County of Orange
and
Orange County
Operational Area

Joint Information System Annex
November 2018

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I.   Operational Area Executive Board and Emergency Management Council Letter of Approval

Orange County Operational Area Executive Board
County of Orange Emergency Management Council

Representatives of Law Enforcement Mutual Aid, Police Chiefs' and Sheriff's Association, Fire and Rescue Mutual Aid, Fire Chiefs' Association,
Public Works Mutual Aid, City Engineers and Public Works Directors Association, Orange County Board of Supervisors, Health Care Mutual Aid,
City Manager's Association, League of Cities, County Agencies, School Districts, and
Special Districts.

November 14, 2018

Members of the Operational Area
Members of the Board of Supervisors
County of Orange Department Heads
American Red Cross of Orange County
California Office of Emergency Services

Dear Orange County Emergency Response and Recovery Officials:

Herewith is presented the County of Orange and Orange County Operational Area Joint Information System Annex. This annex is the foundation for the response and recovery operations from the Operational Area (OA) and County's perspective.

The Orange County Operational Area Executive Board has approved this Annex on behalf of the OA Members; the County of Orange Emergency Management Council (EMC), which governs the County of Orange Emergency Organization, has approved and concurs with this Annex. The Orange County Operational Area Joint Information System Annex outlines strategies, procedures, recommendations and organizational structures to be used to implement a coordinated public information effort during a major incident or event in Orange County. A copy of the Joint Information System Annex may be obtained through the Orange County Sheriff's Department, Emergency Management Division.

The Joint Information System Annex is linked to jurisdiction, discipline and mutual aid plans and standard operational procedures through the Unified County of Orange and Orange County Operational Area Emergency Operations Plan.

This Annex is designed as a reference and guidance document. We look to you as members of the County of Orange and the Orange County Operational Area Emergency Response Organization to assist in the ongoing process of program and capability improvement. Use of this Annex in the County and Operational Area EOC and during exercises and drills will continue to enhance our ability to respond.

Sincerely,   Sincerely,

County of Orange   Orange County
Emergency Management Council   Operational Area Executive Board
Chair   Chair

Administrative Contact-Orange County Sheriff's Department-Emergency Management Division
2644 Santiago Canyon Road, Silverado CA, 92676   Phone: (714) 628-7054   Fax: (714) 628-7154

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II.   Record of Changes

Date of Revision	Revision Description	Section/Component	Reviewed By	Revision Completed By
September 2014	Update references to DAFN laws or regulations	1.2./Intended Audience/Scope (p.2) 2.2.3/Media Relations/Coordination 2.2.4./Whole Community Approach (p.10) 2.4.1./Message Development (p.27) 2.5.5./Translation Services (p.29) 4.1-4.2/Authorities & References (p.33) 5.2./Roles and Responsibilities and Job Aids and Checklists (p.39) 5.4. PIO Go-Kits (p.45)	Operational Area PIOs and DAFN Working Group	EMD Staff
September 2014	Updates to social media use and social media specialist position	2.2. Media Relations/ Coordination (p.9) 2.3.1. JIC Purpose (p.12) 2.3.4. Organizational Structure (p.15) 5.2. Roles & Responsibilities, Job Aides & Checklists (p.40)	Operational Area PIOs and Emergency Managers	EMD Staff
September 2014	Add Wireless Emergency Alert capability	2.5.4. Wireless Emergency Alerts (p.28)	Operational Area Emergency Managers	EMD Staff
November 2018	Review	All Sections	DAFN WG, TWG, EMD-Sub, OCEMO	EMD Staff
November 2018	Updated document structure to align with revised EMD plan template	All sections	Operational Area Emergency Managers	EMD Staff
November 2018	Clarified PIO language and responsibilities	All sections, mainly Chapter 2. Concept of Operations	County PIOs and OCEMO	EMD Staff
November 2018	Align activation levels with NIMS	2.3.1. Joint Information System Activation	County PIOs and OCEMO	EMD Staff

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III.   Plan Distribution

The Orange County Sheriff's Department, Emergency Management Division (EMD) is responsible for developing, maintaining and distributing the Joint Information System Annex.

EMD will make the Joint Information System Annex available to all county departments, Operational Area jurisdictions, the California Office of Emergency Services (Cal OES) and other partner organizations as necessary and upon request. An electronic version is available through WebEOC in PrepareOC. Additionally, hard copies are available at the Operational Area and County Emergency Operations Center and EMD staff have remote access to all plans and annexes.

