used first or most heavily during an incident. Secondary resources are those expected to be used less frequently or utilized primarily as a backup resource.

**TABLE 4. WEB-BASED TECHNOLOGIES**

<table>
<thead>
<tr>
<th>Technology</th>
<th>Primary Function</th>
<th>Level of Use</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email distribution group</td>
<td>communication</td>
<td>primary</td>
<td>no cost/free</td>
</tr>
<tr>
<td>WebEOC</td>
<td>situational awareness, document sharing</td>
<td>primary</td>
<td>no cost (license provided by local agencies and Homeland Security funds)</td>
</tr>
<tr>
<td>Homeland Security Information Network (HSIN)</td>
<td>secure document sharing/collaboration</td>
<td>primary</td>
<td>no cost/free</td>
</tr>
<tr>
<td>FreeConference.com/Conference call system</td>
<td>Communication</td>
<td>primary</td>
<td>no cost/free</td>
</tr>
<tr>
<td>GoogleDocs</td>
<td>Document collaboration</td>
<td>secondary</td>
<td>no cost/free</td>
</tr>
<tr>
<td>Dropbox</td>
<td>document sharing</td>
<td>secondary</td>
<td>no cost/free</td>
</tr>
<tr>
<td>Skype</td>
<td>Communication</td>
<td>secondary</td>
<td>no cost/free (only when calling other Skype users)</td>
</tr>
</tbody>
</table>

While highly functional, web-based coordination tools should not become the sole means relied on for communication during an incident. Many natural and man-made disasters can result in the temporary
disruption or complete failure of various communication mechanisms. Web-based coordination solutions should be integrated as one part of the overall plan for PIO collaboration as outlined in this ESF-15 Annex.

This Appendix is also not intended to provide a rigid plan for how virtual communication activities will be conducted, but suggestions for using web-based tools to facilitate PIO collaboration. New technology and process for conducting web-based communication and coordination activities are constantly developing. Kansas City Metro PIOs should be flexible and always on the lookout for more advanced and streamlined ways of using cyberspace to their advantage.

When designating the web-based coordination tools outlined in this Appendix, or any other new technologies, Kansas City Metro Area PIOs should devote considerable effort to resolving as many potential access issues as possible prior to an incident. It is imperative that the region take measures to ensure as many people as necessary will have access to the platforms the Kansas City Metro Area JIS intends to employ during an incident.

B. Web-based Technologies

PIO email/group distribution list (primary resource)

This is the most highly utilized method of group communication currently employed by Kansas City Metro PIOs. E-RAPiO should oversee a bi-annual review of contact information for all PIOs operating in the regional JIS to ensure that contact information is current. E-RAPiO is also responsible for insuring that distribution lists are complete and that these contact lists are available to all Kansas City Metro Area JIS members.

The Kansas City Metro Area JIS distribution list is available in the Regional Resource Annex to the Regional Coordination Guide.

All PIOs are encouraged to utilize the contact information available on the regional JIS contact list to facilitate communication and message coordination during daily activities and incident responses. PIOs are also encouraged to contact E-RAPiO to update contact information as necessary.

FreeConference.com (primary resource)

FreeConference.Com is a free conference call service that will allow Kansas City Metro PIOs to collaborate via telephone as well as join meetings, press conferences, and other events remotely. The teleconferencing line is available 24/7 and can accommodate up to 96 callers.

Applications for the Kansas City Metro Area JIS include:
- Facilitating meeting and other Emergency Public Information collaboration discussions
- Allowing PIOs across the region to join meetings remotely
- Allowing out-of-are media to listen in on press conferences
To create a FreeConferenceCall.com account, go to [www.FreeConference.com](http://www.FreeConference.com) and sign up for a Free Conferencing account:

Guidelines for using the Kansas City Metro Area JIS conference call line include:
- Guard regional account access credentials as controlled/FOUO information.
- Make sure access information provided to media is separate from access information PIOs use to conduct private conversations.
- Start and end conference calls on time.
- Use high-quality speaker phones whenever possible.
- Keep notes and circulate conference call minutes.

**WebEOC (primary resource)**

**Overview**

WebEOC is a web-based emergency management tool that is used by Kansas City, Missouri and each county in the Kansas City Metro Area. WebEOC can be described as a large set of electronic whiteboards called “boards” where emergency managers and other public safety personnel share information about an incident and incident response activities, as well as facilitate requests for resources and mutual aid.
Anyone with an account and internet access can log in to WebEOC. The system is completely internet based and requires no software downloads to operate. Internet Explorer and Firefox are currently the two best browsers for accessing WebEOC although Google Chrome is expected to be an acceptable avenue in the near future. While it is possible to access WebEOC from a mobile device, developers recommend logging on through a computer because of the application’s display intensive design. It may be difficult to read board content on a small smart phone.

Each board in WebEOC has a different topic area where information should be posted. WebEOC administrators can develop as many boards as a situation warrants, but examples of boards commonly available in WebEOC include the following:

- Key events  
- Road closures  
- Utility outages  
- Critical infrastructure damaged  
- Emergency declarations  
- Deployed or mobilized response resources  
- Press releases

Instances of the WebEOC software are independently operated on unique servers in each of the nine counties in the Kansas City Metro Area and on one in Kansas City Missouri. These jurisdictional instances act as local collaboration centers where information is available to all other jurisdictional level users, but not to the entire region.

Because each of these instances is independently operated there are distinctions in the interface and functionality. Users should contact their own city or county administrator for specific information about how to use their instance of WebEOC.

The regional level instance operated by Kansas City, Missouri provides a region-wide collaboration and information sharing platform. Users can select to share any information posted on their jurisdictional instance with the regional instance boards to make the information available to all WebEOC users in the Kansas City Metro Area.

**WebEOC for PIOs**

Two WebEOC boards have been created specifically for PIO use. The *Press Release Board* is housed on the regional instance of WebEOC so any information posted to these boards is available to all WebEOC users throughout the Kansas City Metro Area. Press releases and other publicly distributed messages should be posted here as soon as they are released to the public to help emergency responders maintain situational awareness.

A *PIO Messaging Board* has been created as a PIO collaboration tool. Press releases and other messaging materials under development can be posted here for collaborative and coordination purposes with other PIOs. This board is also viewable on a regional level but generally only to those logged into WebEOC as a PIO.
WebEOC Activation

While some counties wait until an incident occurs to “activate” WebEOC and create information sharing boards, other instances of WebEOC are always operational; they are used to share information about day-to-day activities as well as emergency incidents. The regional instance is always activated and any WebEOC user can post information to the regional boards at any time. During an incident it’s important to make sure information is being posted to the appropriate boards. Users should contact their jurisdiction’s WebEOC administrator for information about how their jurisdiction’s instance is operated.

Preparedness Steps

PIOs in the Kansas City Metro Area should contact the WebEOC administrator within their own county or in Kansas City, Missouri to request access credentials and jurisdictionally specific WebEOC training opportunities. WebEOC administrators can be reached via the contact information in Regional Resource Annex to the Regional Coordination Guide.

If you are unable to reach your own jurisdictional WebEOC administrator, contact one of the regional WebEOC committee chairs listed in the Regional Resource Annex to the Regional Coordination Guide.

Once provided WebEOC login credentials it is recommended that users login to WebEOC at least once a month to refresh familiarity with the system.
WebEOC Cheatsheets

Log on

Contact your jurisdictional WebEOC administrator to request the WebEOC web address and access credentials. Once the administrator has provided your position name and position access code, you will be able to login to WebEOC via the web address provided. When logging in for the first time, click on “New User” to create an account and enter the required information.

Once you are logged in, the WebEOC control panel will appear.
Click the board link to open the board display.

Control panel items that are currently open are represented by [gray X].

Board link turns red and bold to indicate new data.

Click the [blue +] to open the data entry window.

A [gray x] represents view-only permissions to a board.

The PIO Messaging Board and the Press Release Board will appear in the WebEOC control panel. Click on each to open.

Accessing the boards and posting information will vary from jurisdiction to jurisdiction. Contact your WebEOC administrator for assistance viewing or posting to any WebEOC boards.

The PIO Message and Press Release Boards are two important resources for PIOs. The Message Board allows PIOs to share information about the incident, response efforts and other pertinent details.
PIO Message Board

The screen in WebEOC where PIOs can input information for the message board will look similar to this.

PIOs can review all posted material on the PIO message board in WebEOC. Posts are listed in chronological order.
Press Release Board

The Press Release board in WebEOC is where all press releases, PSAs and other public facing materials can be shared with other WebEOC users.

PIOs will input information about the press release or other message on a screen like this.

Links to all posted materials are now available on the Press Release Board.

Homeland Security Information Network (primary resource)

The Homeland Security Information Network (HSIN) is a national secure and trusted web-based portal for information sharing and collaboration between federal, state, local, tribal, territorial, private sector, and international partners engaged in the homeland security mission.

HSIN is made up of a network of communities, called Communities of Interest (COI). COIs are organized by local, state and federal organizations, or mission areas such as emergency management, law enforcement, critical sectors, and intelligence. Users can securely share within their communities or reach out to other communities as needed. HSIN provides secure, real-time collaboration tools, including a virtual meeting space, instant messaging and document sharing. On behalf of the Kansas City Regional Homeland Security Coordinating Committee, MARC administers and maintains a regional COI (MO-KCRHSCC COI) for use by regional committee members and agencies. Access to the MO-KCRHSCC COI can be obtained by contacting the appropriate MARC staff point of contact and completing a registration process.
GoogleDocs/GoogleDrive (secondary resource)

Similar to Dropbox, GoogleDocs/Google Drive is a free service that allows users to store, organize and share documents via an online platform. GoogleDocs, however, has the added capability of allowing users to create and edit documents online while collaborating in real-time with other users (i.e., multiple users working on different computers can all see and contribute to the development of the same document simultaneously, and see each other’s edits in real time).

Applications for the Kansas City Metro Area JIS include:
- Collaboratively building press releases, fact sheets and other messaging materials
- Keeping a joint media call log to track calls a physical or virtual JIC receives and answers given
- Developing a list of confirmed, releasable information about an incident
- Coordinating research on unanswered questions
- Compiling and storing all documents related to a particular incident response.

The Kansas City Metro Area JIS Google Drive is available to going to [www.GoogleDrive.com](http://www.GoogleDrive.com) and signing in the following credentials:

```
Email = 
Password =
```

Guidelines for using the Kansas City Metro Area JIS GoogleDrive include:
- Guard regional Google Drive access credentials as controlled/FOUO information.
- Never delete any documents housed in the Google Drive account that have been created by other users—contact E-RAPIO leadership if you think contents are outdated or newer versions are available.
- Comply with established file naming conventions.

Dropbox (secondary resource)

Dropbox is a free online service that lets users store and access photos, documents, and videos in a virtual shared file from any computer or mobile device with internet access. Since teammates and colleagues can be given access to the shared file it works well as a storage space for shared materials. Applications for the Kansas City Metro Area JIS include:
- Housing this ESF-15 Annex, PIO contact lists, regional incident response archives, and other shared resources.
• Posting press releases
• Posting information about upcoming PIO or town hall meetings and events

To create a Dropbox account, go to www.dropbox.com and clicking on “sign in” in the top right corner.

Use the following credentials:

User =
Password =

Guidelines for using the Kansas City Metro Area JIS Dropbox include:
• Guard regional Dropbox access credentials as controlled/FOUO information.
• Contact the PIO from the impacted jurisdiction(s), E-RAPIO, or JIC leadership (as appropriate) before uploading any new documents into the Dropbox.
• Never delete any documents housed in the Dropbox account—contact E-RAPIO leadership if you think contents are outdated or newer versions are available.
• Comply with established file naming conventions.
**Skype (secondary resource)**

Skype is a web-based software application that combines the capabilities of instant messaging (IM) and video/conference calling over the Internet. Individual users set up their own accounts and then share their Skype names with other users to instant message and chat. Applications for the Kansas City Metro Area JIS include:

- Facilitating meeting and other Emergency Public Information collaboration discussions
- Allowing real-time, remote conversations and input
- Maintaining constant, ongoing communications with PIO partners throughout the region

To create a Skype account, visit [www.Skype.com](http://www.Skype.com) and click on “Join Us.”

Guidelines for using Skype:

- Guard account access credentials as controlled/FOUO information.
- Include Skype names on PIO contact lists
- Keep instant messages simple and to the point—avoid using Skype when a conversation would be better served by a phone call.
- Don’t share confidential sensitive information through Skype.

With appropriate video Teleconferencing (VTC) equipment, other free web-based conferencing systems may also be available including [www.anymeeting.com](http://www.anymeeting.com).

**Validating Information for Public Release**

WebEOC is one of the best tools for maintaining situational awareness during an incident in the Kansas City Metro Area and PIOs are encouraged to monitor its boards during an incident for real-time updates on evolving situations and incident response activities.

However, anything posted on WebEOC should be considered “raw” information and not necessarily available for public consumption. Emergency managers and others use WebEOC to share sometimes
sensitive information about an incident and incident response activities. Posts often reflect real-time information and assumptions which can be rapidly changing during the course of an incident.

Information posted on WebEOC is to be considered not for public release until otherwise directed by the jurisdiction posting it. Although the intent is to keep the information for official use only, jurisdictions should operate under the assumption that any information could be part of public record in the future.

Information posted to WebEOC has not necessarily been reviewed for accuracy with the same exacting level of scrutiny necessary for publicly releasable information, nor has it been evaluated for message appropriateness. PIOs should directly contact the jurisdiction posting information to discuss any necessary clarifications and receive permission to share information with the public before including the information in any press releases or other messages, or in answering media inquiries.

All information to be released publicly must be approved by incident command through appropriate local processes.

C. Social Media Interaction during an Incident

Social media has become an extremely important tool for public affairs professionals to keep the public informed. During an incident, Twitter, Facebook, YouTube, Flicker, Google+ and other online networking sites give PIOs immediate and unfiltered platforms to instantaneously distribute their messages to a broad audience. But social media has also evolved into an unparalleled resource for keeping public affairs professionals and emergency managers informed about what is going on in the public.

Paying attention to what social media users are tweeting, posting, uploading and sharing (called Crowdsourcing) can provide PIOs and public safety officials real-time information about an incident including:

- what’s happening,
- where the damage is,
- what resources are needed and where,
- who needs help,
- what the public is doing,
- what the public’s concerns are, and
- how the public feels about response efforts.

Because social media networks are mobile, instantaneously reactive and supported by millions of users, monitoring social media can be a full-time job and an overwhelming task for a single PIO. During an incident the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) should discuss opportunities for activating MOUs or a regional JIC to support social media monitoring and analysis operations.

If a JIC and the Social Media Monitoring and Analysis Specialist position are activated, The JIC Manager must coordinate with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to share and determine an appropriate response respond to any critical insights gathered from social media.
See the section on the “Regional Social Media Collaboration Group” in Appendix A. Mutual Aid, for more information on the regional support for social media monitoring and analysis.

**Guidelines for identifying critical insights on social media**

Critical insights could include any of the following categories:

**Facts about the incident could include:**
- Details about the incident (who, what, when, where)
- Photos or video of the incident and/or damage
- Discussions about power outages, road closures, bridge outages and other impacts to infrastructure

**Cries for help could include:**
- Posts from trapped or stranded individuals
- Requests for resources or declarations about lacking resources
- Attempts to locate loved ones

**Information about public sentiment:**
- Whether the public is following public safety instructions
- Public sentiment toward first responders and response efforts in general
- Overall public concerns and issues

**Misinformation or rumors about:**
- The incident
- The incident response
- Actions that the public should take

Additionally, any topics, sentiments, pictures, stories, concerns, advice, rumors or other themes that are being widely circulated should be identified as trends. Trending information should be documented and discussed with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine any required response(s). Non-urgent information should be shared with the JIC Manager or at JIC briefings.

Due to the nearly instantaneous way misinformation and rumors about an incident can spread via social media, it’s critical that each jurisdiction have rapid response protocols in place that are flexible enough to allow PIOs to post accurate information in a timely manner. See the section on the “Regional Social Media Collaboration Group” in Appendix A. Mutual Aid for more information on the regional support for social media monitoring and analysis.

**Guidelines for responding to critical information identified on social media**

PIOs and/or the JIC Manager should exercise discretion and common sense when responding to critical insights discovered on social media. In most cases the JIC Manager must consult with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine the response.
The following guidelines may assist the JIC Manager, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine any required response in responding appropriately to incident-related social media posts:

- Attempt to confirm any previously unknown facts about the incident through official local channels. Social media posts can significantly bolster situational awareness, but resource allocations and other emergency response activities should only be based on information provided, or that can be confirmed by emergency managers and responders working in the affected area.

- Cries for help or resources should be taken extremely seriously. There are numerous documented instances where people who have been trapped or stranded during an emergency have asked for help on social media when they have been unsuccessful in making contact with emergency response services via any other means. Every effort should be made to identify the social media user’s location and provide assistance. This may require engaging with the individual directly through social media if no other means are available. JIC staff and personnel responsible for monitoring social media should be trained to recognize cries for help and to treat them as an emergency.

- When responding to an inquiry or cry for help on Twitter or Facebook when possible, always reply directly to the individual requesting information or assistance.
  - In Twitter, lead with the individual’s username (e.g., @...) in the tweet. Note that starting the tweet with “@...” limits the audience to the user you replied to and the users who follow both of you. Add a character (e.g., a “.”) before the “@” or include the username anywhere but at the start of the tweet to make the tweet visible to all of your followers. (Also refer to the following website for a glossary of Twitter terms: http://bit.ly/a6FDLe.)
  - For Facebook, to tag someone in your post, start typing their name and then select their profile from the dropdown menu that appears (make sure to capitalize the first letter of their name). To tag a Page, type the “@” symbol and then start typing the Page’s name. When you comment on a post, you can link to someone in your response by following the same steps as above. Comment links create a link to that person’s profile and (depending on their settings) may send them a notification so they can stay up-to-date on the conversation. Delete a comment to remove a comment link.

- Accurately gauging public sentiment can allow public safety officials to get in front of negative perceptions about a response before they become more serious and affect incident response efforts. Instruct social media monitors to watch for trending negative attitudes on social media and to report them immediately to the JIC Manager or Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine any required response(s) as appropriate. On Twitter, the advanced search function will allow monitors to filter tweets about a particular incident based on whether they have a negative or positive tone. When negative sentiments are identified, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) should consider issuing press releases, holding press conferences and/or directly engaging social media users to present a more positive image.

- Social Media Monitors should always maintain a high-level of situational awareness and be well versed in what press releases and other messages have been publicly distributed in order to better
identify any rumors and misinformation that may be circulating. When rumors or misinformation is identified, especially if they are being widely circulated or trending, immediate action should be taken to provide correct information. Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) should consider issuing press releases, holding press conferences and/or directly engaging social media users to correct the misinformation.

- It is highly recommended that jurisdictions with official social media accounts maintain a clear and comprehensive user policy that is readily available to the jurisdiction’s social media site patrons. Jurisdictions should consult with local legal authorities regarding public interaction via social media. Social media site operators should especially exercise caution when considering removing any posts that have been made by other social media users on official jurisdiction sites. Refer to the following example social media policies:
  
  - Centers for Disease Control (CDC) Facebook Comment Policy: http://1.usa.gov/V1KDFG
  - CDC Social Media Guidelines and Best Practices: http://1.usa.gov/13CuRb6
  - Environmental Protection Agency (EPA) Social Media Policy: http://1.usa.gov/12iXtQk
  - New York City, New York Social Media Policy: http://on.nyc.gov/bCj4as
**Social Media Monitoring Resources**

There are numerous strategies and software applications that can assist PIOs in monitoring social media activity during an incident. A few of the most prevalent and easiest to use include the following:

**Hashtag searches**
Most tweets will include strategic key words so they will turn up in search results. The most popular methods of tweet tagging is to use a hashtag “#.” During an incident, look for trending hashtags related to the incident and conduct a twitter search. Use trending hashtags to refer to an incident, rather than create new ones. Hashtags are usually fairly simple and include a geographical marker and a reference to the type of incident.

**Crisis Tracker**
CrisisTracker offers an alternative way to browse social media during large-scale complex crises such as the Haiti earthquake, the Indian Ocean tsunami or the Arab Spring. The system automatically tracks a set of keywords on Twitter and clusters tweets based on their word similarity.

**Trends Map**
Trendsmap.com is a real-time mapping of Twitter trends across the world. Trends are displayed as hashtags, @mentions or keywords superimposed over a world map. You can click on any word to see a real-time stream of relevant tweets.

**Tweet Deck and Hootsuite**
TweetDeck and Hootsuite are social media dashboard applications for the management of Twitter and Facebook accounts. Social media monitors can use Tweet Deck and/or Hootsuite to run multiple searches and see results simultaneously.

**Blog Search**
On [www.google.com/blogsearch](http://www.google.com/blogsearch) social media monitors can run a Google search for blogs discussing the incident.

Many additional social media monitoring resources are available. A comprehensive list is available at [https://sites.google.com/site/socialmediamonitoringlist/social-media-monitoring-wiki](https://sites.google.com/site/socialmediamonitoringlist/social-media-monitoring-wiki).