This Annex is classified For Official Use Only.

Portions of this document contain sensitive information pertaining to the deployment, mobilization, and operations of the County, OA and OA jurisdictions in response to emergencies. The majority of this plan is available for public review however, portions that include personal privacy information or information with significant implications on city, regional, state, or national security are placed in attachments that are exempt from public disclosure under the provisions of the California Public Records Act §6254.

IV. Table of Contents

Chapter 1 – Introduction

1.1. Purpose

The coordination and dissemination of public information during an emergency, whether it involves saving lives, protecting property, or addressing public concern, is one of the most important aspects of an effective emergency response. This Annex, in support of the Unified Orange County Operational Area and County of Orange Emergency Operations Plan, was created to establish the system by which the County and Operational Area (OA) will conduct the public information function and services during an emergency. The system is flexible and can be scaled to meet the needs of the incident and adaptable for use in a diverse range of responses ranging from a small, single agency response lasting a few hours, to a large multiple agency response lasting several weeks or months. It is meant to facilitate the collaboration required by the multiple organizations and jurisdictions that will implement the Joint Information System (JIS) and staff the Joint Information Center (JIC) to provide timely, accurate, wide-reaching and simple to understand crisis communications to both the media and the public. This Annex provides the organizational structure and concept of operations under which the OA will operate.

1.2. Scope

This Annex is consistent with the framework laid out by NIMS, and can be scaled to fit a wide variety of incidents of varying size and need. Included in the Annex are pre-event, response, and recovery procedures as they pertain to the emergency public information function. It details the steps to be taken to initiate the activation and utilization of JIS and JIC, as well as certain functions and responsibilities of the PIO and supporting staff. This document does not describe the complete responsibilities of individual PIOs in the EOC or in the field during an incident.

This Annex can be supplemented by the Joint Information System Field Operations Guide (FOG) for use by PIOs and support staff that are deployed into the field during an emergency response.

A Note on Terminology

While many public sector agencies use the Public Information Officer title as a primary or alternate descriptor for their public affairs or communications staff, it can sometimes cause confusion with the usage of the term in ICS, SEMS and NIMS. For purposes of this Annex, the term lead incident PIO is used to indicate the single person in the lead public information role for an incident.

1.3. Situation Overview

The OA is home to many high profile communities, government and military facilities, and iconic destinations. In addition, it is characterized by varied geography and a vulnerability to many diverse hazards, both natural and manmade. As a result, OA jurisdictional representatives are frequently, if not consistently, in the media spotlight. In all situations, OA jurisdictions maintain their autonomy in determining appropriate public information strategies and in releasing information to the public and media.

1.4. Planning Assumptions

- Emergencies and disasters may occur without warning at any time of day or night, and may cause mass casualties.
- A comprehensive public education and information program conducted prior to emergencies will help save lives and property during emergencies and disasters.
- In an emergency situation, the public will demand information about the emergency and the protective actions to be taken.

- Local print and broadcast media will cooperate in broadcasting and publishing of detailed disaster-related instructions to the public.
- Normal means of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.
- Responding agencies will provide information to reduce public concern about the incident and response activities.
- Trained support personnel will be sufficiently available to help coordinate public information and interface with the media and other agencies.
- The Public Information Hotline may or may not be co-located with the Joint Information Center.
- Demands for information from media outside the jurisdiction will be significantly increased in a disaster.
- The Orange County Sheriff's Department, Emergency Management Division (EMD) maintains listings of media contacts and Emergency Alert System (EAS) networks and relies on those contacts and networks for the dissemination of Emergency Public Information.
- During a county-wide or large disaster, a JIC may be established to coordinate the dissemination of information about all county, State and Federal disaster response and recovery programs.
- Information is incomplete during a disaster. Rumors abound and it may be hours before officials validate complete information. The lack of information or contradictory information may cause unnecessary fear and confusion.

1.5.   Preparing and Responding with the Whole Community Strategy

The County of Orange strives to incorporate the Whole Community perspective in its emergency planning and encourages Operational Area jurisdictions to do the same. Whole Community includes:

- Individuals and families, including those with disabilities or other access and functional needs
- Businesses
- Faith-based, nonprofit and other community organizations
- Immigrant populations and communities
- Schools and academia
- Media outlets
- All levels of government, including state, local, tribal, territorial, and federal partners

By planning for the Whole Community, complexities in the diversity in Orange County are assimilated into the County planning strategy.

Orange County's definition of disabilities and access and functional needs is as follows:

> *Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence and the ability to perform the activities of daily living, communication, transportation, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who may require transportation assistance.*

The County of Orange is committed to complying with the Americans with Disabilities Act during all phases of disaster response and recovery. As such, the County of Orange adheres to and encourages Operational Area jurisdictions to follow the principles below:

- Affected individuals will not be excluded from or denied benefits of any sort based on a disability or other access or functional need.
- Work to accommodate people with disabilities or other access and functional needs in the most integrated setting possible.
- During all phases of disaster response, make reasonable modifications to policies, practices and procedures, if necessary, to ensure programmatic and architectural access to all.
- Provide access to shelters to all affected community members including those with disabilities or other access and functional needs in the most integrated setting possible in order to keep families, friends and neighbors together.

More information on whole community planning in Orange County can be found in the Unified County of Orange and Orange County Operational Area Emergency Operations Plan.

Chapter 2 – Concept of Operations

2.1. Concept of Operations

Emergency public information activities are structured under a Joint Information System concept to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and disciplines.

The JIS is designed to disseminate a variety of information and instruction to the general public, government officials, and the news media through direct contact, news conferences, news releases and advisories, web sites and social media sites, and timely response to public and news media queries.

2.1.1. Phases of the Joint Information System

Preparedness

The provision of preparedness-related public information is typically the responsibility of each OA jurisdiction. Depending upon the jurisdiction's emergency management priorities and the community's specific hazard profile, each jurisdiction will design and implement preparedness-related public information strategies using consistent messaging. As the lead agency for disaster preparedness public education, the Orange County Sheriff's Department Emergency Management Division participates in preparedness-related public information programs and supports the needs of OA jurisdictions as well.

Planning to communicate in emergency situations must be done well in advance. Examples of pre-identified messages include evacuations, hotline information, explanations of an advisory, and warnings.

Educating the public to take action prior to an event is one of the best ways to build resilience within the community and ensure the population is as prepared as possible for an emergency. Orange County is committed to public outreach through ReadyOC. ReadyOC is a public service campaign aimed at educating and empowering Orange County residents, businesses and the community to better prepare for emergency situations. The goal of ReadyOC is to increase personal preparedness for a variety of emergency situations that could impact the county and also to offer opportunities for citizens to get involved in local readiness efforts. Individuals and households contribute by reducing hazards in and around their homes, preparing an emergency supply kit and household emergency plan, and monitoring emergency communications carefully.

Functional Readiness

It is important for agency PIOs to have tools and resources available for use during an incident. PIOs should maintain their own go-kit for deployment to the field, EOC, or JIC. The go-kit recommended equipment list can be found in Appendix 5.1.

Response

Within ICS, the lead incident PIO reports to the Incident Commander or Unified Command and is responsible for organizing and managing the emergency public information system and establishing guidelines for the release of public information. Initial response actions may include:

- Establish contact with EOC PIOs and other public information support staff.
- Evaluate the incident, public information immediate needs, and determine the JIS/JIC organizational structure/personnel needs.

- Establish contact with media; begin releasing lifesaving and health preservation instructions. Explain what is being done to respond to the emergency.
- Establish contact with pre-identified community partners who serve the non-English speaking and people with disabilities and those with access and/or functional needs to allow them to initiate their communications protocols.
- Request Logistics to activate additional staff and plan for subsequent Operational Periods.
- Develop and distribute Communication Strategy Template (see Appendix 5.2).

Deactivation and Recovery

The deactivation of the JIS/JIC may extend well into the recovery phase. Deactivation should be coordinated through the PIO, JIC Manager, supporting agencies, the IC/UC, and involved EOCs. Once deactivation is announced, lead incident PIO activities may include:

- Provide a plan for the demobilization of personnel and equipment, which is coordinated with the IC/UC and EOC Planning and Intelligence Section.
- Coordinate deactivation steps with the supporting departments/agencies and community partners.
- Prepare a deactivation press release which includes contact information post-deactivation and coordinate with the EOC.
- Provide deactivation information to all supporting agencies and personnel.
- Debrief staff and conduct after action meeting in conjunction with the EOC and IC/UC.