**D. Emerging Media Strategies for Response and Recovery (EMSERR)**

E-RAPIO/RAPIO recently kicked off its EMSERR project, which in the future will add a Social Media Management System (SMMS) platform. The SMMS will help PIOs monitor social media mentions of key incident related terms and tag, assign, report, and respond as necessary to support the larger incidence response effort. The platform will be web-based and accessible from any Internet-connected workstation. Account structures will vary by incident, and a listening design and engagement strategy will be provided for primary incidents.

When the EMSERR project is complete, E-RAPIO/RAPIO will update this section of the Annex to include details on the platform.
APPENDIX D:
JOINT INFORMATION CENTER PLAN

As described in the Introduction to this Regional ESF-15 Annex, the Joint Information System (JIS) provides the region with a structure and system that supports local Public Information Officers (PIO) working together to deliver coordinated information and to ensure timely, accurate, and consistent messaging across multiple agencies/jurisdictions and/or disciplines. The coordination in the JIS depends on cooperative working relationships among local, state, and federal government agencies, business and industry organizations, and the news media.

The Joint Information Center (JIC) is a central location, whether physical or virtual, that facilitates the operation of the JIS. PIOs and/or staff with PIO-related duties can use the regional JIC location to perform actions related to Emergency Public Information resource sharing, coordinated messaging, media outreach, and/or community relations during an incident or event. The JIS/JIC organization is based on the four states of information flow in risk and crisis communications: gathering, verifying, coordinating and disseminating.

The JIC is a structure that supports local jurisdictions’ emergency plans and incident response efforts.

Establishing a regional JIC, developing processes and procedures, and training staff on how to operate a JIC effectively allows response organizations to be more proactive in responding to the information needs of responders, the public, federal, state and industry. Through a regional JIC, the different agencies involved in a response can work in a cohesive manner. By maintaining centralized communications, resources can be better managed and shared, and duplication of effort minimized.
A. Purpose

As described in the Base Plan to the ESF-15 Annex, the purpose of the JIS is to create a regional structure, system and coordinated strategy for Kansas City Metro Area jurisdictions to work together on one or more of the following activities:

- Gathering, verifying, coordinating, packaging and disseminating accurate, consistent and timely messages.
- Informing the public through the news media, local and regional notification systems, social media, agency and partner websites, and local trusted organizations.
- Controlling rumors and inaccurate information that could undermine public confidence in the emergency preparedness, response or recovery efforts.
- Monitoring, evaluating, and providing information to local jurisdictions’ Unified Command on public perception and expectations.
- Being proactive in responding to the Emergency Public Information needs of all audiences.
- Determining when the activation of a regional JIC is warranted.
- Coordinating as a region with state and federal agencies, and local non-governmental organizations that may have representatives at the JIC.

The purpose of the JIC is to provide a single, centralized location, whether virtual or physical, to facilitate operation of the JIS and coordinate local and regional Emergency Public Information objectives.

The Plan for the JIC establishes a process for activation, management and mutual aid; outlines procedures; assigns responsibilities; addresses logistics and resource requirements; and, provides tools and checklists for the successful operation of a regional JIC.

This Plan is consistent with the National Incident Management System (NIMS) and attempts to be consistent with the local jurisdictions’ emergency operations plans across the Kansas City Metro Area. State and federal agencies, and local non-governmental organizations may have representatives at the JIC.

B. Objectives

The objectives for the operation of the Kansas City Metro Area Region’s JIS/JIC system and structure are to:

- Gather accurate information about the incident, support the execution of the affected jurisdiction’s emergency action plans, and inform the Unified Command of the public feedback and needs.
- Promote and maintain the public’s trust and confidence that jurisdictions throughout the region are coordinating and working together to respond to the incident in a way that prioritizes the protection of life, safety, property, the environment, and the economic well-being of the region.
- Provide a system and structure that supports regional Emergency Public Information mutual aid for local jurisdictions, as requested and needed.
- Promote a positive understanding of the region’s approach to all phases of emergency and help manage the public’s expectations so that they have a clear understanding of available resources before, during and after the incident.
- Work with local jurisdictions to provide equal access to accurate and timely information for all populations in the Kansas City Metro Area.
Be the best and first source of information for the media and the public through coordinated messaging and information release.

C. Planning Assumptions

The plan and concept of operations for a regional JIC is based on a realistic approach to the problems likely to be encountered during an incident. The plan is based upon the following assumptions:

- In a large-scale, regional incident, there will be large numbers of regional and national media representatives seeking information about the situation and the response actions. Outside media representatives may have little or no knowledge of local media working relationships.
- During terrorist events, the FBI will take the lead for Emergency Public Information and other communications activities. The FBI will work closely with local officials to release consistent Emergency Public Information messages.
- It is assumed that at least some primary or back-up communications systems will survive the disaster, and will therefore be available for use to conduct Emergency Public Information. If no systems survive, the region’s counties and some cities have developed back up plans for temporary communications. Information dissemination resources will be available in most, but not all, instances to facilitate timely delivery of information to the public.
- Each response agency will implement its own Emergency Public Information plan. When the agencies involved agree to participate in a JIC and the JIC is activated, JIC operations will strive for consistency with the affected local jurisdictions’ Emergency Public Information plans.
- The regional JIC locations identified in this Annex will strive to have electricity, telephone and other forms of communication, as well as the ability to monitor regional and national news through television, radio and the internet.
- If telephone communication is impossible, the regional JIC may work with local jurisdictions to disseminate Emergency Public Information through public address systems on emergency vehicles or neighborhood canvassing.
- The release of information to the public and media will follow standard NIMS/ICS protocols.

Please refer to the Base Plan for the ESF-15 Annex for additional assumptions for the regional JIS.

D. Concept of Operations

Joint Information Center Overview

A Joint Information Center (JIC) is a central location, whether physical or virtual, that facilitates the operation of the JIS. PIOs and/or staff with PIO-related duties can use the regional JIC location to perform actions related to Emergency Public Information resource sharing, coordinated messaging, media outreach, and/or community relations during an incident or event.

The JIS/JIC structure is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident. Once activated, the JIC has many benefits. It can provide a central location for shared Emergency Public Information staffing, can speed information release times, can enhance information coordination and analysis, can reduce misinformation, can maximize resources, and helps build public confidence in response efforts.
Virtual or physical JICs involve PIOs from jurisdictions, agencies and organizations participating in incident management operations to ensure multi-agency and multi-jurisdictional coordination of all messages provided to the public.

The National Incident Management System (NIMS) requires that all public information provided by response organizations during incident management operations be communicated through a JIC.

**JIC Activation**

A JIC is usually established for large-scale, multi-jurisdictional incidents and staffed by representatives from the affected agencies/jurisdictions and/or staff from other jurisdictions providing mutual aid.

As described in the Base Plan for this ESF-15 Annex, when an incident is anticipated – or when an incident occurs without or with limited notice – the PIO or a group of PIOs from the potentially impacted or impacted jurisdiction(s) may complete the Incident Assessment for Emergency Public Information Worksheet (see the Attachments to the Base Plan) to assess the situation, the need for Emergency Public Information coordination and/or mutual aid, and to determine whether to recommend activation of a regional JIC.

If the incident will likely impact multiple jurisdictions, the PIOs from the potentially affected jurisdictions convene via conference call or in person to discuss Emergency Public Information needs for the incident and may complete the Worksheet. (See the Web-based Coordination Appendix for conference call tools.)

If the PIOs determine that regional coordination and/or mutual aid is required and strengthening the regional JIS is necessary, then they may recommend activation of the JIC for Emergency Public Information coordination and/or mutual aid. The recommendation is made and can be approved by the Incident Commander, Unified Command and/or EOC Director of the impacted jurisdiction(s).

The Kansas City Metro Area may activate and establish a virtual or physical regional JIC for any of the following reasons:

- The incident affects more than two jurisdictions within the region and the response requires Emergency Public Information collaboration, although mutual aid has not been requested. In this case, the virtual or physical JIC would provide a means for regional Emergency Public Information coordination.
- The incident affects more than two jurisdictions within the region and the response requires both Emergency Public Information collaboration and mutual aid. Here the JIC would provide both a vehicle for Emergency Public Information coordination and the management of shared mutual aid resources.
- An incident impacts one to two jurisdictions, and at least one is requesting mutual aid from its regional partners. In this scenario, the JIC would primarily focus on the management of mutual aid resources.
See the Incident Assessment for Emergency Public Information Worksheet for example triggers that may warrant regional JIC activation.

**FIGURE 3. PHASES OF THE REGIONAL JIS/JIC**

- **0 - Normal Operations**
  - Local PIOs engage in day-to-day duties as assigned by their local jurisdictions.

- **1 - Notice for an Incident/ Increased Threat**
  - Regional PIOs convene and conduct an Incident Assessment for EPI. Information about the threat is shared. Readiness is increased. PIOs may recommend JIC activation prior to impact.

- **2 - Incident Response**
  - **A. Immediate Response:** PIOs communicate immediate protective information to the public. For a no-notice incident, Regional PIOs convene and conduct an Incident Assessment for EPI. For an incident with notice, PIOs reassess the situation status, available resources, and needs. For all types of incidents, PIOs may recommend JIC activation.
  - **B. Shape Information:** PIOs coordinate messaging, media strategies, and briefing schedules.
  - **C. Sustained Response:** Jurisdictions receive or provide mutual aid, as needed. PIOs engage in media monitoring and response, rumor control, translation, and ongoing coordinated messaging.

- **3 - Recovery**
  - PIOs coordinate recovery messaging. When the JIC is no longer necessary, it is deactivated and regional coordination returns to the JIS. Following the incident, PIOs evaluate the EPI efforts and update plans and processes.

**Return to the JIS and Deactivation of the JIC**

As the incident response winds down, the jurisdictions transition to the recovery phase. For a large-scale incident, the JIC may remain activated to support ongoing regional messaging for recovery and the management of mutual aid resources.

When support provided by a virtual or physical JIC location is no longer necessary, the JIC Manager recommends deactivation of the JIC to the impacted jurisdictions’ PIO(s), Unified Command(s), EOC Director(s), or Incident Commander(s).

When the JIC is formally deactivated, PIOs return to their pre-JIC positions under the regional JIS. Regional coordination and support for public information is ongoing throughout the recovery phase and transition to normal operations.
E. Organization and Assignment of Responsibilities

**JIC Organization**

Formation of a regional JIC is a cooperative effort with jurisdictions that virtually or physically co-locate information professionals, the media and/or other stakeholders. The JIC organizational structure is flexible and scalable to the incident. The specific positions in the JIC depend on the demands of the incident and needs of the impacted jurisdiction(s).

The organizational structure is meant to support local EPI operations and facilitate regional coordination. As the JIC is activated and implemented, it must be consistent with local EPI plans and objectives.

The following organizational charts illustrate potential JIC activations, based on different scenarios.

**FIGURE 4. BASIC ACTIVATION OF THE REGIONAL JIC**
FIGURE 5. FULL ACTIVATION OF THE REGIONAL JIC
Assignment of Responsibilities in the JIC

The specific positions and responsibilities in a regional JIC depend on the demands of the incident and needs of the impacted jurisdiction(s). Positions are organized according to common activities performed by the regional JIC. These activities correspond to and support the Emergency Public Information efforts at the local level. Depending on the incident, the types of activities that should be considered and completed in a JIC may include:

- Leadership and Management
- **Gathering** and Analyzing/Verifying Information
- **Coordinating** and Producing Information
- **Disseminating** Information
- Performing Administrative and Logistical Needs
- Managing a Public Inquiry Center, if needed

Depending on the nature of an incident, activation of the JIC can be partial or complete. In smaller events one individual may perform several duties and responsibilities. The staffing can be expanded and contracted as needed. The positions are scalable and flexible.

The groups and positions in a fully activated regional JIC are summarized on the following page.

Refer to the Mutual Aid Appendix for detailed position descriptions and qualifications. Also see the JIC Position Checklists attached to this Appendix for details on duties.
JIC Management: Provides overall management and coordination of JIC activities and advises the PIOs from the jurisdictions, and as requested, their Incident Commander, EOC Director or Unified Command, on all matters of internal and public information flow.

When an incident occurs, the impacted jurisdictions retain authority over incident response and Emergency Public Information operations. During an incident that requires regional coordination or when the scope of the incident overwhelms local capabilities to effectively communicate timely, relevant and accurate information to the public, the JIC Manager and other supporting positions may be employed by the PIOs in the impacted jurisdiction to assist in Emergency Public Information operations. Supporting Emergency Public Information staff are not in charge of external affairs efforts for the incident but rather are available as support for the lead PIOs in the affected jurisdictions.
### TABLE 5. JIC MANAGEMENT ROLES AND RESPONSIBILITIES

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
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</table>
| PIO            | Under the direction of the entity with operational control of the incident, the impacted jurisdiction’s PIO coordinates, advises, and assists in the strategy, development, production, and implementation of Emergency Public Information for the response.  
In a large-scale incident involving multiple jurisdictions and JIC activation, the PIOs may function as a liaison between the JIC Manager and the impacted jurisdictions’ command staff.  
In an incident that impacts a single jurisdiction, the roles of the PIO from the impacted jurisdiction and the JIC Manager are most often performed by the same individual. |
| JIC Manager    | The JIC will always have a JIC Manager. If multiple jurisdictions have been impacted and the JIC will be activated, the local PIOs and/or Incident Commanders, Unified Commands, or EOC Directors (as identified in their local operational plans) designate a JIC Manager to oversee the JIC and be responsible for coordination of regional Emergency Public Information objectives. If a single jurisdiction has been impacted, then most often its PIO will assume the role of the JIC Manager, unless the jurisdiction’s PIO, Unified Command, EOC Director or Incident Commander designates another individual.  
The JIC Manager is responsible for overall regional JIC operations and advises the PIOs, and as requested, the Incident Commander(s), EOC Director(s) or Unified Command(s). In this capacity, the JIC Manager facilitates discussions and coordination among PIOs in the region, develops regional Emergency Public Information plans based on the regional incident action plans (if applicable), coordinates mutual aid support, and assigns staff to fill the roles in the regional JIC. The JIC Manager directs and supports JIC staff and establishes JIC internal procedures. The JIC Manager must be available round-the-clock to report to the incident command or command center.  
The JIC Manager does not have operational control over local PIOs or PIO staff from other local jurisdictions, except as they may fulfill a specific role in the JIC organization. The JIC Manager performs the JIC role in addition to the PIO duties assigned by his/her jurisdiction, although a regional JIC should help support and alleviate those responsibilities. |
| Deputy JIC Manager | For a large-scale regional incident where span of control is an issue, the JIC Manager may appoint one or more deputies to manage the JIC groups:  
- Information Gathering and Analysis  
- Information Coordination and Production  
- Information Dissemination |
Administration and Logistics

Information Gathering and Analysis: This group examines all sources of information both internal and external to paint an accurate picture of what is happening in the incident, how it is being perceived, and what messages may need to be developed. It will generally consist of:

- Setting up formalized monitoring for mainstream media outlets, social media, WebEOC, and other information sources.
- Conducting research to develop and/or verify regional messages, as needed for the impacted jurisdictions.
- Identifying and assigning liaisons to various agencies and organizations as needed and establishing routine reporting mechanisms and times to gather information from these liaisons.
- Coordinating information from and for liaisons to the regional JIC from other responding organizations.

<table>
<thead>
<tr>
<th>TABLE 6. JIC INFO GATHERING AND ANALYSIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSITION</td>
</tr>
<tr>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Situation Status and Analysis Specialist</td>
</tr>
<tr>
<td>Social Media Monitoring and Analysis Specialist</td>
</tr>
<tr>
<td>Media Monitoring and Analysis Specialist</td>
</tr>
</tbody>
</table>

Information Coordination and Production: This group works closely with Information Gathering and Analysis to develop messages, briefings, written products and any other risk and crisis communications the incident may require. The group coordinates information with key stakeholders who are part of the JIS, including those represented in the JIC and those working from other locations.

This group is also responsible for:
• Verifying information by consulting other key stakeholders including EOC resources, liaisons from agencies, and field PIOs.
• Coordinating and establishing key regional message(s) by prioritizing information to get out to the public. The mission is to get the right information to the right people at the right time so they can make the right decisions.
• Ensuring messages and communications are accessible to all audiences.
• Working with the PIOs from the impacted jurisdictions to determine the appropriate mediums and products for distributing information.
• Obtaining approval/clearance from those in authority to ensure that the information is accurate, complete, and current. The approval process should be streamlined, however, should ensure information is released in a timely manner.

### TABLE 7. JIC INFO COORDINATION AND PRODUCTION

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Writer</td>
<td>Writers develop all manner of written products, including those for posting and the web. In addition to content development, they coordinate with translators, as needed. The writer is responsible for creating messages that are accessible to all communities. Writers assist impacted jurisdictions as requested and collaborate closely with the JIC Manager to create products with the approved messages.</td>
</tr>
<tr>
<td>Creative Services Specialists</td>
<td>These specialists include photographers, videographers, or graphic designers who acquire and distribute photos and/or video, and develop maps, e-assets, and other products at the request of the impacted jurisdictions.</td>
</tr>
<tr>
<td>Website Coordinator</td>
<td>This position maintains a list of all agency and jurisdiction websites with incident-specific information and links. The Coordinator assists jurisdictions with posting to websites, as well as sharing regional messages and incident-specific video and photos to make available for websites.</td>
</tr>
<tr>
<td>Translator</td>
<td>The translator works with the Writer position to translate Emergency Public Information products.</td>
</tr>
</tbody>
</table>

**Information Dissemination:** Information dissemination is handled at the regional JIC only if requested by the impacted jurisdictions. Otherwise, the impacted jurisdictions coordinate messaging through the JIC and are responsible for Emergency Public Information dissemination and media coordination at a local level. Responsible for providing and explaining all communications to the media, the general public and other key stakeholders if requested. The method of dissemination will depend on decision made by the Incident Commander(s), EOC Director(s) or Unified Command(s). This group may also establish and staff the News Desk.
### TABLE 8. JIC INFO DISSIMINATION

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Media Relations Specialist</strong></td>
<td>The Media Relations Specialist develops and maintains the list of regional media contacts. If requested by the JIC Manager (who receives the request from the impacted jurisdiction(s)), the Specialist manages the news desk and speaks directly with reporters to ensure that all messages are understood. If a public inquiry center has not been established, the JIC Manager may route at least one dedicated telephone line to field calls from the media.</td>
</tr>
<tr>
<td><strong>Regional Community Relations Specialist</strong></td>
<td>The Specialist works with the appropriate jurisdiction as necessary to respond to public inquiries. The JIC Manager may route a dedicated telephone line to address calls from the general public and other partners in place of a full public inquiry center. The Specialist may assist local jurisdictions with town hall meetings or other community events.</td>
</tr>
<tr>
<td><strong>Press Conference Coordinator</strong></td>
<td>Coordinate logistics for regional press conferences, media availabilities, town hall meetings and other events as appropriate. The Coordinator may work closely with the Regional Community Relations Specialist to coordinate public interfacing opportunities.</td>
</tr>
<tr>
<td><strong>Spokesperson Support</strong></td>
<td>If requested by the impacted jurisdictions’ spokesperson or people, this position provides support like copies of talking points, resource requests, etc., as needed.</td>
</tr>
<tr>
<td><strong>Translator</strong></td>
<td>See the Translator position under Information Coordination and Production. Here the Translator is responsible for translation during press conferences or media briefings. This position may include foreign language translators and ASL interpreters.</td>
</tr>
</tbody>
</table>

**Administration and Logistics:** Responsible for all JIC documentation, facilities (including the JIC location and any sites for regional press conferences), mutual aid logistics, and the coordination of procurement requests from the JIC. Specifically, they:

- Set up product archives including print, video and photos as well as any clips.
- Maintain approval records, media contact logs, and staffing and legal notices
- Secure supplies, space, and other logistical requirements as needed.
TABLE 9. JIC ADMINISTRATION AND LOGISTICS

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>JIC Facilities Manager</td>
<td>The JIC Facilities Manager is responsible for all JIC facilities and supplies, including the physical JIC location, a press conference location, and the public inquiry center, as applicable. The Facilities Manager evaluates and requests equipment necessary to run the facilities. He/she prepares the sites when activated, and breaks them down when deactivated. The Manager identifies potential back-up locations for JIC facilities.</td>
</tr>
<tr>
<td>Regional Resource Coordinator</td>
<td>The Regional Resource Coordinator receives and manages requests for staffing and equipment from other JIC positions. He/she is responsible for organizing requests and presenting them to the JIC Manager. The JIC Manager works with the impacted jurisdictions’ PIOs to share the requests with the Logistics Sections of the impacted jurisdictions for approval. If the request is approved, the Regional Resource Coordinator works with the JIC Manager and PIOs of non-impacted jurisdictions to identify available resources. This position helps to facilitate the mutual aid process among impacted and supporting jurisdictions.</td>
</tr>
</tbody>
</table>
| Documentation Specialist  | The Documentation Specialist is responsible for developing, collecting, and/or maintaining documentation of JIC activities and products. Documentation includes:  
  - Draft, revised, and final news releases and Public Service Announcements (PSAs)  
  - Approval records (sign-offs) of all products  
  - Media contact logs  
  - Newsclips  
  - Videos of televised interviews and other coverage  
  - Photographs  
  - Copies of all products (talking points, backgrounders, briefing booklets, news conference agendas, flyers, etc.)  
  - Staffing information (contact information, assignments)  
  - Copies of legal notices  
  - Meeting handouts/notes, agenda, copies of the regional Emergency Public Information plans  
  - Procurement requests and acquisition records  
  - Mutual aid and facilities agreements, if applicable |

Public Inquiry Center (if necessary): “One stop” shopping for members of the general public who may be seeking information about the incident. It is both a source of information and intelligence to learn what types of information audiences may need and also an opportunity to distribute coordinated information directly to the public. It may consist of a phone bank and social media efforts.
### TABLE 10. CALL CENTER ROLES AND RESPONSIBILITIES

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Center Manager</td>
<td>This position manages the public inquiry center. He/she evaluates staffing and equipment needs and requests appropriate resources from the JIC Manager. The Call Center Manager coordinates staff training and provides the tools for staff to perform their duties. He/she verifies approval on any scripts, talking points, or messages communicated at the Call Center. The Call Center Manager notifies the JIC Manager or position designed by the JIC Manager of any valuable information reported by the Call Center Staff. He/she works with Administration and Logistics to obtain a location and make recommendations for staffing/equipment resources and mutual aid, as needed.</td>
</tr>
<tr>
<td>Call Center Staff</td>
<td>Staff answers phones following a script with approved messaging, takes notes on calls, notifies the Call Center Manager of valuable incoming information, and performs other administrative duties as assigned by the Call Center Manager.</td>
</tr>
</tbody>
</table>

If a regional JIC has been activated, it will most likely remain activated for more than one operational period. The PIO, Incident Commander, EOC Director or Unified Command for the impacted jurisdiction(s) may need to designate a second shift JIC Manager who assumes the role after a shift change. Similarly, the JIC Manager, in coordination with the impacted jurisdictions, designates staff to pick up the second shift for the other positions in the JIC.

### F. Direction, Control and Coordination

Once the recommendation to activate a JIC has been approved, the PIO, Incident Commander, Unified Command and/or EOC Director of the impacted jurisdiction(s) should appoint a JIC Manager responsible for overall regional JIC operations.

Every participating response agency with a PIO should send a representative to the JIC or maintain a dedicated, open line of communication with the regional JIC. Note that the JIC Manager or any other JIC positions does not replace the PIO or PIO staff from an impacted jurisdiction, unless requested by the jurisdiction. The local PIOs from the impacted jurisdiction retain their authority provided by their local Emergency Public Information plans.

### Mutual Aid through the JIC

If an impacted jurisdiction does not have the staff or equipment resources needed to conduct Emergency Public Information activities, the jurisdiction’s PIO may make a recommendation to request mutual aid to the Incident Commander, EOC Director, or Unified Command, as described in the local Emergency Public Information plan.
If the Incident Commander, EOC Director, or Unified Command requests mutual aid directly from another jurisdiction in the region via an informal agreement or formal Memorandum of Understanding (MOU), then the JIC may be used to coordinate mutual aid resources. Refer to Appendix A. Mutual Aid for a sample template of an agreement and for more information on mutual aid.

When making an official request for Emergency Public Information mutual aid, the requesting jurisdiction identifies the type and kind of staff and/or equipment resources needed. Once a request has been made, and if the regional JIC is managing mutual aid support, the JIC Manager identifies available resources to support the impacted jurisdiction(s).

JIC activation can be particularly useful when multiple jurisdictions have been impacted by the incident and are sharing mutual aid resources for Emergency Public Information from other regional jurisdictions. The JIC provides a structure and system for organizing shared mutual aid resources and coordinating efforts.

State and Federal Coordination with the JIC

If an incident becomes a Presidentially-declared disaster, the Federal Emergency Management Agency (FEMA) may establish a JIC at or near its Disaster Field Office. The Kansas City Metro Area Regional JIC should coordinate with the FEMA JIC. The FEMA JIC will have representatives from Federal, state, and appropriate local and private agencies and should provide a liaison to the Regional JIC. The FEMA JIC Liaison will provide press releases and advisories from the FEMA JIC to the Regional JIC on an ongoing basis. Normally as the FEMA JIC becomes fully operational, the need for a Regional JIC diminishes, although ongoing regional Emergency Public Information coordination through the JIC is important.

G. Information Collection, Analysis and Dissemination

A primary function of the JIC is to provide a virtual or physical mechanism for impacted jurisdictions to coordinate regional Emergency Public Information and messages. If a JIC has been activated, PIOs from the impacted jurisdictions maintain a virtual connection to, or physical presence in the JIC. They work together as appropriate to:
- Share information about the situation,
- Route inquiries from the public and/or media,
- Discuss and develop common messages, and
- Share the steps that their jurisdictions will take to disseminate emergency messages to the public.

Media Inquiries

The JIC may provide the point of coordination for all media or public requests for information. When the media contacts the regional JIC with an inquiry:
1. The JIC staff member taking the call notes the type of request (see Attachment j. JIC Inquiry Sheet);

The Messaging Toolkit Appendix contains basic pre-identified messages for the regional hazards and threats most likely to impact the region. The Toolkit also includes a message mapping template for developing new regional messages.
2. The staff member shares the nature of the information request with the JIC Manager, the PIOs from the impacted jurisdiction(s), and/or other JIC staff as needed to facilitate regional coordination;
3. The PIOs from the impacted jurisdiction(s) respond to the inquiry; and,
4. The PIOs from the impacted jurisdiction(s) share details of the response (e.g., talking points, press release, etc.) on the regional PIO WebEOC Board or other information sharing site used by the regional JIC.

Referring media to the regional JIC, or sharing media requests with the JIC, creates awareness among all impacted jurisdictions about the types of questions being asked by the media. It allows the PIOs from the impacted jurisdictions an opportunity to collaborate on a response to the regional media market.

Referring media to the regional JIC, or sharing media requests with the JIC, creates awareness among all impacted jurisdictions about the types of questions being asked by the media. It allows the PIOs from the impacted jurisdictions an opportunity to collaborate on a response to the regional media market.

This function is not meant to supersede the authority of local jurisdictions to respond directly to the media or finalize their messaging. Rather, it encourages messaging coordination of jurisdictions who will likely be responding to the same questions during a large-scale regional incident.

Since the contact details for a regional JIC change based on the location of the incident, location of the JIC, and jurisdictions affected, media may initially reach out to local jurisdictions’ PIOs. To facilitate regional coordination and awareness, it is most beneficial to the impacted jurisdictions if local PIOs to refer media inquiries to the regional JIC.

### Information Dissemination and Responding to the Media

For most incidents, once regional messages have been discussed, developed, and approved by the impacted jurisdictions’ command staff, individual jurisdictions then respond to the media directly and/or disseminate Emergency Public Information (including pre-incident Emergency Public Information) to their own respective publics.

*If agreed to by the impacted jurisdictions’ Unified Command(s), Incident Command(s) or EOC Director(s)*, the JIC may be used to coordinate public dissemination of Emergency Public Information and/or a unified regional media response. A unified regional response to the media may include:

- Holding a joint press conference with multiple jurisdictions at the regional JIC or other location,
- Developing and disseminating a joint news release with multiple jurisdictions,
- Responding directly to media requests for information from the JIC, and/or
- Appointing a regional spokesperson to discuss aspects of the incident with the media.

If the impacted jurisdictions are disseminating information to their own publics, then local PIOs should refer to the approval processes and procedures defined in their local Emergency Public Information plans.

Note that if the participating jurisdictions’ or the regional Incident Commander(s), EOC Director(s), and/or Unified Command(s) designate regional JIC as the central hub for regional Emergency Public Information:

- The media will not come to the regional JIC unless they can speak with decision-makers; they will go where the story is.
- It is generally helpful to locate the regional JIC as close as possible to the scene of the crisis.
- It may be necessary to make arrangements at the JIC to credential the press and to route the public who want information.
- If elected officials show up at the JIC, they may preempt other media spokespersons.
H. Logistics

Identifying a Location for the JIC

If the JIC will be activated virtually, the JIC Manager establishes the platforms for coordination with input from the impacted jurisdictions’ PIOs. (Refer to the Web-based Coordination Appendix for details on potential systems.)

A virtual JIC must allow for:
- Ongoing discussions among PIOs (via phone, conference calls, instant messaging, or online chat),
- Viewing incident status updates,
- Viewing messages, talking points, press releases and other information in draft form or distributed to the public, and
- Sharing updates on planned and ongoing Emergency Public Information activities (whether conducted by the impacted jurisdiction or by supporting jurisdictions through mutual aid).

A virtual JIC will require multiple systems for coordination. Most likely they will include an email distribution list, a conference call line, and WebEOC. They may also include an online file sharing application, a virtual presentation platform, or other applications as determined by the JIC Manager and PIOs from the impacted jurisdictions.

If the JIC will be at a physical location, the JIC Manager recommends a location to the impacted jurisdictions’ Incident Commander, EOC Director or Unified Command. See the suggested list of pre-identified JIC locations in Attachment a. of this Appendix. Also see Attachment b. of this Appendix for a list of potential equipment and infrastructure that will likely be needed at a physical JIC.

Staffing and Equipment for the JIC

The JIC Manager will work with the impacted jurisdiction’s EOC Logistics Section and the non-impacted jurisdictions’ emergency management agencies to staff the regional JIC. A list of local emergency management offices and EOCs can be found in the Regional Resource Annex to the Regional Coordination Guide.

Staff deployed to the JIC should review Attachment d. to the JIC Plan for a list of supplies to have ready in a go-kit.

See the Mutual Aid Appendix of this Annex for more information on staffing the JIC. Also see Attachment b. for a list of resources and supplies likely needed for activation of a physical JIC.

JIC Communications

Interoperable communications allow PIOs across the region to coordinate virtually with each other, command staff, and other responders on Emergency Public Information during the incident response.

If a regional JIC has been activated virtually, PIOs and PIO staff will use communication devices provided by their jurisdiction. If adequate communications equipment is not available, then the jurisdiction may request the necessary equipment through mutual aid. Such equipment may include cell...
phones (including smart phones), laptops, and radios operating on VHF, UHF, or 800MHz frequencies.

Through the Regional Area Multi-Band Integrated System (RAMBIS), radio communications devices throughout the region are interoperable — able to exchange voice and/or data communications in real time. For RAMBIS Standard Operating Procedures, refer to marc.org/publicsafety/assets/RAMBIS_SOP.pdf.

If a JIC has been activated at a physical location, then PIOs and PIO staff will use communications devices provided by their jurisdiction if available. The JIC Manager may recommend that the impacted jurisdiction(s) request additional equipment through mutual aid, if needed to support JIC operations.

**Access/Security Protocols**

Access to the JIC and Call Center will be limited to JIC and Public Inquiry Center/Call Center personnel and official visitors. When selecting a location of the JIC or Call Center, the JIC Manager should consult with the JIC Facilities Manager and the Unified Commands, Incident Commanders, local PIOs, or EOC Directors of the impacted jurisdictions about facility security requirements.

Authorized individuals responding to the JIC may have carry their own agency’s badge, may be issued a just-in-time badge, or may have other credentials provided by the JIC Manager.

The JIC Manager will be responsible for requesting the Unified Commands, Incident Commanders, local PIOs, or EOC Directors of the impacted jurisdictions for any law enforcement personnel or other security resources necessary to ensure the safety of JIC and Call Center staff and the security of JIC and Call Center operations.

Sign-in sheets will be maintained at the entrances of the JIC and Call Center. All staff will be required to sign in when coming on shift and out when leaving for a break or at the end of their shift. The JIC Facilities Manager or other staff member or law enforcement officer, as appointed by the JIC Manager or Call Center Manager, will be responsible for overseeing the sign-in sheet and ensuring all staff members document their time appropriately. See the Attachment e. of this Appendix for a sample sign-in sheet.

The JIC and Call Center Managers should provide the law enforcement officer or JIC/Call Center Staff member responsible for overseeing the staff check-in with a team roster and shift/rotation schedules. (Refer to Attachment c. of this Appendix for a sample form.) Anyone attempting to gain admittance to the JIC or Call Center who is not on the staff list should be denied entry except with the explicit permission of the JIC or Call Center Manager.

Official visitors may be admitted to the JIC and/or Call Center with the approval of the JIC and Call Center Managers. Whenever possible the JIC and Call Center Managers should be notified of official visits in advance as appropriate. Official visitors must also sign in and out on the appropriate form and be accompanied by a JIC or Call Center staff member at all times.

Requests from media to enter the JIC or Call Center or capture photographs or video of JIC/Call Center operations will be considered on a case-by-case basis and in consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s). If media are permitted entrance to the JIC or Call Center they will be treated as official visitors and required to comply with all sign-in procedures.
I. Plan Development and Maintenance

The JIC Plan Appendix follows the same plan development and maintenance protocols as described in the ESF-15 Annex Base Plan.

**Evaluation of JIC Plan**

Following the incident, PIOs conduct a post incident after action review. On behalf of all PIOs in the region RAPIO and its subcommittee, E-RAPIO, will address any problem areas identified in the review and work with MARC and the MEMC to update regional plans and processes accordingly.

It is also beneficial to discuss the region’s risk and crisis communication efforts with external organizations - partner agencies and community leaders - to find out how people “on the street” perceived the regional efforts.

In the event this Annex has been invoked RAPIO/E-RAPIO will conduct a post-incident appraisal with external partners. Participants involved in the various stages of the incident will be asked to provide their feedback on the following:

- Were the PIOs/JIC staff readily accessible to answer questions and address public concerns?
- Did people feel that the impacted jurisdictions demonstrated leadership in managing and controlling the crisis? If not, what hindered this perception?

Responses to these questions will be utilized by the PIOs in the region to develop a list of recommendations, lessons learned, successes, and areas needing improvement in this ESF-15 Annex and in local Emergency Public Information plans. Revisions and improvements will be made accordingly.

J. Attachments: JIC Forms and Checklists

The following forms support JIC coordination and Emergency Public Information activities. They can also be used by local jurisdictions collaborating with the JIC. Not all forms/guidelines will be used for each JIC activation.

These forms are not mandatory documentation and are only intended as resources which may be helpful during a JIC activation. Use is optional unless otherwise indicated by the JIC Manager. They are flexible and may be adapted as appropriate during individual incidents and activations.

Attachments include:

- Pre-identified JIC Locations
- Locations and Equipment Checklists for the JIC, Public Inquiry Center, and Press Briefing Room
- JIC Team Roster
- JIC and Public Inquiry Center Go-Kits
- JIC Sign In Sheet
- JIC Staffing and Activity Log
- Situation Status Report for Emergency Public Information
h. Emergency Public Information Plan
i. Emergency Public Information Resources Log
j. JIC Inquiry Log
k. Messaging/Document Approval
l. Daily Briefing Summary
m. Joint News Conference Checklist
n. Spokesperson Guidelines
o. Position Checklists
a. Pre-identified JIC Locations

RAPIO/E-RAPIO has identified the following facilities as potential locations for a JIC, Public Inquiry Center, or Press Conference Room. They meet the minimum requirements listed in this JIC Plan Appendix. Before or during the incident response, impacted jurisdictions will need to confirm location availability, as well as discuss and enter into mutual aid and/or facility agreements as appropriate.

Jurisdictions should not limit JIC locations to the ones listed below. Any location that meets the requirements in this Appendix may be considered. For example, a community center with a computer lab and phones may be a good fit.

Wherever it is located, it is imperative that the JIC maintain contact with the PIOs and/or the command in the impacted jurisdictions via telephone, radio, the Internet and/or face-to-face communications.

### Joint Information Center

<table>
<thead>
<tr>
<th>Address</th>
<th>Available Resources</th>
<th>Primary Contact</th>
<th>After Hours Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson County Emergency Operations Centers (two locations)</td>
<td>JoCo Administraion Bldg, 111 S. Cherry, Room 200 (also serves as JoCo’s primary EOC); and Countywide Communications Center, 11810 S. Sunset Drive, Lower Level Training/Conference Room (also serves as JoCo’s back-up EOC)</td>
<td>Name: Gerard W. McConaha Title: Assistant Director, Government Preparedness Emergency Management &amp; Communications Phone: 913-715-1004 Cell: 913-915-0798</td>
<td>same</td>
</tr>
</tbody>
</table>

In addition to the locations listed above, the following jurisdictions have facilities that may have the resources necessary to accommodate a JIC:

- Platte County, Missouri Emergency Operations Center
- Overland Park, Kansas Emergency Operations Center
- Kansas City, Missouri Emergency Operations Center

### Phone Inquiry Center

<table>
<thead>
<tr>
<th>Address</th>
<th>Available Resources</th>
<th>Primary Contact</th>
<th>After Hours Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyandotte County 311 Call Center</td>
<td>Functioning call center with phone banks</td>
<td>Name: Wyandotte County Emergency Management Title: Director Email: <a href="mailto:emanagement@wycokck.org">emanagement@wycokck.org</a> Phone: 913-573-5759 Cell: 913-596-3081 (Dispatch)</td>
<td>same</td>
</tr>
</tbody>
</table>
In addition to the location listed above, the following jurisdiction and organization have facilities that may have the resources necessary to accommodate a phone inquiry center:

- Kansas City, Missouri 311 Call Center
- United Way 211 Call Center

### Press Conference Room

<table>
<thead>
<tr>
<th>Address</th>
<th>Available Resources</th>
<th>Primary Contact</th>
<th>After Hours Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cass County Sheriff's Office Main Training Room 2501 W. Mechanic, Harrisonville, MO, 64701 (located on the first floor located next to the main entrance of the Sheriff's Office)</td>
<td>1600 sq ft room with current LCD Projection, automated screen, 2 large HD TV's, podium with room mic, and built in mic holder for 5 separate media mics, internet, seating at tables for 60 or chair seating for 110</td>
<td>Name: Lt. J. Kevin Tieman II Title: Night Commander/PIO Address: Cass County Sheriff's Office, 2501 W. Mechanic Ste #100, Harrisonville, MO, 64701 Office: 816-380-8615 Cell: 816-738-4394</td>
<td>same</td>
</tr>
</tbody>
</table>

In addition to the location listed above, the following jurisdiction has facilities that may have the resources necessary to accommodate a press conference room:

- Kansas City, Missouri Press Conference Room
b. Locations and Equipment Checklists for the JIC, Public Inquiry Center, and Press Briefing Room

The following specifications should be considered when selecting a physical location to house a JIC, Call Center or Press Briefing Room. Please reference Attachment a. for a list of pre-identified JIC locations.

Because the availability of locations and resources may vary based on the effects of an incident—for example power and other utility outages—the JIC Manager and Call Center Manager should work directly with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) and the JIC Facilities Manager to determine the best available location.

Joint Information Center

Location
- Ideally the JIC should be located in close proximity to the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).
- Attempt to identify a location that is far enough from the impacted jurisdiction that JIC staff will not be hindered by debris, road closures or other incident-related hazards when traveling to and from the JIC.
- The building and/or JIC room should be securable—i.e., lockable doors and windows.
- The facility must be in compliance with all relevant local, state and federal fire safety and building standard codes.
- The facility must be ADA accessible.

Room Specifications
- Large enough to accommodate 15-30 people.
- Adequate wall space for projector images, maps and other large reference materials.
- Ideally equipped with an adequate number of tables and chairs.
- Sufficient wall outlets to sustain all JIC electronic equipment.

Infrastructure
- Electricity or backup generators.
- Running water and restroom facilities.
- HVAC.
- Internet connectivity and adequate broadband width to support up to 50 connections.
- Landline phone connection.
- Adequate number of tables and chairs if not provided at the JIC location.
- Bank of 7-10 land line or IP phones.
- At least one digital projector with PC and TV hookups.
- Wireless routers and other necessary equipment for providing Internet Access.
- Extension Cords.
- Floor tape for securing cords.

Electronic Equipment
- At least two color printers and scanners.
- Large plotter for printing maps and other large visuals.
- Portable radio scanner.
Digital handheld dictation recorder
- Portable 2.2” LCD color television
- Megaphone w/carrying case
- Digital recording media (discs, cards, etc.)
- Batteries for all applicable devices
- Solar backpack for charging
- Universal cell phone chargers

Office Supplies
- White board, pens and erasers
- Pens
- Pencils, and pencil sharpeners
- Scissors
- Staplers and extra staples
- Tape
- Sticky tack or painters tape for hanging printed materials
- Three-hole punch
- Sticky notes
- Notebooks or writing pads
- File folders and filing boxes
- Paper clips and gator clips
- Printer paper
- Clipboards

Safety Equipment
- Badges/credentials to identify JIC staff positions
- Battery operated flashlights and extra batteries
- Hand-crank or solar powered flashlights
- Hand-crank or solar powered AM/FM radio
- First-aid kit and AED-Defibrillator
- NOAA all hazards alert radio

Reference Materials
- Hard copy of the ESF-15 Annex to the RCG
- Hard copy of the most current version of the Regional Resource Annex
- Hard copy of Media contact lists
- Local telephone directory

Public Inquiry/Call Center

Location
- Ideally the Call Center should be located in close proximity to the JIC location.
Attempt to identify a location that is far enough from the impacted jurisdiction that JIC staff will not be hindered by debris, road closures or other incident-related hazards when traveling to and from the Call Center.