2.2   Organization and Assignment of Responsibilities

2.2.1. Operational Area Jurisdiction Roles and Responsibilities

OA jurisdictions have completed an OA Agreement, and agree to follow standard mutual aid procedures including assisting with staffing a JIC or working cooperatively as part of the JIS.

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

2.2.2. Public Information Officer Responsibilities

The lead incident PIO gathers, verifies, coordinates, and disseminates accurate and timely information on the incident's cause, size, current situation and desired public response. Below is a list of immediate tasks that generally apply to an incident:

- Receive assignment, report to required site (Field, EOC, or JIC).
- Gather basic facts and receive briefing on incident scope.
- Determine from Incident Command (IC) or Emergency Operations Center Director of Emergency Services (EOC DES) if there are any limits on information release.
- Determine from IC or EOC DES any information needed to be pushed out or released.
- Identify other agencies involved and determine approval structures.
- Coordinate emergency public information and warnings.
- Evaluate need for support; contact other JIS members as appropriate.
- Develop accessible key messages for information releases.
- Identify key message delivery systems.
- Establish information release strategy (set time for information updates, news conferences).
- Obtain approval for media releases from lead agency, IC, or EOC DES.
- Send initial media releases.
- Establish protocol for interviews, briefings and photo opportunities as needed.
- Monitor traditional media and social media reporting for accuracy.
- Monitor incident escalation to evaluate need to establish JIC.
- Maintain a Unit Activity Log, ICS Form 214.
- Conduct formal or informal evaluation of incident response.
- Complete agency forms, reports and documents prior to deactivation.

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

OA jurisdiction, department, and agency public information staff may be asked to staff various JIC functions regardless of the level of involvement of their respective departments. This will ensure an adequate staffing is available to support emergency public information activities and follows the philosophy of the mutual aid system. In accordance with NIMS, only one lead incident PIO shall be appointed. He or she is assisted by Unit Leaders based on functional needs.

Appendix 5.3 contains a description of other positions needed to staff a JIC. Additional information, including job aids and checklists, can be found in the FOG.

Media Relations and Coordination
Good working relationships with the media help during an incident. To help build these relationships, jurisdictional public information staff should:
- On a periodic basis, provide the media with a contact list with after-business hours contact information.
- Review and update all contact lists (e.g., media, PIO, and other agencies) every six months. Include basic information such as e-mail address, telephone numbers (e.g., office, home, cell), fax numbers, social media accounts, and web sites.
- Cultivate positive relationships through the regular response to media inquiries.

The JIS/JIC will coordinate with media outlets to ensure information is presented in multiple accessible formats to ensure it reaches as many people as possible. This includes:

- Including sign language interpreters in the picture next to spokespersons when briefings are given.
- Ensure television stations present important information in both video and audio formats. For example, instead of just showing the hotline number on the screen, it should be read aloud as well. Also, when showing a map there should be audible descriptions of the affected areas.
- Ensure any crawling messages that often appear in the bottom of the screen do not interfere with closed captioning messages.
- Ensure social network accounts convey video and audio and accessibility features whenever possible.

Intergovernmental Affairs – State and Local Officials
An effective JIS requires partnerships with:

- Impacted jurisdictions.
- Responding agencies.
- Private sector.
- Nongovernmental Organizations (NGOs).
- Elected Officials.

Many private-sector organizations are responsible for operating and maintaining portions of the county's critical infrastructure, including utility and infrastructure organizations. In addition, they must provide for the welfare and protection of their employees in the workplace. Government and Public Affairs representatives for these impacted organizations should work to ensure all public information regarding their role in the response is included in media releases.

NGOs provide shelter, emergency food supplies, counseling services, and other vital support services to support response and recovery of impacted or displaced residents. NGOs may provide critical information to be used by the JIS by providing additional situational awareness from staff positioned in the field and working with impacted residents.

Elected officials play an important role in the JIS process by providing additional authority to the response and recovery efforts and serving as the elected official spokesperson at news conferences. Community members look to the highest elected official for assurance and comments on the response and recovery process.

2.2.3. The Joint Information System and the Joint Information Center
Regardless of the incident, the function of the Joint Information System remains essentially the same, while the number of jurisdictions, departments, and agencies involved as well as the location and the quantity of information to be disseminated may change. At a minimum, the following functions must be performed for effective public information:

- Establish and maintain contact with local radio, television and print media.
- Develop and disseminate written information such as news releases, fact sheets, and other reports as needed, ensure information is produced in varied formats used by people with disabilities and others with access and/or functional needs including but not limited to, large

print and auditory formats for people with visual disabilities; pictorial formats for those with intellectual disabilities and limited English proficiency.