- The building and/or Call Center room should be securable—i.e., lockable doors and windows.
- The facility must be in compliance with all relevant local, state and federal fire safety and building standard codes.
- The facility must be ADA accessible

**Room Specifications**

- Large enough to accommodate 15-30 people
- Ideally adequate wall space for projector images, maps and other large reference materials
- Ideally equipped with an adequate number of tables and chairs
- Sufficient wall outlets to sustain all JIC electronic equipment

**Infrastructure**

- Electricity or backup generators
- Running water and restroom facilities
- HV/AC
- Internet connectivity and adequate broadband width to support up to 50 connections
- Landline phone connection
- Adequate number of tables and chairs if not provided at the JIC location
- Bank of 7-10 of land line or IP phones
- At least one digital projector with PC and TV hookups
- Wireless routers and other necessary equipment for providing Internet Access
- Extension Cords
- Floor tape for securing cords

**Office Supplies**

- White board, pens and erasers
- Pens
- Pencils, and pencil sharpeners
- Scissors
- Staplers and extra staples
- Tape
- Sticky tack or painters tape for hanging printed materials
- Three-hole punch
- Sticky notes
- Notebooks or writing pads
- File folders and filing boxes
- Paper clips and gator clips
- Printer paper
- Clipboards

**Safety Equipment**

- Badges/credentials to identify Call Center staff positions
- Battery operated flashlights and extra batteries
- Hand-crank or solar powered flashlights
Press Briefing Room

Location
- Ideally the Press Briefing Room should be located in close proximity to the JIC location.
- Attempt to identify a location that is far enough from the impacted jurisdiction that media, spokespersons and JIC staff will not be hindered by debris, road closures or other incident-related hazards when traveling to and from the Press Briefing Room.
- The building and/or Call Center room should be securable—e.g., lockable doors and windows.
- The facility must be in compliance with all relevant local, state and federal fire safety and building standard codes.
- The facility must be ADA accessible

Room Specifications
- Large enough to accommodate up to 50 people
- Enough open floor space to accommodate 10-15 camera tripods and 20-25 chairs
- Adequate wall space for projector images near the front of the room
- The room should be located in close proximity to an external door where media members can run cables for live broadcasts as needed
- Adequate lighting for camera shots

Infrastructure
- Electricity or backup generators
- Running water and restroom facilities
- HV/AC
- Internet connectivity
- Microphone hookups for media
- State and National flags
- State and national flags or other appropriate backdrop
- Floor tape for security cords
- Podium
- Timer
- Portable whiteboard and markers
- Easel

Safety Equipment
- Battery operated flashlights and extra batteries
- First-aid kit and AED-Defibrillator
c. JIC Team Roster

The JIC Manager or Documentation Specialist may complete the following form to log current JIC staffing or plan for future operational shifts. Note that one individual may fill multiple functions, based on the scale and needs of the incident. JIC staff may adjust the form based on the needs of the incident.
## JIC Team Roster

<table>
<thead>
<tr>
<th>Incident:</th>
<th>Operational Shift #:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date/Time:</td>
<td></td>
</tr>
</tbody>
</table>

### Regional JIC Team

#### Leadership/Management

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Office Hours Phone</th>
<th>After Hours Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>JIC Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy JIC Manager (if needed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy JIC Manager (if needed)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Information Gathering and Analysis

<table>
<thead>
<tr>
<th>Lead:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation Status and Analysis Specialist</td>
<td></td>
</tr>
<tr>
<td>Social Media Monitoring and Analysis Specialist</td>
<td></td>
</tr>
<tr>
<td>Media Monitoring and Analysis Specialist</td>
<td></td>
</tr>
</tbody>
</table>

#### Information Coordination and Production

<table>
<thead>
<tr>
<th>Lead:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Writer</td>
<td></td>
</tr>
<tr>
<td>Creative Services Specialists</td>
<td></td>
</tr>
<tr>
<td>Website Coordinator</td>
<td></td>
</tr>
<tr>
<td>Translator</td>
<td></td>
</tr>
</tbody>
</table>

#### Information Dissemination

<table>
<thead>
<tr>
<th>Lead:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Relations Specialist</td>
<td></td>
</tr>
<tr>
<td>Community Relations Specialist</td>
<td></td>
</tr>
<tr>
<td>Press Conference Coordinator</td>
<td></td>
</tr>
<tr>
<td>Spokesperson Support</td>
<td></td>
</tr>
<tr>
<td>Translator</td>
<td></td>
</tr>
</tbody>
</table>

#### Administration and Logistics

<table>
<thead>
<tr>
<th>Lead:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>JIC Facilities Manager</td>
<td></td>
</tr>
<tr>
<td>Regional Resource Coordinator</td>
<td></td>
</tr>
<tr>
<td>Documentation Specialist</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

### Public Inquiry Center (if needed)

<table>
<thead>
<tr>
<th>Call Center Manager</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Center Staff</td>
<td></td>
</tr>
</tbody>
</table>
d. JIC and Public Inquiry Center Go-Kits

Because incidents may happen with little or no warning, a JIC or a Public Inquiry Center may need to be activated at a moment’s notice. Kansas City Metro Area PIOs and other members of the regional public safety Joint Information System (JIS) must maintain a constant state of readiness.

It is imperative that all Kansas City Metro Area PIOs and other potential JIC and Call Center staff provide current contact information to RAPIO for inclusion in the Regional Resource Annex, and provide updates to this information as necessary.

All PIOs throughout the Kansas City Metro Area and any other staff who may be called upon to serve in a local or regional JIC or Call Center should also assemble and maintain a JIC/Call Center Go-Kit with necessary supplies. These supplies should ideally be stored in the individual’s vehicle, office or home to ensure immediate accessibility in an emergency.

Recommended supplies to include in a JIC Go-Kit include the following:

**Communication equipment**
- Cell phone (or satellite phone)
- Smart phone, tablet or other portable electronic device with telephone, email and calendar capability (may include solar chargers)
- Laptop computer (TV tuner card, DVD burner, camera, microphone and solar charger recommended)
- Mouse and mouse pad
- Wireless card for portable Internet access
- Digital video/still image recorder
- Solar/handcrank AM-FM radio
- Power cords with vehicle converters for all electronic equipment

**Office Supplies**
- Basic office supplies (pens, pencils, highlighters, scissors, stapler, staples, paperclips, adhesive tape, doublestick mounting tape, pointer, lined paper, plain bond paper, letterhead, etc.)
- Small portable printer w/PC card data and power connection
- Port “flash” drive w/local Emergency Public Information plan, Regional ESF-15 Annex, visuals, crisis web site materials, etc.
- Local street maps
- Business cards

**Personal health and safety items**
- Magnetic vehicle/structure PIO identification signs
- Solar/handcrank flashlight
- Battery-operated flashlight and extra batteries
- Personal comfort items (granola/candy bars, earplugs, sunscreen wipes, tissues, aspirin, water, hat/visor, comfortable sneaker-type shoes or boots, etc.)
Recommended supplies to include in a Public Inquiry Center Go-Kit include the following:

**Communication equipment**
- Laptop computer (TV tuner card, DVD burner, camera and microphone recommended)
- Mouse and mouse pad
- Wireless card for portable Internet access
- Power cords with vehicle converters for all electronic equipment

**Office Supplies**
- Basic office supplies (pens, pencils, highlighters, scissors, stapler, staples, paperclips, adhesive tape, doublestick mounting tape, pointer, lined paper, plain bond paper, letterhead, etc.)
- Port “flash” drive w/local Emergency Public Information plans, Regional ESF-15 Annex, visuals, crisis web site materials, etc.
- Local street maps

**Personal health and safety items**
- Magnetic vehicle/structure PIO identification signs
- Solar/handcrank flashlight
- Battery-operated flashlight and extra batteries
- Personal comfort items (granola/candy bars, earplugs, sunscreen wipes, tissues, aspirin, water, hat/visor, comfortable sneaker-type shoes or boots, etc.)

**Tips for assembling personal JIC and Call Center Go-Kits**

Buy items before school starts in the summer when stores are fully stocked and on sale. Most office supply stores carry a selection of rolling kits. It may be easier to use a kit with a lot of pockets and file slots to organize your items. Pockets allow you to have the most critical items readily available. File slots keep paperwork crisp and neat.

On activations it is easy for supplies to be lost, mistakenly taken, or damaged. Be certain to have a luggage tag on the kit's exterior and identification on the inside. Make copies of important documents, for example, insurance cards, vaccination records, etc., so that a loss would be less devastating. Try to put electronic items into ruggedized containers. Original documents may be placed in waterproof zip bags.

Check and update your personal documentation and check expiration dates on food, batteries and other perishable supplies bi-annually. You may also want to tailor your supplies, equipment, media list, flash drive, and any pre-written documents to meet the needs of the particular incident.
e. *JIC Sign In Sheet*

Form to log individuals signing into/out from the JIC. (See the following page).
**JIC Sign In Sheet**

<table>
<thead>
<tr>
<th>Incident:</th>
<th>Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td>JIC Position</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Name</td>
<td>Contact Info*</td>
</tr>
<tr>
<td>Time In</td>
<td>Time Out</td>
</tr>
<tr>
<td>JIC Position</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Name</td>
<td>Contact Info*</td>
</tr>
<tr>
<td>Time In</td>
<td>Time Out</td>
</tr>
<tr>
<td>JIC Position</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Name</td>
<td>Contact Info*</td>
</tr>
<tr>
<td>Time In</td>
<td>Time Out</td>
</tr>
<tr>
<td>JIC Position</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Name</td>
<td>Contact Info*</td>
</tr>
<tr>
<td>Time In</td>
<td>Time Out</td>
</tr>
<tr>
<td>JIC Position</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Name</td>
<td>Contact Info*</td>
</tr>
<tr>
<td>Time In</td>
<td>Time Out</td>
</tr>
</tbody>
</table>

*Contact Info: please list the best method of contact (email, phone, etc.)
f. JIC Staffing and Activity Log

The form on the following page is a log of JIC staffing and activities (Unit Log - ICS Form 214). Maintained by the Documentation position or staff person designated by the JIC Manager.

All staff members participating in the JIC receive a form upon check in. Individual staff members track their activities under “Major Activities”. At the end of the Operational Period, staff provides copies of the completed forms to their supervisors or the JIC Manager. The JIC Manager or designee (e.g., Documentation Specialist) collates the completed forms into one activity log.

Rather than use this form, the JIC Manager may opt to use the logs in WebEOC to track activity.
# JIC Staffing and Activity Log

<table>
<thead>
<tr>
<th>1. Incident Name</th>
<th>2. Date Prepared</th>
<th>3. Time Prepared</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>4. JIC Manager (Name and Position)</th>
<th>5. Operational Period</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>6. Personnel Roster Assigned</th>
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<tbody>
<tr>
<td>Name</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>7. Activity Log (Continue on Next Page)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
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</tbody>
</table>

214  ICS  5-80  \[PREPARED BY (NAME AND POSITION)\]
g. Situation Status Report for Emergency Public Information

The form on the following page has been adapted from ICS Form 109-CG: Situation Status. It is completed by local PIOs when reviewing the initial incident assessment for Emergency Public Information or by the JIC Manager or designee.
<table>
<thead>
<tr>
<th>1. Incident Name</th>
<th>2. Operational Period (Date / Time)</th>
<th>INCIDENT STATUS SUMMARY ICS 209-CG</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>From: To:</td>
<td>Time of Report</td>
</tr>
</tbody>
</table>

### 3. Type of Incident
- [ ] Tornado
- [ ] Severe Winter Weather
- [ ] HazMat Release
- [ ] Terrorist Attack
- [ ] Cybersecurity Event
- [ ] Pandemic Influenza
- [ ] Anthrax
- [ ] Flooding

### 4. Situation Summary as of Time of Report:

### 5. Safety Status/Personnel Casualty Summary

<table>
<thead>
<tr>
<th></th>
<th>Since Last Report</th>
<th>Adjustments To Previous Op Period</th>
<th>Total</th>
<th>Verified By</th>
<th>Approved for release/Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responder Injury</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responder Death</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Missing (Active Search)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Public Missing (Presumed Lost)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Uninjured</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Injured</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Dead</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Public Involved</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### 6. Property Damage Summary

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Amount</th>
<th>Verified By</th>
<th>Approved for release/Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Facility</td>
<td></td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Facility – business</td>
<td></td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Housing</td>
<td></td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>$</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 7. Human Services

<table>
<thead>
<tr>
<th></th>
<th>Since Last Report</th>
<th>Adjustments To Previous Op Period</th>
<th>Total</th>
<th>Verified By</th>
<th>Approved for release/Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of open shelters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelter occupants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People fed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People transported</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 8. Future Outlook/Incident Response Goals/Needs/Issues:

### 9. Personnel Resources

<table>
<thead>
<tr>
<th>Agency</th>
<th>Total # of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local:</td>
<td></td>
</tr>
<tr>
<td>State:</td>
<td></td>
</tr>
<tr>
<td>FEMA</td>
<td></td>
</tr>
<tr>
<td>FBI</td>
<td></td>
</tr>
</tbody>
</table>

Total Personnel Resources Used From all Organizations:

### 9. Prepared by:

Date/Time Prepared:
h. Emergency Public Information Plan

The JIC Manager completes the form on the following page to summarize and plan for JIC activities (e.g., what is happening now and what will happen next for Emergency Public Information). This form should be used as an addendum to and be consistent with the Incident Action Plan. It may include attachments as necessary to fully describe operations and resulting products. This form should be submitted to the Planning Section Chief for inclusion with incident documentation.
**Emergency Public Information Plan #**  
Date: Time:

**JIC Manager:**  
Operational Period:

**Incident Description:**

**Objectives and Priorities:**

**Limitations and Constraints:**

**Key Decisions and Next Steps:**

### Status of Regional JIC Activities

#### MESSAGE COORDINATION

<table>
<thead>
<tr>
<th>Message Summary</th>
<th>Message Drafted</th>
<th>Message Coordinated</th>
<th>Products Developed</th>
<th>Message Disseminated</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Subject Matter Experts?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Partners?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### RUMOR CONTROL

<table>
<thead>
<tr>
<th>Rumor Summary</th>
<th>Discussed with Stakeholders</th>
<th>Summary of Strategy</th>
<th>Products Developed</th>
<th>Message Disseminated</th>
<th>Additional Notes</th>
</tr>
</thead>
</table>

#### MUTUAL AID

<table>
<thead>
<tr>
<th>Resource Needed</th>
<th>Recommendation for Mutual Aid</th>
<th>Mutual Aid Approval</th>
<th>Supporting Jurisdiction</th>
<th>Type of Agreement</th>
<th>Resources Available/Arriving</th>
</tr>
</thead>
</table>

Next update (time):
i. Emergency Public Information Resources Log

The following form logs resources requested and/or provided to the impacted jurisdiction and/or JIC to support Emergency Public Information activities.
### JIC Resources Log

<table>
<thead>
<tr>
<th>Incident:</th>
<th>Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type</td>
<td># Available</td>
</tr>
<tr>
<td>Date/Time requested</td>
<td>How requested (e.g., via MOU, informally)</td>
</tr>
<tr>
<td>Agency/Jurisdiction (Owner)</td>
<td># Committed to JIC</td>
</tr>
<tr>
<td># Deployed to JIC</td>
<td>Cost</td>
</tr>
</tbody>
</table>

**Details:**

<table>
<thead>
<tr>
<th>Type</th>
<th># Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date/Time requested</td>
<td>How requested (e.g., via MOU, informally)</td>
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<tr>
<td>Agency/Jurisdiction (Owner)</td>
<td># Committed to JIC</td>
</tr>
<tr>
<td># Deployed to JIC</td>
<td>Cost</td>
</tr>
</tbody>
</table>

**Details:**
j. JIC Inquiry Log

Use the form on the following page to track 1) media and other inquiries to the JIC and 2) JIC responses. Complete the fields as appropriate.
<table>
<thead>
<tr>
<th>JIC Inquiry Log</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person Calling:</strong></td>
</tr>
<tr>
<td><strong>Date/Time of Call:</strong></td>
</tr>
<tr>
<td><strong>Organization:</strong></td>
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<tr>
<td><strong>Phone Number:</strong></td>
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<tr>
<td><strong>Email:</strong></td>
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<tr>
<td><strong>Address:</strong></td>
</tr>
<tr>
<td><strong>Inquiry/Rumor:</strong></td>
</tr>
<tr>
<td><strong>Deadline:</strong></td>
</tr>
<tr>
<td><strong>Person taking Call:</strong></td>
</tr>
<tr>
<td><strong>Notes:</strong></td>
</tr>
<tr>
<td><strong>Reply made by:</strong></td>
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<tr>
<td><strong>Date/Time:</strong></td>
</tr>
<tr>
<td><strong>Reply:</strong></td>
</tr>
<tr>
<td><strong>Reply approved by:</strong></td>
</tr>
<tr>
<td><strong>Notes:</strong></td>
</tr>
</tbody>
</table>
**k. Messaging/Document Approval**

Internal approval/clearance is an important part of ensuring that the message released to the public is accurate and appropriate.

At a minimum, the individuals listed on the form on the following page should approve information before it is released to the public and media. It is understood that as an event requires this list might expand to included coordination with other agencies, organizations and elected officials.

The form should be attached to the approved document like a cover page.
# Public Information Message/Document Approval

**Message/Document description:**

<table>
<thead>
<tr>
<th>Contact</th>
<th>Phone/Email</th>
<th>Approval Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command from impacted jurisdiction(s)</td>
<td></td>
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<tr>
<td>PIO(s) from impacted jurisdiction(s)</td>
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<tr>
<td>Subject Matter Experts</td>
<td></td>
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<tr>
<td>Other Coordination (if needed)</td>
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<tr>
<td>Local</td>
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<tr>
<td>Regional</td>
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<tr>
<td>State</td>
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<tr>
<td>Federal</td>
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</tbody>
</table>
1. Daily Briefing Summary

The form on the following page includes a checklist for the daily JIC briefing. The Documentation Specialist or designee records updates from each of the groups on the topics identified below. The areas completed below may or may not be completed depending on the Emergency Public Information needs of the incident.
<table>
<thead>
<tr>
<th>JIC Daily Briefing Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident:</td>
</tr>
<tr>
<td>Time:</td>
</tr>
<tr>
<td>Date:</td>
</tr>
<tr>
<td>Shift:</td>
</tr>
<tr>
<td>JIC Manager</td>
</tr>
<tr>
<td>Deputy JIC Manager</td>
</tr>
<tr>
<td>Information Gathering and Analysis</td>
</tr>
<tr>
<td>Media Monitoring</td>
</tr>
<tr>
<td>Production and Coordination</td>
</tr>
<tr>
<td>News Releases</td>
</tr>
<tr>
<td>Fact Sheets</td>
</tr>
<tr>
<td>Audio/Video</td>
</tr>
<tr>
<td>Functional Needs/Translation</td>
</tr>
<tr>
<td>Website Coordination</td>
</tr>
<tr>
<td>Information Dissemination</td>
</tr>
<tr>
<td>Briefings</td>
</tr>
<tr>
<td>Public Meetings</td>
</tr>
<tr>
<td>Inquiries</td>
</tr>
<tr>
<td>Logistics</td>
</tr>
<tr>
<td>Response Partners (Local)</td>
</tr>
<tr>
<td>Response Partners (State)</td>
</tr>
<tr>
<td>Response Partners (Other)</td>
</tr>
</tbody>
</table>
**m. Joint News Conference Checklist**

Listed below is a checklist of preparation activities for news conferences that should be reviewed by the PIOs from the responding agencies/jurisdictions and the JIC Manager:

**Facilities:**
*If Possible, conduct a walk-through before the joint news conference.*
- [ ] Site satisfactory
- [ ] Space adequate
- [ ] Security available, if needed
- [ ] Accessible for people with access and functional needs
- [ ] Parking available
- [ ] Visuals identified
- [ ] Seating arrangements

**Materials:**
*These should be prepared in advance.*
- [ ] Sign-in sheets
- [ ] Name tags
- [ ] Tent cards for press conference participants if needed
- [ ] Posters
- [ ] Press kits (have them available at sign-in table)
- [ ] Pads and pencils
- [ ] Agenda

**Staffing and Set-up:**
*Staff should be professionally dressed and wearing name tags.*
- [ ] Speakers
- [ ] Staff on hand and in place
- [ ] Refreshments/water
- [ ] Photographer

**Before the Conference:**
- [ ] Find credible spokespersons
- [ ] Develop key messages
- [ ] Choose an appropriate date
- [ ] Choose a convenient time
- [ ] Identify a site
- [ ] Write a media advisory
- [ ] Develop a media list
- [ ] Have your materials prepared
- [ ] Have the site of the conference well prepared
Day of the Conference:

- Review key messages and news conference agenda prior to conference
- Meet members of the press
- Designate one of the PIOs from a responding agency/jurisdiction to introduce speakers
- Start promptly
- Have additional people available to answer questions if needed

Reference Attachment b. for a checklist of recommendations for a press room location and infrastructure.
n. Spokesperson Guidelines

Preparing for an interview

Spokespersons Should be People Who Can
- Remain Calm
- Understand key messages
- Express empathy and concern
- Communicate in common terms

Spokespersons should attempt to wear
- Solid colors
- Grays, blues, or black
- White only under a jacket
- Understated tie

During an interview

Interview Dos
- Be accessible – reporters have deadlines
- Be prepared!
- Know what you want to say - key messages!
- Listen carefully to the question
- Choose your words carefully
- Maintain eye contact
- Less is more – be clear, concise & quotable
- Avoid jargon
- Make technical details clear—simplify
- Bridging technique - answer the question YOU want them to have asked

Interview Don’ts
- Don’t talk “off the record”
- Don’t answer questions about other agencies
- Don’t answer questions about active investigations
- Don’t lie or make things up

Never say “no comment.” Instead say
- I’ll get back to you…
- I can’t discuss that because my area of expertise is _____ and I’d be happy to discuss that…
- Let me recommend some who can talk to you about that…

Be Honest
- “I don’t have the answer for you… I will find out and get back with you after this interview
- Get them the information ASAP
- “I don’t know” is fine IF you are NOT on live television
- When you don’t have an answer on live TV don’t say, I don’t know. Bridge!
  - Ex. “That’s unclear right now Peter, but what I can tell you is….”
Common Mistakes
- Talking too much
- Speaking for another/entity or agency
- Single word answers
- Not realizing that you can have input on how the interview is conducted
**o. Media Engagement Guidelines**

Jurisdictions may reference the following guidelines when speaking to the media in the initial stages and throughout the incident:

1. Speak only about your area of responsibility. Do not speak for another jurisdiction, agency, program, etc.
2. If you are unsure of your jurisdiction’s position on a topic, politely respond that you will work to obtain a response in a timely manner. If you say you will get back to a reporter always call them back.
3. Be respectful of reporter deadlines.
4. Assume that nothing is “off-the-record.” Assume that anything you say will appear in print or on a broadcast.
5. Use plain English. Avoid or explain acronyms and technical terms and try to be patient if you have to explain an issue more than once.
6. Remember that when you are talking with reporters you are representing your agency/jurisdiction. The opinions offered must represent those of the agency, not your own or those of any other agency/jurisdiction.
7. Direct media to your agency’s website and/or social media pages for updates.
8. Monitor newspapers, television and radio broadcasts and media websites to ensure that your messages are being accurately communicated to the public. Follow up with any media outlets as necessary to correct misinformation.
9. If you are supporting a jurisdiction through mutual aid, only the impacted jurisdiction’s PIO or spokesperson should speak to the media about the incident, unless you receive a request from the impacted jurisdiction to speak on its behalf.
p. Position Checklists

The following pages contain position checklists that describe the roles of JIC staff members. The positions may be assigned by the JIC Manager as requested by the local impacted jurisdiction(s) in the event of JIC activation.
### JIC Manager Checklist

**Page 1 of 6**

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Virtual or Physical JIC</td>
</tr>
<tr>
<td>Key Responsibility</td>
<td></td>
</tr>
</tbody>
</table>
- Support public information needs of the impacted jurisdictions’ PIO(s), Incident Commander(s), EOC Director(s) or Unified Command(s), as requested  
- Obtain approval from Command or local PIO(s) for messages  
- Advise Command on public information issues, concerns, and recommended Emergency Public Information strategies  
- Act as a liaison between Command staff and JIC staff  
- Develop the regional Emergency Public Information Plan, if requested.  
- Establish and Equip a JIC  
- Share information gathered at Command Staff briefings and meetings with JIC staff  
- Share with Command or the designated position pertinent information collected from the public that may assist with incident response  
- Supervise all JIC operational and administrative activities  
- Assess and assign JIC staff to appropriate roles  
- Provide training or coaching to JIC staff as needed  
- Oversee arrangements for a JIC facility and/or virtual JIC support platforms |
| Supplies: | Office supplies and communications equipment; contact information, including after hours, for Command staff and local PIOs, and JIC staff; contact information for JIC facility manager and security, if necessary. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically:  
- Appendix a. Pre-identified JIC Locations  
- Appendix b. Locations and Equipment Checklists for the JIC, Public Inquiry Center, and Press Briefing Room  
- Appendix d. JIC and Public Inquiry Center Go-Kits  
- Appendix m. Joint News Conference Checklist |
## JIC Manager Checklist

### Page 2 of 6

<table>
<thead>
<tr>
<th>PROCEDURES</th>
<th>TIME/ DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Receive notification from Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) that a JIC has been activated.</td>
<td></td>
</tr>
<tr>
<td><strong>2.</strong> In consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) determine the following:</td>
<td></td>
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<tr>
<td>a. Whether a physical or a virtual JIC should be established</td>
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<tr>
<td>b. What hours and shifts the JIC should be open</td>
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<tr>
<td>c. What positions within the JIC should be staffed</td>
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<tr>
<td>d. What roles within those positions should be fulfilled by the JIC</td>
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<tr>
<td>e. How many JIC staff members should be secured</td>
<td></td>
</tr>
<tr>
<td>i. If a JIC will have more than 7 members an appropriate number of Deputy JIC Manager positions should be activated to ensure the span of control for any one individual stays between 5-7 persons in compliance with National Incident Management System (NIMS) guidance.</td>
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</tr>
<tr>
<td>f. Where JIC staff members should come from (neighboring jurisdictions, the affected jurisdictions, private sector partners, state partners, federal partners, etc.)</td>
<td></td>
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<tr>
<td>g. What types of agreements are in place for mutual aid.</td>
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<tr>
<td>h. How to contact potential JIC staff members</td>
<td></td>
</tr>
<tr>
<td>i. Reference the Regional Resource Annex</td>
<td></td>
</tr>
<tr>
<td><strong>3.</strong> Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. Assign JIC staff to these tasks as needed.</td>
<td></td>
</tr>
<tr>
<td>a. Talk with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).</td>
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<tr>
<td>b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:</td>
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<tr>
<td>i. Local, regional and national news stories in both print and broadcast media</td>
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<tr>
<td>ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)</td>
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<tr>
<td>iii. Official websites and any press releases or other messages that have been publicly disseminated</td>
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</tr>
<tr>
<td>c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.</td>
<td></td>
</tr>
<tr>
<td>d. Consult with appropriate subject matter experts if necessary.</td>
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<tr>
<td>e. Login to WebEOC and review appropriate boards for current information.</td>
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</tbody>
</table>
4. **In consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s)** develop an emergency public information plan (see Attachment h.). The plan should address the following:
   a. Primary messaging needs and priorities
   b. Target audiences
   c. Traditional and non-traditional message dissemination avenues available and priorities (Examples of traditional avenues include print, radio, and TV media, websites and social media sites. Examples of non-traditional avenues include air signs, hand delivered flyers, billboard messages, etc.)
   d. Press conference and/or media availability schedule
   e. Special messaging considerations for access and functional needs populations, religious communities, business or economic groups, etc.

5. **Note contact information for all appropriate personnel in the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) and for all potential JIC staff members.**

6. **Establish a schedule for maintaining regular contact with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).**

7. **IF a Virtual JIC is being activated, determine what web-based coordination resources will be employed.**
   a. A few web-based coordination options include the following:
      i. Email and distribution lists/groups
      ii. WebEOC
      iii. FreeConference.com/Conference call system
      iv. Dropbox
      v. Google Docs
      vi. Skype
      (Reference the ESF-15 Annex to the Regional Coordination Guide (RCG), Web-based Coordination Appendix for more information about these web-based coordination tools.)
   b. Identify login credentials for the Web-based Coordination tools the Virtual JIC will initially employ and test connections.

8. **IF a Physical JIC is being activated, in consultation with the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), determine the facility where the physical JIC will be housed.**
   a. Reference the ESF-15 Annex to the RCG for information about pre-identified JIC facility options
9. IF a **Physical JIC** is being activated, contact the Facility Manager or other appropriate contact to ensure availability of the facility and announce intention to use the facility as a JIC.
   a. Assist the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) in facilitating any Mutual Aid negotiations and or agreements in order to secure use of the facility.
   b. Ensure the facility is equipped with the following resources:
      - vii. Appropriate utilities (electricity, water, gas)
      - viii. Internet Connectivity
      - ix. Tables and Chairs
      - x. Room availability for press briefings
         (See Attachment b. for recommended equipment and other facility needs.)
   b) Ensure access to the JIC facility will not be prevented by road closures, debris or other issues related to the incident.

10. Contact JIC staff
    a. Note who has been contacted and their availability. Include the following:
       - i. Earliest available start day/time
       - ii. Amount of time available to commit per day
       - iii. Number of consecutive days available
       - iv. Any days/times when the JIC Staffer has conflicts
    b. Note what positions the JIC staffer is qualified to fill
    c. IF a **Virtual JIC** has been activated, notify staff what web-based coordination platforms will be used and any corresponding login credentials
    d. IF a **Physical JIC** has been activated, notify staff of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. Make sure JIC staff know what office supplies and other work related resources will be available and which they should bring with them (laptop, camera, etc.)

11. IF a **Physical JIC** has been activated, go to the location and assist the Facilities Manager in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.)

12. Establish a shift and rotation schedule using the following guidelines:
    a. Shift schedule should coincide with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) operational periods. (See Attachment c. for Team Roster form; develop one for each shift)
    b. JIC staff rotation schedules should overlap by a minimum of one hour to ensure incoming staff are adequately briefed and comfortable fulfilling responsibilities.
       - i. JIC Manager rotation schedules should overlap by a minimum of two hours to include a seamless transfer of command.
13. Once JIC staff has arrived either at the physical JIC location or are present on the established web-coordination platforms of a virtual JIC, conduct an initial JIC briefing. The brief should include the following:
   a. A situation overview including as many facts as possible about:
      i. The incident
      ii. Incident response efforts
      iii. What the public should be doing
      iv. Any politically sensitive issues of which to be aware
   b. Shift and rotation schedule
   c. Chain of command and who to ask for help
   d. JIC assignments and responsibilities (This should be conducted in a group setting with one-on-one follow up if necessary to help all JIC members understand what everyone else is doing and identify areas for collaboration and coordination to avoid duplication of efforts.)
   e. Priorities as outlined in the Emergency Public Information Plan
   f. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc.
   g. Contact information for JIC staff and appropriate outside resources (subject matter experts, etc.)
   h. Technical information for working in the JIC (Internet access codes, printer codes, overview of web-based coordination tools if operating in a virtual JIC, etc.)

14. Follow up with Deputy JIC Managers or individual JIC staff to ensure everyone understands their roles and responsibilities and to answer any questions.

15. Resolve and clarify any questions that may arise regarding the Emergency Public Information Plan in consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).

16. Regularly evaluate JIC activities to ensure compliance with the Emergency Public Information Plan and alignment with the priorities of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).

17. Answer questions, resolve issues and provide training and coaching to Deputy JIC Managers and JIC staff as needed.

18. Consult with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to determine if there are any meetings or planning sessions it would be appropriate to attend.
   a. Always appoint a Deputy JIC Manager or other position to assume your responsibilities if you are away at a meeting or other event.

19. Maintain constant communication with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to determine any changes in messaging needs and/or modifications to the Emergency Public Information Plan and modify plans and JIC direction as necessary.
<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>20.</td>
<td>Regularly provide information to Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) about JIC activities and other relevant information including:</td>
</tr>
<tr>
<td></td>
<td>a. Recurring themes in public perception of the incident and response efforts</td>
</tr>
<tr>
<td></td>
<td>b. Overarching public concerns</td>
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<tr>
<td></td>
<td>c. Possible rumors or circulating misinformation</td>
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<tr>
<td></td>
<td>d. Trending media inquiries</td>
</tr>
<tr>
<td></td>
<td>e. Trending Social Media topics</td>
</tr>
<tr>
<td>21.</td>
<td>Regularly evaluate staff performance and assess any needs for breaks or shift changes.</td>
</tr>
<tr>
<td>22.</td>
<td>Establish a regular briefing schedule and conduct staff briefings on the following:</td>
</tr>
<tr>
<td></td>
<td>a. Situation overview and breaking new information</td>
</tr>
<tr>
<td></td>
<td>b. Accomplishments and areas for improvement</td>
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<tr>
<td></td>
<td>c. Shift and rotation schedule information and projections on the longevity of the JIC activation, when appropriate</td>
</tr>
<tr>
<td></td>
<td>d. JIC staff report outs on activities</td>
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<tr>
<td></td>
<td>e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc.</td>
</tr>
<tr>
<td>23.</td>
<td>Contact Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) for approval before distributing messages.</td>
</tr>
<tr>
<td>24.</td>
<td>Investigate rumors and misinformation and collaborate with the PIO from the impacted jurisdiction(s) on best respond. Response can be made with a news release, media briefing, live interview, personal contact with reporter, or in another appropriate manner.</td>
</tr>
<tr>
<td>25.</td>
<td>Advise Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) of recommendations for JIC hours reductions and demobilization.</td>
</tr>
<tr>
<td>26.</td>
<td>At the direction of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) demobilize the JIC. Demobilization activities include the following:</td>
</tr>
<tr>
<td></td>
<td>a. Notify media and other stakeholders that the JIC is closing and provide direction on where to seek information about the incident.</td>
</tr>
<tr>
<td></td>
<td>b. Ensure all sensitive documents have been shredded or filed appropriately with the Documentation Specialist and that all final products have been appropriately archived.</td>
</tr>
<tr>
<td></td>
<td>c. Dismiss JIC staff and call of any staff planning on arriving for a subsequent shift.</td>
</tr>
<tr>
<td></td>
<td>d. Assist the Facilities Manager in tearing down JIC infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations.</td>
</tr>
<tr>
<td></td>
<td>e. Notify Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) once the JIC is fully demobilized.</td>
</tr>
</tbody>
</table>
# Deputy JIC Manager Checklist

**Page 1 of 6**

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>JIC Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Virtual or Physical JIC</td>
</tr>
<tr>
<td><strong>Key Responsibility</strong></td>
<td></td>
</tr>
<tr>
<td>• Help maintain appropriate span of control by managing one or more of the JIC groups.</td>
<td></td>
</tr>
<tr>
<td>• Oversee activities of assigned JIC group(s)</td>
<td></td>
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<tr>
<td>• Assess and assign JIC staff to appropriate roles within assigned JIC group(s)</td>
<td></td>
</tr>
<tr>
<td>• Provide training or coaching to JIC staff within their assigned group(s) as needed</td>
<td></td>
</tr>
<tr>
<td>• Advise JIC Manager about recommended public information strategies</td>
<td></td>
</tr>
<tr>
<td>• Coordinate internal JIC information flow among and between assigned JIC group(s)</td>
<td></td>
</tr>
<tr>
<td>• Oversee effective shift changes. Orient incoming staff. Debrief JIC staff at end of shift and brief relief staff</td>
<td></td>
</tr>
<tr>
<td><strong>Supplies:</strong></td>
<td></td>
</tr>
<tr>
<td>Office supplies and communications equipment; contact information for JIC staff; facility contacts. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically:</td>
<td></td>
</tr>
<tr>
<td>• Appendix d. JIC and Public Inquiry Center Go-Kits</td>
<td></td>
</tr>
<tr>
<td>• Appendix m. Joint News Conference Checklist</td>
<td></td>
</tr>
<tr>
<td>• Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room</td>
<td></td>
</tr>
</tbody>
</table>
Deputy JIC Manager Checklist
Page 2 of 6

<table>
<thead>
<tr>
<th>PROCEDURES</th>
<th>TIME/ DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Receive notification from the JIC Manager that a JIC and Deputy JIC Manager position have been activated.</td>
<td></td>
</tr>
<tr>
<td>2. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.</td>
<td></td>
</tr>
<tr>
<td>a. Talk with the JIC Manager.</td>
<td></td>
</tr>
<tr>
<td>b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:</td>
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<td>c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.</td>
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<td>d. Login to WebEOC and review appropriate boards for current information.</td>
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3. Discuss the following with the JIC Manager:
   a. Content of the Emergency Public Information Plan including the following:
      i. Primary messaging needs and priorities
      ii. Target audiences
      iii. Traditional and non-traditional message dissemination avenues available and priorities (Examples of traditional avenues include print, radio, and TV media, websites and social media sites. Examples of non-traditional avenues include air signs, hand delivered flyers, billboard messages, etc.)
      iv. Press conference and/or media availability schedule
      v. Special messaging considerations for access and functional needs populations, religious communities, business or economic groups, etc.
   b. Whether a physical or a virtual JIC has been established
   c. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC
   d. What hours and shifts the JIC will be open
   e. What positions within the JIC have been staffed
   f. What roles within those positions will be fulfilled by JIC staff
   g. How many JIC staff members have been or are being secured
   h. Where JIC staff members come from (neighboring jurisdictions, the affected jurisdictions, private sector partners, state partners, federal partners, etc.)
   i. Which JIC groups the Deputy JIC Manager will be overseeing. They may be one or multiple of the following but not exceeding 7 persons in compliance with National Incident Management System (NIMS) guidance.
      i. Information Gathering and Analysis
      ii. Information Coordination and Production
      iii. Information Dissemination
      iv. Administration and Logistics
   j. How to contact JIC staff members within assigned group(s)
      i. Reference the Regional Resource Annex
4. If requested, assist the JIC Manager in contacting JIC staff within assigned group(s)
   a. Note who has been contacted and their availability and provide a report to the JIC Manager. Include the following:
      i. Earliest available start day/time
      ii. Amount of time available to commit per day
      iii. Number of consecutive days available
      iv. Any days/times when the JIC Staffer has conflicts
   b. Note what positions the JIC staffer is qualified to fill
   c. If a Virtual JIC has been activated, notify staff what web-based coordination platforms will be used and any corresponding login credentials.
   d. If a Physical JIC has been activated, notify staff of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. Make sure JIC staff know what office supplies and other work related resources will be available and which they should bring with them (laptop, camera, etc.)

5. If a Physical JIC has been activated, go to the location and assist the JIC Manager and Facilities Manager in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.)

6. If a Virtual JIC has been activated, login to identify web-based communication platforms and test connections. Assist JIC staff within assigned group(s) in doing the same. Notify the JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

7. If requested, assist JIC manager in establishing a shift and rotation schedule using the following guidelines:
   a. Shift schedule should coincide with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) operational periods.
   b. JIC staff rotation schedules should overlap by a minimum of one hour to ensure incoming staff are adequately briefed and comfortable fulfilling responsibilities.
      i. JIC Manager rotation schedules should overlap by a minimum of two hours to include a seamless transfer of command.

8. Ensure all JIC staff sign in and out of the JIC appropriately.

9. Attend the JIC Manager’s initial JIC briefing. Take note of any assignments, instructions or other information that specifically affects the Deputy JIC Manager’s assigned group(s). Also note areas for collaboration and coordination across groups to avoid duplication of efforts.
Deputy JIC Manager Checklist
Page 5 of 6

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>10.</td>
<td>If there is more than one Deputy JIC Manager, Deputy JIC Managers should meet briefly with the JIC Manager at the conclusion of the initial brief to clarify understanding of the Emergency Public Information Plan, and JIC priorities and deadlines as needed.</td>
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<tr>
<td>11.</td>
<td>Follow up with individual JIC staff within assigned groups to ensure everyone understands their roles and responsibilities and to answer any questions.</td>
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<tr>
<td>12.</td>
<td>Regularly evaluate JIC activities within assigned group(s) to ensure compliance with the Emergency Public Information Plan and alignment with the priorities of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as communicated by the JIC Manager.</td>
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<tr>
<td>13.</td>
<td>Review the JIC Manager Checklist and be prepared to assume all duties of the JIC Manager if he or she is called to attend a meeting, press briefing or other event.</td>
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<tr>
<td>14.</td>
<td>Maintain constant communication with the JIC Manager to evaluate any changes in messaging needs and/or modifications to the Emergency Public Information Plan based on activities and observations within assigned group(s).</td>
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| 15.| Regularly provide information to the JIC Manager about staff activities in assigned group(s) and other relevant information including:  
|    | a. Recurring themes in public perception of the incident and response efforts  
|    | b. Overarching public concerns  
|    | c. Possible rumors or circulating misinformation  
|    | d. Trending media inquiries  
|    | e. Trending Social Media topics |
| 16.| Regularly evaluate staff performance within assigned group(s) and apprise JIC Manager of any needs for breaks or shift changes |
| 17.| Regularly coordinate with other Deputy JIC Managers, if appropriate, to collaborate and coordinate group activities. |
| 18.| Answer questions, resolve issues and provide training and coaching to JIC staff within assigned group(s) as needed. |
| 19.| Be prepared to participate in regular JIC briefs and report on group activities. Be prepared to discuss the following:  
|    | a. Situation overview and breaking new information relevant to assigned group(s)  
|    | b. Accomplishments and areas for improvement within assigned group(s)  
|    | c. JIC staff activities within assigned group(s)  
|    | d. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) |
| 20.| Apprise the JIC Manager of any messages needing the approval of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) for being disseminated. |
Deputy JIC Manager Checklist
Page 6 of 6

21. Oversee a shift change briefing period for JIC staff within assigned group(s). Ensure incoming and outgoing staff discussing the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

22. Advise the JIC Manager of recommendations for JIC hours reductions and demobilization within assigned group(s).

23. At the direction of the JIC Manager, assist in JIC demobilization. Demobilization activities include the following:
   a. Ensure all sensitive documents generated in assigned group(s) have been shredded or filed appropriately with the Documentation Specialist and that all final products have been appropriately archived.
   b. Assist JIC Manager in dismissing JIC staff and call of any staff planning on arriving for a subsequent shift.
   c. Assist the JIC Manager and Facilities Manager in tearing down JIC infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations.
## Situation Status Monitoring and Analysis Specialist

### Page 1 of 4

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<td>Location:</td>
<td>Virtual or Physical JIC</td>
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<td><strong>Key Responsibility</strong></td>
<td><strong>Gather information from WebEOC, EOC and other operations staff, the Internet, jurisdictional PIOs and other sources to support messaging coordination, and if requested, situational awareness for the impacted jurisdictions’ PIOs.</strong></td>
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<td><strong>Monitor and maintain WebEOC PIO Boards on behalf of the JIC</strong></td>
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<td><strong>Maintain regular contact with PIOs in affected jurisdictions and other deployed field staff</strong></td>
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<td><strong>Share information with JIC Manager, JIC writing staff and media relations specialists as appropriate</strong></td>
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<td></td>
<td><strong>Review local, regional and national websites and other sources for messaging material</strong></td>
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<td><strong>Supplies:</strong></td>
<td>Computer, contact information for EOC and any field staff. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.</td>
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### PROCEDURES

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<td>2.</td>
<td>Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
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| 3. | Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.  
   a. Talk with the JIC Manager or Deputy JIC Manager  
   b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:  
      i. Local, regional and national news stories in both print and broadcast media  
      ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)  
      iii. Official websites and any press releases or other messages that have been publicly disseminated  
   c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.  
   d. Login to WebEOC and review appropriate boards for current information. |
| 4. | The JIC Manager or Deputy JIC Manager will advise the Situation Status Monitoring and Analysis Specialist  
   a. Whether a physical or a virtual JIC has been established  
   b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC  
   c. What hours and shifts the JIC will be open  
   d. What positions within the JIC have been staffed |
| 5. | IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Situation Status Monitoring and Analysis Specialist what web-based coordination platforms will be used and any corresponding login credentials. |
| 6. | IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Situation Status Monitoring and Analysis Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.  
   a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources. |
| 7. | IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary. |
8. **IF a Physical JIC** has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.

9. **IF a Virtual JIC** has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Situation Status Monitoring and Analysis Specialist position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Login to WebEOC. For information about accessing WebEOC reference the ESF-15 Annex to the Regional Coordination Guide—Web-based coordination section. Notify the JIC Manager or Deputy JIC manager if you encounter any problems.

13. Monitor the Key Events board and other informational boards for current information about the incident. Take note of any posts that may warrant action by the JIC. Items of interest may include:
   a. New developments in the incident
   b. Updated damage reports
   c. Updated reports on the number of utility outages
   d. Updated reports on the number of casualties
   e. New information about incident response activities (either people or resources being deployed)
   f. Resource requests
   g. Emergency declarations
   h. Any other information that may direct messaging priorities or modify the Emergency Public Information Plan

14. Notify the JIC Manager, Deputy JIC Manager, writing staff, media relations staff and any other applicable JIC staff of any information that may warrant action by the JIC.

15. Regularly coordinate with the Deputy JIC Manager or writing and media relations staff to identify any needs for information and research.

16. Assist all JIC staff by providing research support in response to media inquiries, public inquiries and to promote the development of messaging materials.

17. As directed by the JIC Manager or Deputy JIC Manager, update the WebEOC Press Release board with all Press Releases after they have been approved for release by of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).
18. As directed by the JIC Manager or Deputy JIC Manager, update the WebEOC PIO Messaging board with draft press release and other materials to facilitate message development and collaboration/coordination efforts.

19. Research approved local, regional, state and federal disaster preparedness and emergency incident sites like Ready.gov to support message development. For more information about available online messaging resources, see the ESF-15 Annex to the Regional Coordination Guide.

20. Apprise the JIC Manager or Deputy JIC Manager of research including any identified:
   a. Recurring themes in public perception of the incident and response efforts
   b. Overarching public concerns
   c. Possible rumors or circulating misinformation
   d. Trending media inquiries
   e. Trending Social Media topics

21. At the direction of the JIC Manager or Deputy JIC Manager identify operational level contacts that may be able to assist in providing situational awareness to the JIC and establish a regular schedule for contacting them. Appropriate informational contacts may include:
   a. EOC Staff
   b. Deployed resources
   c. Local emergency managers or other staff in the affected jurisdictions

22. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

23. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
# Social Media Monitoring and Analysis Specialist

**Reports to:** JIC Manager or Deputy JIC Manager (Information Gathering and Analysis Group)

**Location:** Virtual or Physical JIC

**Key Responsibility**

- Gather information from social media sites, including Facebook, Twitter, Google+, and other networking sites to support situational awareness and messaging coordination. If requested, this position may support regional messaging coordination by assisting impacted jurisdictions with the dissemination of Emergency Public Information via social media sites.
- Monitors regional and jurisdictional social media sites for questions and other posts from the public.
- Monitors what people are saying on social media about the incident and regional response efforts.
- Identifies misinformation, rumors and negative tones in social media and reports analysis to the JIC Manager (or Deputy JIC Manager, if assigned).
- Works with Media Monitoring and Analysis Specialist to compare trending themes and sentiments in comments from the public on news sites.
- Identifies any requests for help or resources posted on social media.

**Supplies:**

- Computer with Internet access. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.

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**REGIONAL COORDINATION GUIDE:** ESF-15 ANNEX

**SECTION 2: JOINT INFORMATION CENTER PLAN APPENDIX**
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Social Media Monitoring and Analysis Specialist position have been activated.

2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.

3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.
   a. Talk with the JIC Manager or Deputy JIC Manager
   b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:
      i. Local, regional and national news stories in both print and broadcast media
      ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)
      iii. Official websites and any press releases or other messages that have been publicly disseminated
   c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.
   d. Login to WebEOC and review appropriate boards for current information.

4. The JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist
   e. Whether a physical or a virtual JIC has been established
   f. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC
   g. What hours and shifts the JIC will be open
   h. What positions within the JIC have been staffed

5. IF a **Virtual JIC** has been activated, the JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist what web-based coordination platforms will be used and any corresponding login credentials.

6. IF a **Physical JIC** has been activated, the JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.
   a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.

7. IF a **Physical JIC** has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.
8. IF a *Physical JIC* has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.

9. IF a *Virtual JIC* has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Social Media Monitoring and Analysis Specialist position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. Work with the Website Coordinator to identify all official websites and social media sites of jurisdictions in the affected area. Be sure to include all relevant local, state and federal agencies and private sector partners on the list. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.

14. Monitor all identified official websites and social media sites of jurisdictions in the affected area.
   a. Establish a schedule and routine for systematically reviewing all identified sites throughout each shift. Sites should be reviewed at least twice per shift.

15. Take note of the following information on official websites and prepare a summary report for the JIC Manager or Deputy JIC Manager, and the Website Coordinator:
   a. New website content
   b. Inconsistencies with information posted on any one jurisdiction’s website
   c. Inconsistencies among information posted on various jurisdictional websites
   d. Gaps or missing information that should be posted on jurisdictional websites
16. Take note of the following information on official social media sites and prepare a summary report for the JIC Manager or Deputy JIC Manager:
   a. New social media posts
   b. Inconsistencies with information posted on any one jurisdiction’s website
   c. Inconsistencies among information posted on various jurisdictional websites
   d. Gaps or missing information that should be posted on jurisdictional websites
   e. Questions from other social media users posted on official social media pages and answers as provided from the official social media account administrator
   f. Unanswered questions posted by other social media users on official social media pages
   g. Answered and unanswered requests for help or resources posted by other social media users on official social media pages

17. Monitor social media sites including Facebook, Twitter, Google+, and other networking sites and prepare a summary report for the JIC Manager or Deputy JIC Manager noting the following:
   a. New information about evolving incidents reported by social media users
   b. Trending topics
   c. Trending rumors or circulating misinformation
   d. Public opinion about response efforts
   e. Requests for help or resources
   f. Criticism of first responders or others involved with response efforts
   g. Circulation of correct messages (I.E. social media users talking about taking the right actions as described by previously disseminated Emergency Public Information)

18. In coordination with the Media Monitoring and Analysis Specialist, evaluate reader comments on stories posted on print and broadcast media sites and note any of the following:
   a. New information about evolving incidents reported by social media users
   b. Trending rumors or circulating misinformation
   c. Public opinion about response efforts
   d. Requests for help or resources
   e. Criticism of first responders or others involved with response efforts

19. Arrange a schedule to discuss all summary reports and analysis with the JIC Manager or Deputy JIC Manager. These discussions should take place a minimum of 4-5 times per shift and include the following:
   a. Recommended answers to unanswered questions posted on social media
   b. Recommended messaging to be developed in order to address misinformation or rumors
   c. Recommended modifications to the Emergency Public Information Plan
   d. Recommended content for official website and social media pages
20. If you identify critical information on Social Media, bring it to the attention of the JIC Manager or Deputy JIC Manager immediately. Examples of critical information include:
   a. Requests for help or resources posted on social media
   b. Misinformation or rumors
   c. New information about evolving incidents

21. If explicitly and specifically requested by Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), this position may support messaging coordination by assisting impacted jurisdictions with the dissemination of Emergency Public Information via social media sites. The JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist if he or she is to engage in these activities.
   a. Only if advised to assist with message dissemination, reference the ESF-15 Annex to the Regional Coordination Guide for social media messaging guidelines and sample messages.

22. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

23. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
Media Monitoring and Analysis Specialist

Reports to: JIC Manager or Deputy JIC Manager (Information Gathering and Analysis Group)

Location: Virtual or Physical JIC

Key Responsibility

- Determine primary newspaper, radio, television and Internet outlets to monitor
- Monitor and record appropriate news broadcasts
- Maintain a media monitoring log that lists the source, briefly summarizes the content, and indicates what (if any) corrective action was taken
- Provide a report of updated information at any time upon request
- Gather perceptions from media about the progress of the response effort
- Identify potential issues, problems and rumors and report the information immediately to the JIC Manager or Deputy JIC Manager
- Identify potential detrimental rumors and rapidly determine effective ways to remedy
- Monitor the perceptions of the affected communities concerning the progress of the response

Supplies: Computer with Internet access, access to radio and TV broadcasts. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.
# Media Monitoring and Analysis Specialist

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<td>a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.</td>
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<td>7. IF a <strong>Physical JIC</strong> has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.</td>
<td></td>
</tr>
</tbody>
</table>
8. IF a **Physical JIC** has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.

9. IF a **Virtual JIC** has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Media Monitoring and Analysis Specialist position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. In coordination with the Media Relations Specialist, identify local, state, national and international media newspaper, radio, television and Internet outlets to monitor. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.

14. Monitor all identified outlets. Establish a schedule and routine for systematically reviewing all identified sites throughout each shift. Sites should be reviewed at least 3-4 times per shift.

15. Take note of the following information reported by media outlets and prepare a summary report for the JIC Manager or Deputy JIC Manager:
   a. New information about evolving incidents
   b. Trending topics
   c. Reported rumors or misinformation
   d. Public opinion about response efforts as reported in the media
   e. Requests for help or resources as reported by media outlets
   f. Criticism of first responders or others involved with response efforts
   g. Circulation of correct messages (I.E. news stories that get it right.)

16. In coordination with the Social Media Monitoring and Analysis Specialist, evaluate reader comments on stories posted on print and broadcast media sites and note any of the following:
   a. New information about evolving incidents reported by social media users
   b. Trending rumors or circulating misinformation
   c. Public opinion about response efforts
   d. Requests for help or resources
   e. Criticism of first responders or others involved with response efforts
17. Arrange a schedule to discuss all summary reports and analysis with the JIC Manager or Deputy JIC Manager. These discussions should take place a minimum of 4-5 times per shift and include the following:
   a. Recommended follow up with reporters to correct rumors or misinformation
   b. Recommended messaging to be developed in order to address misinformation or rumors
   c. Recommended modifications to the Emergency Public Information Plan

18. If you identify critical information in a media report, bring it to the attention of the JIC Manager or Deputy JIC Manager immediately. Examples of critical information include:
   a. Requests for help or resources reported by the media
   b. Misinformation or rumors
   c. New information about evolving incidents

19. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

20. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
**Writer**

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<table>
<thead>
<tr>
<th>Reports to:</th>
<th>JIC Manager or Deputy JIC Manager (Information Coordination and Production Group)</th>
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<tbody>
<tr>
<td>Location:</td>
<td>Virtual or Physical JIC</td>
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<tr>
<td><strong>Key Responsibility</strong></td>
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<td></td>
<td>• Produce press releases and other materials with accurate information about the status of the incident and the response efforts of all participating state, federal and local public safety partners, as well as producing clear, well written press releases and other materials that effectively convey emergency and life sustaining public safety information.</td>
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<td></td>
<td>• Oversee the development of written communication and outreach products including news releases, talking points, briefings, fact sheets, public service announcements, etc.</td>
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<td>• Coordinate with JIC Manager (or Deputy JIC Manager if assigned) about messaging needs of jurisdictional partners</td>
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<td>• Ensure material is produced on time in accordance with schedule/deadlines communicated by JIC Manager</td>
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<td></td>
<td>• Ensure accuracy of information and coordination of messages with all appropriate state, federal and local partners</td>
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<td></td>
<td>• Ensure all finished products are shared with the JIC and other appropriate regional, state and federal partners</td>
</tr>
<tr>
<td><strong>Supplies:</strong></td>
<td>Computer, printer. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.</td>
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<tr>
<td>PROCEDURES</td>
<td>TIME/ DATE</td>
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<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Writer position have been activated.</td>
<td></td>
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<tr>
<td>2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
<td></td>
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<tr>
<td>3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.</td>
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</tr>
<tr>
<td>a. Talk with the JIC Manager or Deputy JIC Manager</td>
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<tr>
<td>b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:</td>
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<tr>
<td>i. Local, regional and national news stories in both print and broadcast media</td>
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<tr>
<td>ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)</td>
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<tr>
<td>iii. Official websites and any press releases or other messages that have been publicly disseminated</td>
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<tr>
<td>c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.</td>
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</tr>
<tr>
<td>d. Login to WebEOC and review appropriate boards for current information.</td>
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<tr>
<td>4. The JIC Manager or Deputy JIC Manager will advise the Writer:</td>
<td></td>
</tr>
<tr>
<td>a. Whether a physical or a virtual JIC has been established</td>
<td></td>
</tr>
<tr>
<td>b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC</td>
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<tr>
<td>c. What hours and shifts the JIC will be open</td>
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<tr>
<td>d. What positions within the JIC have been staffed</td>
<td></td>
</tr>
<tr>
<td>5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Writer what web-based coordination platforms will be used and any corresponding login credentials.</td>
<td></td>
</tr>
<tr>
<td>6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Writer of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.</td>
<td></td>
</tr>
<tr>
<td>a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.</td>
<td></td>
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<tr>
<td>7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.</td>
<td></td>
</tr>
<tr>
<td>8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.</td>
<td></td>
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</table>
9. If a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Writer position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. Oversee the development of written communication and outreach products including news releases, talking points, briefings, fact sheets, public service announcements, etc., as directed by the Emergency Public Information Plan or the JIC Manager or Deputy JIC Manager.

14. Coordinate with the Situation Status Monitoring and Analysis Specialist to gather information for written products.

15. Coordinate with the Press Conference Coordinator to assist in the development of any talking points or fact sheets needed for media events.

16. Coordinate with the spokesperson to assist in the development of any speeches or talking points, if appropriate.

17. Work with the JIC Manager or Deputy JIC Manager to identify a list of message collaboration partners. These may include any of the following:
   a. Subject matter experts
   b. Private Sector Partners
   c. Local, state or federal partners
   d. Special interest groups
   e. Nongovernmental organizations
   f. Other stakeholders

18. Facilitate the coordination and collaboration of all messages with all appropriate local, state, federal, private sector and other stakeholders.

19. Ensure all materials are produced on time in accordance with schedules and deadlines set by the Emergency Public Information Plan or otherwise communicated by the JIC Manager or Deputy JIC Manager.

20. Coordinate with the Situation Status Monitoring and Analysis Specialist to ensure all draft press releases and other materials are posted on the PIO Messaging Board in WebEOC to facilitate coordination and collaboration if appropriate.

21. Review all messaging products for accuracy and grammatical correctness to ensure quality.
22. Provide draft materials to the JIC Manager or Deputy JIC Manager for review and approval by the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).

23. Coordinate with the Situation Status Monitoring and Analysis Specialist to ensure all finished and approved products are posted on the WebEOC Press Release Board.

24. Coordinate with the Translator to ensure all finalized and approved messaging products are translated into appropriate non-English languages.

25. Work with the Information Dissemination Group to share all finished and approved messaging products with JIC Staff, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), elected officials and other stakeholders as identified by the JIC Manager.

26. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

27. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
Creative Services Specialist  
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<table>
<thead>
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</table>
| Key Responsibility             | • These specialists include photographers, videographers, or graphic designers who acquire and distribute photos and/or video, and develop maps, e-assets, and other products at the request of the impacted jurisdictions.  
  • Identify products that support the JIC Emergency Public Information objectives  
  • Shoot and edit photographs of newspaper/magazine quality  
  • Shoot and edit video of broadcast quality  
  • Catalog and manage all photos and videos  
  • Coordinate set-up and audiovisual needs for news briefings and media interviews |
| Supplies                        | Video, photography and audio recording equipment as needed. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits. |
**PROCEDURES** | **TIME/ DATE**
--- | ---
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Creative Services Specialist position have been activated. & 
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts. & 
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.  
   a. Talk with the JIC Manager or Deputy JIC Manager  
   b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:  
      i. Local, regional and national news stories in both print and broadcast media  
      ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)  
      iii. Official websites and any press releases or other messages that have been publicly disseminated  
   c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.  
   d. Login to WebEOC and review appropriate boards for current information. & 
4. The JIC Manager or Deputy JIC Manager will advise the Creative Services Specialist:  
   a. Whether a physical or a virtual JIC has been established  
   b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC  
   c. What hours and shifts the JIC will be open  
   d. What positions within the JIC have been staffed & 
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Creative Services Specialist what web-based coordination platforms will be used and any corresponding login credentials. & 
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Creative Services Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.  
   a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources. & 
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary. & 
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.
### Creative Services Specialist

**Page 3 of 3**

<table>
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<tr>
<th>9.</th>
<th>IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.</th>
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<tr>
<td>10.</td>
<td>Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Creative Services Specialist position.</td>
</tr>
<tr>
<td>11.</td>
<td>After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.</td>
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<tr>
<td>12.</td>
<td>Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.</td>
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<tr>
<td>13.</td>
<td>Collaborate with the Website Coordinator to assist in the development of formatting of any media materials for jurisdictional websites.</td>
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<tr>
<td>14.</td>
<td>Coordinate with the Press Conference coordinator to assist in any multi-media media requirements for media events.</td>
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<tr>
<td>15.</td>
<td>As directed by the JIC Manager or Deputy JIC Manager deploy to affected areas to capture high quality photographs and video. Attention should be given to capturing images and video depicting response and recovery activities as well as documenting the damage.</td>
</tr>
<tr>
<td>16.</td>
<td>Supply all captured photographs and video to the JIC as needed for use in supporting messaging products.</td>
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<tr>
<td>17.</td>
<td>Coordinate with JIC Information Coordination and Production Group to edit video and photo packages consistent with Emergency Public Information Plan directions and messaging needs.</td>
</tr>
<tr>
<td>18.</td>
<td>Maintain a well-organized catalogue and index of all multi-media files.</td>
</tr>
</tbody>
</table>
| 19. | At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:  
  a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware  
  b. Position roles and responsibilities  
  c. JIC processes and procedures  
  d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)  
  e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)  
  f. Projects under development and their status |
| 20. | Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC. |
# Website Coordinator

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<tr>
<td>Key Responsibility</td>
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<tr>
<td></td>
<td>• Maintain a list of all agency and jurisdiction websites with incident-specific information and links</td>
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<tr>
<td></td>
<td>• Monitor impacted jurisdictions’ websites and identifies opportunities for communicating Emergency Public Information</td>
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<td></td>
<td>• If requested by the impacted jurisdiction(s), maintain and update incident website and suggest content for appropriate agencies/jurisdictions to post on their websites</td>
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<tr>
<td></td>
<td>• Ensure approval of all items prior to posting on the incident website</td>
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<tr>
<td></td>
<td>• Coordinate with web support personnel for all represented agencies/jurisdictions to ensure the website meets individual agency requirements</td>
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<tr>
<td></td>
<td>• Format press releases, fact sheets, PSAs and other content materials developed by the JIC and publish on appropriate website(s)</td>
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<tr>
<td></td>
<td>• Update incident related public safety information as frequently as information changes</td>
</tr>
<tr>
<td>Supplies:</td>
<td>Computer with internet access and appropriate software for formatting pictures, etc. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.</td>
</tr>
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</table>
# Website Coordinator

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<table>
<thead>
<tr>
<th>PROCEDURES</th>
<th>TIME/ DATE</th>
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<tbody>
<tr>
<td>1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Website Coordinator position have been activated.</td>
<td></td>
</tr>
<tr>
<td>2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
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</tbody>
</table>
| 3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.  
   a. Talk with the JIC Manager or Deputy JIC Manager  
   b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:  
      i. Local, regional and national news stories in both print and broadcast media  
      ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)  
      iii. Official websites and any press releases or other messages that have been publicly disseminated  
   c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.  
   d. Login to WebEOC and review appropriate boards for current information. | |
| 4. The JIC Manager or Deputy JIC Manager will advise the Website Coordinator:  
    a. Whether a physical or a virtual JIC has be established  
    b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC  
    c. What hours and shifts the JIC will be open  
    d. What positions within the JIC have been staffed | |
| 5. IF a **Virtual JIC** has been activated, the JIC Manager or Deputy JIC Manager will advise the Website Coordinator what web-based coordination platforms will be used and any corresponding login credentials. | |
| 6. IF a **Physical JIC** has been activated, the JIC Manager or Deputy JIC Manager will advise the Website Coordinator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.  
   a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources. | |
<p>| 7. IF a <strong>Physical JIC</strong> has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary. | |
| 8. IF a <strong>Physical JIC</strong> has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments. | |</p>
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<tr>
<td>9.</td>
<td>IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.</td>
</tr>
<tr>
<td>10.</td>
<td>Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Website Coordinator position.</td>
</tr>
<tr>
<td>11.</td>
<td>After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.</td>
</tr>
<tr>
<td>12.</td>
<td>Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.</td>
</tr>
<tr>
<td>13.</td>
<td>Work with the Social Media Monitoring and Analysis Specialist to identify all official websites and social media sites of jurisdictions in the affected area. Be sure to include all relevant local, state and federal agencies and private sector partners on the list. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.</td>
</tr>
</tbody>
</table>
| 14. | Review summary report from the Social Media Monitoring and Analysis Specialist and discuss any possible actions with the JIC Manager or Deputy JIC Manager based on identified:  
  a. New website content  
  b. Inconsistencies with information posted on any one jurisdiction’s website  
  c. Inconsistencies among information posted on various jurisdictional websites  
  d. Gaps or missing information that should be posted on jurisdictional websites |
| 15. | Coordinate with the Creative Services Specialist to retain multi-media materials for websites. |
| 16. | If requested by Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) and at the direction of the JIC Manager or Deputy JIC Manager, assume responsibility for maintaining and updating a regional incident website.  
  a. Develop and post relevant content  
  b. Support website content with appropriate multi-media resources  
  c. Update incident website as new information becomes available  
  d. Suggest content for appropriate agencies/jurisdictions to post or link to on their websites  
  e. Ensure approval of all items prior to posting on the incident website |
| 17. | Format press releases, fact sheets, PSAs and other content materials developed by the JIC and for website publication and assist in distribution to jurisdictional webmasters. |
18. Assist jurisdictional webmasters in maintaining and updating incident-related information on their websites as requested by the JIC Manager or Deputy JIC Manager.

19. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

20. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the Physical JIC or signing out from the Virtual JIC.
# Translator

**Reports to:** JIC Manager or Deputy JIC Manager (Information Coordination and Production Group)

**Location:** Virtual or Physical JIC

**Key Responsibility**
- Attends press conferences to provide translation for reporters
- Attends town hall meetings to provide translation services for members of the public
- Translates all written press releases, fact sheets, website content and other materials for public dissemination
- Translates and records all public service announcements
- Supports the news desk and call centers in communicating with non-English speakers

**Supplies:** Computer, dictionaries and other translation resources. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.
## Translator

### PROCEDURES

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<tr>
<td>1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Translator position have been activated.</td>
<td></td>
</tr>
<tr>
<td>2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
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<tr>
<td>3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.</td>
<td></td>
</tr>
<tr>
<td>a. Talk with the JIC Manager or Deputy JIC Manager</td>
<td></td>
</tr>
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<td>b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:</td>
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<td>12.</td>
<td>Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.</td>
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<td>13.</td>
<td>Coordinate with the Writer to receive all finalized and approved messaging products and translate into appropriate non-English languages.</td>
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<td>14.</td>
<td>Coordinate with the Press Conference Coordinator to identify translation needs at upcoming press conferences and other media events.</td>
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<td>15.</td>
<td>Coordinate with the Community Relations Specialist to identify translation needs at any upcoming town hall meetings or other public interfacing opportunities.</td>
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<td>16.</td>
<td>At the direction of the JIC Manager or Deputy JIC Manager, coordinate with the Website Coordinator to identify and translate any appropriate website content.</td>
</tr>
<tr>
<td>17.</td>
<td>At the direction of the JIC Manager or Deputy JIC Manager, coordinate with the Social Media Monitoring and Analysis Specialist to translate any official social media posts for dissemination of jurisdictional social media sites.</td>
</tr>
<tr>
<td>18.</td>
<td>Attend press conferences, town hall meetings, executive tours and other events to provide translations services as needed and as directed by the JIC Manager or Deputy JIC Manager.</td>
</tr>
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<td>19.</td>
<td>Work with the Creative Services Specialist to translate appropriate PSAs and other audio and video products as directed by the JIC Manager or Deputy JIC Manager.</td>
</tr>
<tr>
<td>20.</td>
<td>Support the Media Relations Specialist and the News Desk in communicating with non-English speaking reporters.</td>
</tr>
<tr>
<td>21.</td>
<td>Support the Public Inquiry Call Center in communicating with non-English speaking callers.</td>
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<tr>
<td>22.</td>
<td>Support the JIC Manager in the development of the Emergency Public Information Plan by providing insights on regional language demographics and important language-specific factors to consider when developing a messaging strategy for non-English speakers.</td>
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23. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

24. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the Physical JIC or signing out from the Virtual JIC.
## Media Relations Specialist

**Page 1 of 4**

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<tr>
<th>Reports to:</th>
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<td><strong>Key Responsibility</strong></td>
<td>• Staff the phones with people able to answer calls, possibly in more than one language, from local, to respond to regional and national media inquiries</td>
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<tr>
<td></td>
<td>• Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and results</td>
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<td>• Provide an email address to media for written inquiries</td>
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<td>• Monitor email inbox for media inquiries and respond in a timely manner</td>
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<td>• Document the time and details of the response; track inquiries to ensure response and closure within timely manner, ideally, less than one hour</td>
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<td>• Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers and email and postal addresses</td>
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<td>• Disseminate approved written material to the media</td>
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<td>• Identify and attempt to correct misinformation or rumors</td>
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<p>| Supplies:           | Phone line, office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits. |</p>
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<td>2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
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<td>3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.</td>
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<td>5. Establish and monitor a phone line and email address for media inquiries. Avoid using the Emergency Operations Center main line.</td>
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9. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.

10. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

11. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Media Relations Specialist position.

12. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

13. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

14. In coordination with the Media Monitoring and Analysis Specialist, identify local, state, national and international media newspaper, radio, television and Internet outlets to monitor. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.

15. Maintain a comprehensive and current media list containing points of contact and include the following information for each media outlet:
   a. Phone number(s)
   b. Pager number(s)
   c. Cell number(s)
   d. Fax number(s)
   e. E-mail address(es)
   f. Postal address(es)

16. Review summary report produced by the Media Monitoring and Analysis Specialist and work with the JIC Manager or Deputy JIC Manager to identify strategies for rapidly correcting misinformation or rumors by following up with individual media members.

17. Produce detailed accounts of all media calls and emails including the following information:
   a. Name and organization
   b. Phone number
   c. Nature of inquiry
   d. Result
      i. Documentation should include the time and details of the response to ensure response and closure within a timely manner (ideally, less than one hour).
   e. Any follow up actions required
18. Answer media inquiries based on confirmed information that has been approved by the JIC Manager for public release. Never guess or speculate. If you do not know the answer to a reporter’s inquiry, take the reporter’s contact information and let them know you will call them back when you have more information.
   a. If you tell a reporter you will call them back, always follow through.

19. Coordinate with the Situation Status Monitoring and Analysis Specialist and JIC Manager to find answers to media inquiries.

20. Coordinate with the Translator to assist non-English speaking media.

21. Recommend story and feature ideas to the JIC Manager or Deputy JIC manager to pitch to target media.
   a. Ensure all story ideas are in line with the Emergency Public Information Plan.

22. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
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   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
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| Key Responsibility | • Establish contact with and support any private sector partners as directed by the JIC Manager  
|              | • Evaluate information needs of elected officials and work with JIC Manager and writers to supply necessary materials  
|              | • Support elected officials, community leaders and others in planning and conducting town hall meetings and other public interfacing opportunities  
<p>|              | • Support the JIC as a liaison with businesses, libraries, faith based organizations, community centers and other entities in the affected area or surrounding areas to coordinate assistance in message dissemination or other activities. |
| Supplies:   | Phone, computer, contacts for local institutions in affected communities. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits. |</p>
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| 13. | Work with the JIC Manager or Deputy JIC Manager and the Situation Status Monitoring and Analysis Specialist and to identify affected communities.  
   a. Maintain a list of impacted communities tracking the following information:  
      i. Overall population  
      ii. Population impacted including the number of damaged homes  
      iii. Critical infrastructure damaged  
      iv. Impact to business and economic communities  
      v. Impact to religious institutions/communities  
      vi. Impact to community centers, libraries and other cultural institutions |
| 14. | Coordinate with Translator to identify impacted non-English speaking communities. |
| 15. | Coordinate with the Information Gathering and Analysis Group to determine how well members of affected communities are receiving and comprehending JIC messages.  
   a. Review summary reports from the Situation Status Monitoring and Analysis Specialist, the Social Media monitoring and Analysis Specialist, and the Media Monitoring and Analysis Specialist to identify the following:  
      i. Trending topics  
      ii. Trending rumors or circulating misinformation  
      iii. Public opinion about response efforts  
      iv. Requests for help or resources  
      v. Criticism of first responders or others involved with response efforts  
      vi. Make appropriate recommendations to the JIC Manager or Deputy JIC Manager to remedy misinformation and rumors or better reach community members with relevant Emergency Public Information. |
16. In coordination with the Situation Status Monitoring and Analysis Specialist, and at the direction of the JIC Manager or Deputy JIC Manager develop a contact list of influential community members or leaders who may be helpful in providing situational awareness and disseminating Emergency Public Information to community members. Potential members for this list include the following:
   a. Local elected officials
   b. Prominent businesses
   c. Libraries, churches and other community institutions
   d. School districts

17. Work with appropriate community members to disseminate approved Emergency Public Information materials to affected communities.
   a. Coordinate with the Translator to ensure the availability of non-English materials as appropriate.

18. At the direction of the JIC Manager or Deputy JIC Manager assist in the coordination and planning efforts for Town Hall Meetings and other public interfacing opportunities. Activities may include:
   a. Arranging for a local site or venue for the event
   b. Coordinating arrangements with official presenters
   c. Coordinating with JIC writers to develop fact sheets, story boards and other information for public consumption
   d. Working with local community leaders to distribute information bulletins about community events

19. At the direction of the JIC Manager or Deputy JIC Manager, attend all Town Hall Meetings and other public interfacing opportunities to assist presenters in disseminating Emergency Public Information.

20. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
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21. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
# Press Conference Coordinator

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<td>Key Responsibility</td>
<td>• Coordinate logistics for press conferences, media availabilities, town hall meetings and other events as appropriate.</td>
</tr>
<tr>
<td>Supplies:</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>6. IF a <em>Physical JIC</em> has been activated, the JIC Manager or Deputy JIC Manager will advise the Press Conference Coordinator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.</td>
<td></td>
</tr>
<tr>
<td>a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.</td>
<td></td>
</tr>
<tr>
<td>7. IF a <em>Physical JIC</em> has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.</td>
<td></td>
</tr>
</tbody>
</table>
Press Conference Coordinator

8. **IF a Physical JIC** has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.

9. **IF a Virtual JIC** has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Press Conference Coordinator position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. Work with the JIC Manager or Deputy JIC Manager to identify press conference needs, location requirements and schedule.


15. Work with JIC Manager or Deputy JIC Manager and the Facilities Manager to select and secure space and any appropriate equipment (podium, background flags, maps, etc.) for any press events.

16. Coordinate with JIC staff to produce and disseminate media advisories to apprise local media of impending press conference. Assist in make follow up calls as necessary. Media advisories should include the following information:
   a. Location of media event
   b. Time of media event
   c. Presenters
   d. Availability of key response persons for follow up questions and interviews
   e. Topics to be addressed

17. Coordinate with JIC writers to facilitate the production of any fact sheets, or other information to be handed out at press events. Examples of relevant press conference materials include:
   a. Speaker lists with names and organizations represented at the press conference
   b. Highlights of key topics
   c. Maps and other visual aids
   d. Statistical or number intensive information (damage reports, numbers of deployed resources, etc.)

18. Coordinate with the Creative Services Specialist to arrange for any multi-media visuals or other resources.
### Press Conference Coordinator

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<p>| | | |</p>
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<thead>
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<tbody>
<tr>
<td><strong>19.</strong> Work with JIC Manager or Deputy JIC Manager to identify and invite appropriate agencies and jurisdictions to participate in any press events.</td>
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<tr>
<td><strong>20.</strong> Assist Writers and JIC Manager in coordinating messages of spokespersons participating in the event to ensure overall message cohesiveness.</td>
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</tr>
<tr>
<td><strong>21.</strong> Coordinate with the Translator to arrange for appropriate translation services during the press conference or media availability.</td>
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<tr>
<td><strong>22.</strong> Communicate all information about press conference logistics to the Spokesperson Support position.</td>
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</tr>
<tr>
<td><strong>23.</strong> Support JIC Manager and local PIO(s) as requested in briefing spokespersons</td>
<td></td>
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</tr>
</tbody>
</table>
| **24.** Work with JIC Manager or Deputy JIC Manager to facilitate logistics for any one-on-one media interviews with spokespersons following any formal press events.  
   a. May consider establishing a separate room adjacent to the press briefing room for follow up interviews and/or exclusive media opportunities. |   |   |
| **25.** At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:  
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware  
   b. Position roles and responsibilities  
   c. JIC processes and procedures  
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)  
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)  
   f. Projects under development and their status |   |   |
| **26.** Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC. |   |   |
Spokesperson Support

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>JIC Manager or Deputy JIC Manager (Information Dissemination Group)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Virtual or Physical JIC</td>
</tr>
<tr>
<td>Key Responsibility</td>
<td>If requested by the local PIO(s) in affected jurisdictions, the Spokesperson may:</td>
</tr>
<tr>
<td></td>
<td>• Conduct interviews with print and broadcast media outlets and represent the affected jurisdictions at press conferences and media availabilities.</td>
</tr>
<tr>
<td></td>
<td>• Respond to media inquiries</td>
</tr>
<tr>
<td></td>
<td>• Provide official statements to the media regarding the incident, incident response, and public safety actions</td>
</tr>
<tr>
<td></td>
<td>• Represent those jurisdictions at press conferences and media availabilities</td>
</tr>
<tr>
<td></td>
<td>• Accompany media at on-site interviews and tours to provide information about the incident, incident response and public safety actions</td>
</tr>
<tr>
<td>Supplies:</td>
<td>Basic office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.</td>
</tr>
</tbody>
</table>
### Spokesperson Support

**PROCEDURES**

<p>| | |</p>
<table>
<thead>
<tr>
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<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Spokesperson Support position have been activated.</td>
</tr>
<tr>
<td>2.</td>
<td>Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
</tr>
</tbody>
</table>
| 3. | Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.  
   a. Talk with the JIC Manager or Deputy JIC Manager  
   b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:  
      i. Local, regional and national news stories in both print and broadcast media  
      ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)  
      iii. Official websites and any press releases or other messages that have been publically disseminated  
   c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.  
   d. Login to WebEOC and review appropriate boards for current information. |
| 4. | The JIC Manager or Deputy JIC Manager will advise the Spokesperson Support:  
   a. Whether a physical or a virtual JIC has been established  
   b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC  
   c. What hours and shifts the JIC will be open  
   d. What positions within the JIC have been staffed |
| 5. | IF a **Virtual JIC** has been activated, the JIC Manager or Deputy JIC Manager will advise the Spokesperson Support what web-based coordination platforms will be used and any corresponding login credentials. |
| 6. | IF a **Physical JIC** has been activated, the JIC Manager or Deputy JIC Manager will advise the Spokesperson Support of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.  
   a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources. |
| 7. | IF a **Physical JIC** has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary. |
| 8. | IF a **Physical JIC** has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments. |
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Spokesperson Support position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. Work with the JIC Manager or Deputy JIC Manager to develop key messages and talking points for spokespersons in line with the Emergency Public Information Plan.

14. Assist JIC Managers in briefing spokespersons on talking points and key messages that are in line with the Emergency Public Information Plan.

15. At the request of PIOs in affected jurisdictions, and at the direction of the JIC Manager, provide official statements to the media regarding the incident, incident response, and public safety actions.

16. Support the Media Relations Specialist in answering media inquiries and giving phone, in-person and on-camera interviews.

17. Produce detailed accounts of all media interactions including the following information:
   a. Name and organization
   b. Phone number
   c. Nature of inquiry
   d. Result
   e. Documentation should include the time and details of the response to ensure response and closure within a timely manner (ideally, less than one hour).
   f. Any follow up actions required

18. At the request of PIOs in affected jurisdictions, and at the direction of the JIC Manager, represent local jurisdictions at press conferences and media availabilities.

19. At the request of PIOs in affected jurisdictions, and at the direction of the JIC Manager, accompany media at on-site interviews and tours to provide information about the incident, incident response and public safety actions.

20. Coordinate with the Press Conference Coordinator to arrange all press conferences and media availabilities.

21. Coordinate with Translators to ensure messages are available to non-English speakers.
22. Work with the Press Conference Coordinator and JIC Writers to identify any needed print materials to accompany the press conference.

23. Coordinate with the Creative Services Specialist to arrange for any multi-media visuals or other resources to accompany speakers.

24. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s
   f. Projects under development and their status

25. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
**JIC Facilities Manager**

**Page 1 of 3**

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>JIC Manager or Deputy JIC Manager (Administration and Logistics Group)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Virtual or Physical JIC</td>
</tr>
<tr>
<td><strong>Key Responsibility</strong></td>
<td></td>
</tr>
<tr>
<td>• Facilitate any physical facility needs at the JIC location</td>
<td></td>
</tr>
<tr>
<td>• Work with the JIC Manager or Deputy JIC Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate</td>
<td></td>
</tr>
<tr>
<td>• Coordinate with the JIC Manager or Deputy JIC Manager and the Press Conference Coordinator to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested</td>
<td></td>
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<tr>
<td>• Support IT staff to resolve any needs and problems as appropriate</td>
<td></td>
</tr>
<tr>
<td>• Support multi-media efforts as needed</td>
<td></td>
</tr>
<tr>
<td><strong>Supplies:</strong></td>
<td>Building keys, phone numbers for IT support, phone numbers for building security if relevant. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room.</td>
</tr>
</tbody>
</table>
# JIC Facilities Manager

*Page 2 of 3*

<table>
<thead>
<tr>
<th>PROCEDURES</th>
<th>TIME/ DATE</th>
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</thead>
<tbody>
<tr>
<td><strong>1.</strong> Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the JIC Facilities Manager position has been activated.</td>
<td></td>
</tr>
</tbody>
</table>
| **2.** The JIC Manager or Deputy JIC Manager will advise the JIC Facilities Manager:  
   a. That a Physical JIC has been activated  
   b. The desired location of the physical JIC  
   c. What hours and shifts the JIC will be open  
   d. What positions within the JIC have been staffed | |
| **3.** Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts. | |
| **4.** The JIC Manager or Deputy JIC Manager will advise the JIC Facilities Manager:  
   a. That a Physical JIC has been activated  
   b. The desired location of the physical JIC  
   c. being utilized for the virtual JIC  
   d. What hours and shifts the JIC will be open  
   e. What positions within the JIC have been staffed | |
| **5.** Evaluate the availability of the facility requested and communicate availability of the facility and resources to the JIC Manager or Deputy JIC Manager.  
   a. Work with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) in facilitating any Mutual Aid negotiations and or agreements in order to secure use of the facility  
   b. Ensure the facility is equipped with the following resources and notify the JIC Manager or Deputy JIC Manager of any caps in the availability of:  
      i. Appropriate utilities (electricity, water, gas)  
      ii. Internet Connectivity  
      iii. Tables and Chairs  
      iv. Room availability for press briefings  
      v. Advise the JIC Manager or Deputy JIC Manager if access to the JIC facility may be prevented by road closures, debris or other issues related to the incident. | |
| **6.** Work with the JIC Manager or Deputy JIC Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate | |
| **7.** Monitor JIC operations and identify any resource gaps and support the JIC Manager or Deputy JIC Manager in completing requests to Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s). | |
| **8.** Coordinate with the JIC Manager or Deputy JIC Manager and the Press Conference Coordinator to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested. | |
| **9.** Support IT staff to resolve any needs and problems as appropriate. | |
10. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

11. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.

12. At the direction of the JIC Manager or Deputy JIC Manager, oversee the demobilization of the JIC.
   a. Ensure all JIC infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations.
**Regional Resource Coordinator**

**Reports to:** JIC Manager Deputy JIC Manager (Administration and Logistics Group)

**Location:** Virtual or Physical JIC

<table>
<thead>
<tr>
<th>Key Responsibility</th>
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<tbody>
<tr>
<td>Work with the JIC Manager or Deputy JIC Manager and the Facilities Manager to</td>
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<tr>
<td>ensure the JIC is established and fully functioning with adequate office supplies,</td>
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<tr>
<td>computers, internet and phone capabilities, etc., as appropriate</td>
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<tr>
<td>Communicate availability of food, water, and rest facilities to JIC staff. Bring</td>
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<tr>
<td>food and water to the JIC from distribution area if needed</td>
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<tr>
<td>At the direction of the JIC Manager, act as a liaison between building management</td>
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<tr>
<td>and IT staff to communicate any needs and problems</td>
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<tr>
<td>Act as a currier when needed to deliver documents, obtain signatures, etc. as</td>
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<td>needed</td>
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<tr>
<td>Provide administrative support as needed by making copies, compiling documents,</td>
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<td>downloading pictures from field cameras, tracking costs, etc.</td>
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<tr>
<td>Assist the JIC manager in submitting resource requests to Incident Command staff</td>
<td></td>
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<tr>
<td>and/or local PIOs in affected jurisdictions</td>
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</tbody>
</table>

**Supplies:** Contact information for facilities manager, phone, basic office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.
### Regional Resource Coordinator

**Page 2 of 4**

<table>
<thead>
<tr>
<th>PROCEDURES</th>
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<tbody>
<tr>
<td>1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Regional Resource Coordinator position have been activated.</td>
<td></td>
</tr>
<tr>
<td>2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
<td></td>
</tr>
<tr>
<td>3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.</td>
<td></td>
</tr>
<tr>
<td>a. Talk with the JIC Manager or Deputy JIC Manager</td>
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</tr>
<tr>
<td>b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:</td>
<td></td>
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<tr>
<td>i. Local, regional and national news stories in both print and broadcast media</td>
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</tr>
<tr>
<td>ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)</td>
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</tr>
<tr>
<td>iii. Official websites and any press releases or other messages that have been publically disseminated</td>
<td></td>
</tr>
<tr>
<td>c. Note any recurring themes, overarching public concerns, negative</td>
<td></td>
</tr>
<tr>
<td>d. Login to WebEOC and review appropriate boards for current information.</td>
<td></td>
</tr>
<tr>
<td>4. The JIC Manager or Deputy JIC Manager will advise the Regional Resource Coordinator:</td>
<td></td>
</tr>
<tr>
<td>a. Whether a physical or a virtual JIC has been established</td>
<td></td>
</tr>
<tr>
<td>b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC</td>
<td></td>
</tr>
<tr>
<td>c. What hours and shifts the JIC will be open</td>
<td></td>
</tr>
<tr>
<td>d. What positions within the JIC have been staffed</td>
<td></td>
</tr>
<tr>
<td>5. IF a <strong>Virtual JIC</strong> has been activated, the JIC Manager or Deputy JIC Manager will advise the Regional Resource Coordinator what web-based coordination platforms will be used and any corresponding login credentials.</td>
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</tr>
<tr>
<td>6. IF a <strong>Physical JIC</strong> has been activated, the JIC Manager or Deputy JIC Manager will advise the Regional Resource Coordinator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.</td>
<td></td>
</tr>
<tr>
<td>a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.</td>
<td></td>
</tr>
<tr>
<td>7. IF a <strong>Physical JIC</strong> has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.</td>
<td></td>
</tr>
<tr>
<td>8. IF a <strong>Physical JIC</strong> has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.</td>
<td></td>
</tr>
</tbody>
</table>
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Regional Resource Coordinator position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. Support the JIC Manager or Deputy JIC Manager in coordinating shift and rotation schedules. May include contacting potential JIC staff.

14. Support the Facilities Manager in monitoring JIC operations, identifying any resource gaps and supporting the JIC Manager or Deputy JIC Manager in completing requests to Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).

15. Coordinate with the JIC Manager or Deputy JIC Manager and the JIC Facilities Manager to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested.

16. Work with the JIC Manager or Deputy JIC Manager and the Facilities Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate.

17. Identify the availability of food, water, and rest facilities and communication locations and availability to JIC staff. Bring food and water to the JIC from distribution area if needed.

18. At the direction of the JIC Manager, act as a liaison between building management and IT staff to communicate any needs and problems.

19. Act as a currier when needed to deliver documents, obtain signatures, etc. as needed.

20. Provide administrative support as needed by making copies, compiling documents, downloading pictures from field cameras, tracking costs, etc.
21. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   b. Position roles and responsibilities
   c. JIC processes and procedures
   d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   f. Projects under development and their status

22. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
## Documentation Specialist

**Page 1 of 4**

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>JIC Manager or Deputy JIC Manager (Administration and Logistics Group)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Virtual or Physical JIC</td>
</tr>
<tr>
<td>Key Responsibility</td>
<td>• The Participate in incident planning meetings, as required</td>
</tr>
<tr>
<td></td>
<td>• Set up work area; begin organization of incident files</td>
</tr>
<tr>
<td></td>
<td>• Establish duplication service; respond to requests</td>
</tr>
<tr>
<td></td>
<td>• File all official forms and reports</td>
</tr>
<tr>
<td></td>
<td>• Review records for accuracy and completeness; inform appropriate units of errors or omissions</td>
</tr>
<tr>
<td></td>
<td>• Provide incident documentation as requested</td>
</tr>
<tr>
<td></td>
<td>• Store files for post-incident use</td>
</tr>
<tr>
<td>Supplies:</td>
<td>Basic office supplies for filing. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.</td>
</tr>
</tbody>
</table>
### PROCEDURES

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Documentation Specialist position have been activated.</td>
</tr>
<tr>
<td>2.</td>
<td>Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
</tr>
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</table>
| 3.     | Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.  
  a. Talk with the JIC Manager or Deputy JIC Manager  
  b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:  
    i. Local, regional and national news stories in both print and broadcast media  
    ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)  
    iii. Official websites and any press releases or other messages that have been publically disseminated  
  c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.  
  d. Login to WebEOC and review appropriate boards for current information. |
| 4.     | The JIC Manager or Deputy JIC Manager will advise the Documentation Specialist:  
  a. Whether a physical or a virtual JIC has been established  
  b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC  
  c. What hours and shifts the JIC will be open  
  d. What positions within the JIC have been staffed. |
| 5.     | IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Documentation Specialist what web-based coordination platforms will be used and any corresponding login credentials. |
| 6.     | IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Documentation Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available.  
  a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources. |
| 7.     | IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary. |
| 8.     | IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments. |
9. **IF a Virtual JIC has been activated**, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.

10. Attend the JIC Manager’s initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Regional Resource Coordinator position.

11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.

12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.

13. At the direction of the JIC Manager or Deputy JIC Manager, participate in incident-related meetings and planning sessions.

14. Establish a work area and file system for organizing electronic and paper incident files containing critical records. Critical records include, but are not limited to:
   a. Emergency-operating records
   b. Emergency plans and directive(s), or other authorizing issuances, including information needed to operate the emergency operations center and its equipment, and records recovery plans and procedures
   c. Orders of succession
   d. Delegations of authority
   e. Emergency staffing assignments, including lists of PIO personnel, along with their addresses and telephone numbers (and comparable data for alternates), assigned to the Joint Information Center or other emergency duties or authorized access to sensitive or confidential information, or controlled information sources
   f. Joint Information Center access credentials
   g. Equipment inventories for all agency facilities
   h. File plans describing the records series and electronic information systems maintained at official filing stations for all agency facilities
   i. Critical records inventories
   j. Copies of agency program records needed to carry out continuing critical functions
   k. System documentation for any electronic information systems designated as emergency
   l. Operating records including press releases, fact sheets, talking points, social media posts and any other publically distributed messages

15. File all critical records appropriately.
16. Consult with the JIC Manager or Deputy JIC Manager regarding any questions about whether certain records should be considered critical.

17. The Documentation Specialist is responsible for assessing every piece of paper; including notes, electronic documents and papers to be discarded; to ensure that it does not include critical information.

18. Establish a duplication service using available printers, flash drives and other means of document duplication in order to respond to records requests from the JIC Manager, Deputy JIC Manager, JIC support staff, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), elected officials, private sector partners or other stakeholders.

19. Solicit records of activities and supporting documents from JIC Staff and review records for accuracy and completeness; inform appropriate units of errors or omissions.

20. Work with the JIC Manager or Deputy JIC Manager to arrange for file storage for all incident-related documents for post-incident use. Reference the ESF-15 Annex to the Regional Coordination Guide for additional information on regional records retention guidelines.

21. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
   m. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
   n. Position roles and responsibilities
   o. JIC processes and procedures
   p. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
   q. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)
   r. Projects under development and their status

22. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.
### Call Center/Public Inquiry Center Manager

**Reports to:** JIC Manager  
**Location:** Public Inquiry Center/Call Center/Phone Bank

<table>
<thead>
<tr>
<th>Key Responsibility</th>
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<tbody>
<tr>
<td>• Participate in incident planning meetings, as required</td>
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<tr>
<td>• Determine current status of unit activities</td>
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<tr>
<td>• Order additional unit staff, as appropriate</td>
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<tr>
<td>• Determine resource needs</td>
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<tr>
<td>• Work with the JIC Manager to develop appropriate scripts and/or talking points for call center staff</td>
</tr>
<tr>
<td>• Communicate with JIC Manager regarding any misinformation, rumors, trending questions and other relevant observations made by call center staff</td>
</tr>
<tr>
<td>• Assign specific duties to staff; supervise Call Center Staff</td>
</tr>
<tr>
<td>• Supervise demobilization of unit, including storage of supplies</td>
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<tr>
<th>Supplies:</th>
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<tbody>
<tr>
<td>Phone bank and office supplies. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically:</td>
</tr>
<tr>
<td>• Appendix d. JIC and Public Inquiry Center Go-Kits</td>
</tr>
<tr>
<td>• Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room</td>
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### Call Center/Public Inquiry Center Manager

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<table>
<thead>
<tr>
<th>PROCEDURES</th>
<th>TIME / DATE</th>
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<tbody>
<tr>
<td>1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and Call Center have been activated.</td>
<td></td>
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<tr>
<td>2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.</td>
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<tr>
<td>3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware.</td>
<td></td>
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<tr>
<td>a. Talk with the JIC Manager or Deputy JIC Manager</td>
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<tr>
<td>b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following:</td>
<td></td>
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<tr>
<td>i. Local, regional and national news stories in both print and broadcast media</td>
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<tr>
<td>ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)</td>
<td></td>
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<tr>
<td>iii. Official websites and any press releases or other messages that have been publically disseminated</td>
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<tr>
<td>c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.</td>
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<tr>
<td>d. Login to WebEOC and review appropriate boards for current information.</td>
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<td>4. In consultation with the JIC Manager determine the following:</td>
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<tr>
<td>a. What hours the Call Center should be Open</td>
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<tr>
<td>b. How many individuals should be used to staff the call center</td>
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<tr>
<td>5. In consultation with the JIC Manager, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), determine the facility where the Call Center will be housed.</td>
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<tr>
<td>a. If not delegated to the regional 2-1-1 center, it is likely that the Call Center will be co-located with the JIC.</td>
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<tr>
<td>b. Reference the ESF-15 Annex to the RCG for information about pre-identified JIC facility options</td>
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<td>6. Contact call center staff</td>
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<tr>
<td>a. Note who has been contacted and their availability. Include the following:</td>
<td></td>
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<tr>
<td>i. Earliest available start day/time</td>
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<td>ii. Amount of time available to commit per day</td>
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<tr>
<td>iii. Number of consecutive days available</td>
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<tr>
<td>iv. Any days/times when the Call Center Staffer has conflicts</td>
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<tr>
<td>b. Notify staff of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. Make sure JIC staff knows what office supplies and other work related resources will be available and which they should bring with them (laptop, camera, etc.)</td>
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<td>7.</td>
<td>Report to the call center location and assist the JIC Manager and Facilities Manager in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.)</td>
</tr>
</tbody>
</table>
| 8. | Establish a shift and rotation schedule for Call Center staff and share this schedule with the JIC Manager. Shift schedules should adhere to the following guidelines:  
   - Call Center rotation schedules should overlap by a minimum of one hour to ensure incoming staff are adequately briefed and comfortable fulfilling responsibilities.  
   - Call Center Manager rotation schedules should overlap by a minimum of two hours to include a seamless transfer of command. |
| 9. | Attend the JIC Manager’s initial brief and all subsequent JIC briefs in order to maintain a high-level of situational awareness. |
| 10. | Once Call Center staff has arrived conduct an initial Call Center briefing. The brief should include the following:  
   - A situation overview including as many facts as possible about:  
     - The incident  
     - Incident response efforts  
     - What the public should be doing  
     - Any politically sensitive issues of which to be aware  
   - Shift and rotation schedule  
   - Chain of command and who to ask for help  
   - Assignments and responsibilities  
   - Messaging priorities as outlined in the Emergency Public Information Plan  
   - Contact information for Call Center staff and appropriate outside resources (subject matter experts, etc.)  
   - Technical information for working in the Call Center (phone operations, Internet access codes, printer codes, overview of web-based coordination tools if operating in a virtual JIC, etc.) |
| 11. | Follow up with Call Center staff individually as needed to ensure everyone understands their roles and responsibilities and to answer any questions. |
| 12. | Resolve and clarify any questions that may arise regarding the Call Center staff activities. |
| 13. | Regularly evaluate Call Center activities to ensure compliance with the Emergency Public Information Plan and alignment with the priorities of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s). |
| 14. | Answer questions, resolve issues and provide training and coaching to Call Center Staff as needed. |
| 15. | Consult with the JIC Manager to determine if there are any meetings or planning sessions it would be appropriate to attend. |
16. Maintain constant communication with the JIC Manager to determine any changes in messaging needs and/or modifications to the Emergency Public Information Plan and modify plans and JIC direction as necessary.

17. Regularly provide information to the JIC Manager about Call Center activities and other relevant information including:
   a. Recurring themes in public perception of the incident and response efforts
   b. Overarching public concerns
   c. Possible rumors or circulating misinformation
   d. Trending public inquiries

18. Regularly evaluate staff performance and assess any needs for breaks or shift changes.

19. Establish a regular briefing schedule and conduct regular staff briefings on the following:
   a. Situation overview and breaking new information
   b. Accomplishments and areas for improvement
   c. Shift and rotation schedule information and projections on the longevity of the Call Center activation, when appropriate

20. Work with the JIC Manager to develop appropriate scripts and/or talking points for call center staff and ensure JIC provides Call Center staff with the most up to date information approved for public dissemination.

21. Ensure appropriate documentation of Call Center activities and public inquiries is provided to the JIC documentation unit.

22. Sign out on the appropriate forms and check out with the JIC Manager before leaving the Call Center.

23. Advise the JIC Manager of recommendations for Call Center hours reductions and demobilization.

24. At the direction the JIC Manager, demobilize the Call Center. Demobilization activities include the following:
   a. Notify appropriate stakeholders and the public that the Call Center is closing and provide direction on where to seek information about the incident.
   b. Ensure all sensitive documents have been shredded or filed appropriately with the Documentation Specialist and that all final products have been appropriately archived.
   c. Dismiss Call Center staff and call of any staff planning on arriving for a subsequent shift.
   d. Assist the Facilities Manager in tearing down Call Center infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations.
   e. Notify the JIC Manager once the Call Center has been completely demobilized.
### Call Center/Public Inquiry Center Staff

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<th>Call Center Manager</th>
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<tr>
<td><strong>Key Responsibility</strong></td>
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<tr>
<td>• Answer phones and provide approved information related to public inquiries about the incident, incident response and public safety actions to take</td>
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<tr>
<td>• Make notes of any calls with unresolved questions and conduct appropriate follow up to ensure all public inquiries are answered within a reasonable time period</td>
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<tr>
<td>• Evaluate subject matter of public inquiries to identify trending questions, rumors, misinformation and attitude about response efforts and communicate these observations to the Call Center Manager.</td>
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<td><strong>Supplies:</strong></td>
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      i. Local, regional and national news stories in both print and broadcast media  
      ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.)  
      iii. Official websites and any press releases or other messages that have been publically disseminated  
   c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation.  
   d. Login to WebEOC and review appropriate boards for current information. |
| 4. | The Call Center Manager will advise Call Center Staff:  
   a. The location of the Call Center  
   b. What hours the Call Center will be open  
   c. How many individuals will be staffing the Call Center  
   d. Whether a physical or a virtual JIC has be established  
   e. Any specific directions for travel, parking, etc., as well as if food or other support resources will be available.  
   f. What office supplies and other work related resources will be available at the Call Center and which you should bring with you (laptop, cell phone, etc.) |
| 5. | Upon arrival at the Call Center, sign in on the appropriate sign in sheet and report to the Call Center Manager to receive assignments. |
| 6. | Attend the Call Center Manager’s initial Call Center briefing and all subsequent briefings. Take note of any assignments, instructions or other important information. |
| 7. | After Call Center briefs, follow up with the Call Center Manager to clarify directions, priorities, expectations or other information as needed. |
| 8. | Regularly review all messages developed by the JIC to maintain a high-level of situational awareness. |
9. Produce detailed accounts of all calls including the following information:
   a. Name and organization
   b. Phone number
   c. Nature of inquiry
   d. Result
      i. Documentation should include the time and details of the response to ensure response and closure within a timely manner (ideally, less than one hour).
   e. Any follow up actions required

10. Answer public inquiries based on confirmed information that has been approved by the JIC Manager for public release. Never guess or speculate. If you do not know the answer to an individual’s inquiry, take their contact information and let them know you will call them back when you have more information.
    x. If you tell someone you will call them back, always follow through.

11. Coordinate with the Call Center Manager and the JIC Situation Status Monitoring and Analysis Specialist to find answers to media inquiries.

12. Regularly note the following and provide a summary report to the Call Center Manager:
   a. Recurring themes in public perception of the incident and response efforts
   b. Overarching public concerns
   c. Possible rumors or circulating misinformation
   d. Trending public inquiries

13. Coordinate with the Call Center Manager and the JIC Translator to assist non-English speaking callers.

14. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following:
    a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware
    b. Position roles and responsibilities
    c. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven’t)
    d. Public inquiries requiring additional follow up

15. Sign out on the appropriate forms and check out with the Call Center Manager before leaving the Call Center.
- End Appendix D. Joint Information Center Plan -
**TERMS AND ACRONYMS**

**EPI:** Emergency Public Information is a critical component of emergency management. An effective EPI operation enables emergency management leadership and stakeholders, such as elected officials, to promptly address public safety issues, evoke confidence that operations are being well executed, and unify the community to support efforts to achieve common goals.

**E-RAPIO:** A subcommittee of RAPIO that focuses on emergency public information capabilities in the Kansas City Metro Area. ERAPIO has eight voting members from various responder disciplines including law enforcement, emergency management, public health, community leaders, city communicators, and others.

**ESF-15:** Emergency Support Function 15 integrates and coordinates the functional areas of public affairs, community relations, State, tribal, local, and territorial affairs, the private sector, and congressional affairs.

**FEMA:** Federal Emergency Management Agency FEMA’s mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

**IC:** Incident Command is the person or jurisdiction responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall incident action plan.

**ICS:** Incident Command System is the national standardized, on-scene, all-hazards incident management approach.

**JIC:** Joint Information Center is a central location (physical or virtual) that facilitates operation of the JIS. It is a location where personnel with public information responsibilities perform critical emergency information functions and crisis communications, and coordinate resource sharing.

**JIS:** Joint Information System integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

**Kansas City Metro Area:** The 9 county region that includes Leavenworth, Johnson, Wyandotte and Miami counties in Kansas, and Platte, Clay, Ray, Jackson and Cass counties in Missouri.

**MARC:** Mid-America Regional Council is the metropolitan planning organization and association of local governments in the bistate Kansas City metropolitan area.

**MEMC:** Metropolitan Emergency Managers Committee serves as a forum for local emergency managers to work together on activities related to all-hazards emergency management. MEMC and RAPIO members collaborate on public outreach related to emergency preparedness messages.
**NIMS:** National Incident Management System identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location or complexity. NIMS provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation.

**NPG:** National Preparedness Goal is the national definition of what it means for the whole community to be prepared for all types of disasters and emergencies.

**NRF:** National Response Framework provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. It is one of the five documents in a suite of National Planning Frameworks. Each Framework covers one preparedness mission area: Prevention, Protection, Mitigation, Response or Recovery.

**PIO:** Public Information Officer is responsible for communicating with the public, media, and/or coordinating with other agencies, as necessary, with incident related information requirements. The PIO is responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

**Presidential Policy Directive-8:** This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.

**RAPIO:** Regional Association of Public Information was formed in 2000 to provide local public information officers an opportunity to share information, work cooperatively on regional issues, and network with their peers.

**RCG:** Regional Coordination Guide is designed to complement the regional components in local plans.

**RHSCE:** Regional Homeland Security Coordinating Council provides leadership to enhance capabilities for preventing, protecting, responding to and recovering from a broad range of threats and hazards. The RHSCE includes elected and appointed leaders from local governments, emergency services and community agencies in the nine-county MARC area.

**THIRA:** Threat and Hazard Identification and Risk Assessment is an all-hazards capability-based assessment tool that allows the Kansas City Metro Area to understand its threats and hazards and how their impacts may vary according to time of occurrence, seasons, locations, and community factors. This knowledge allows a jurisdiction to establish informed and defensible capability targets and commit appropriate resources drawn from the whole community to closing the gap between a target and a current capability or for sustaining existing capabilities.

**UC:** Unified Command Although a single Incident Commander normally handles the command function, an Incident Command System (ICS) organization may be expanded into a Unified Command (UC). The UC is a structure that brings together the "Incident Commanders" of all major organizations involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities.
Whole Community: includes private sector, nongovernmental organizations (NGOs), general public including individuals with disabilities and access and functional needs, disability services and organizations, and all levels of government. Participation of the Whole Community requires equal access to national preparedness activities and programs without discrimination. [Regional communicators] will strive to provide accurate, coordinated, and timely information through the use of accessible, culturally and linguistically appropriate formats.