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

2.3.   Direction, Control, and Coordination

2.3.1. Joint Information System Activation

Any OA jurisdiction may activate portions of the JIS Annex as appropriate to the incident. The structure and scope of the incident JIS is at the discretion of the lead incident PIO calling for support. If needed, a JIC can also be established.

Initial actions that should be taken upon JIS activation may include:

- Assess the situation and call up necessary support personnel.
- Establish teams: media triage, media monitoring, press release and information gatherers, hotline scripting, web development, interagency coordination and communication.
- Develop materials to address the situation: press releases, web pages, talking points, hotline scripts, etc.
- Schedule media briefings at the onset of a developing situation. Work closely and prepare a designated spokesperson for initial interview as this initial interview often sets the tone for continued media coverage.

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

Joint Information System Activation and the OA EOC

Notification

A request may come from the Incident Commander, the OA EOC, or other participating agencies within the OA. The request may be made to the OA EOC to notify select public information support staff for the JIC using a group call list (AlertOC), e-mail, or text communication. Staff will be instructed where to respond and to whom they will report. The entire OA may be contacted to support ongoing information requirements for any incident as needed.

Level 3 JIS Activation

Whenever the OA EOC is activated to any degree, the OA public information function will be activated to at least Level 3. This is the most common type of public information activation at the OA level. A Level 3 activation involves the staffing of the PIO and staffing of public information support personnel as determined necessary by the PIO. Staffing for the Level 3 activation of the JIS shall complement the staffing of the Level 3 activation of the OA EOC.

During this activation, the OA's public information function will be limited to the following responsibilities:

- Collection and review of public information releases from OA jurisdictions.
- Dissemination of public information releases received from OA jurisdictions to all other OA jurisdictions (The OA EOC PIO may use fax, Internet, e-mail, PIO-PIO radio, or EOC-to-EOC radio to coordinate and communicate public information with OA jurisdictions).
- Identification of potential conflicts, discrepancies, or inaccuracies within or amongst OA jurisdiction releases.
- Facilitation of public information conflict resolution amongst OA jurisdictions.
- Release of OA EOC-specific press releases and social media posts(e.g. OA EOC activation, and county impacted area press releases).

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

Level 2 JIS Activation

During a Level 2 Activation, the OA's public information function includes all the activities described under a Level 3 Activation with the additional activation of the OA's public information hotline and rumor control function. This level of activation is also relatively common. A Level 2 Activation will be triggered when the OA EOC is activated and an OA jurisdiction requests that the public information hotline be established to handle public inquiries on its behalf or to supplement the OA jurisdiction's existing public information hotline as surge capacity. Depending on the magnitude of the emergency and the anticipated call volume, the PIO will determine an appropriate level of staffing for the hotline.

Level 1 JIS Activation

A Level 1 Activation is typically necessary when a major incident has occurred affecting many OA jurisdictions in the same way. The types of scenarios that might result in a Level 1 JIS activation may include, but are not limited to:

- Major earthquake.

- Major terrorist attack (e.g., chemical, biological, radiological, nuclear, or high explosive).
- Other complex incidents requiring full coordination.

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

Even during a Level 1 Activation, the OA has no authority to approve OA jurisdiction messages or strategies. It is anticipated that the establishment of a JIC will lead OA jurisdictions to coordinate their messages, perform peer validation, and issue joint releases when possible.

2.3.2. Organizational Structure

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

NIMS Type Incident	OA JIS Activation Level	JIC Activated	OA EOC Activated	Incident Example
Type 5	None	No	No	Structure Fire
Type 4	3 or 2	Determined by EOC	Yes	Chemical Release
Type 3	2	Yes	Yes	Train Derailment
Type 2	1	Yes	Yes	Major Earthquake
Type 1	1	Yes	Yes	Terrorist Event

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

1. Information Gathering
2. Information Production
3. Information Communication

The JIS provides the structure that supports public information staff working together to deliver accurate, coordinated information to ensure timely, accurate, and consistent messaging across multiple agencies and jurisdictions, or disciplines. The following sample organizational charts show how the JIS and JIC organizations can be expanded, contracted, or modified based on the incident needs and available resources to staff the JIC.

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

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                        ┌──────────────────┐
                        │       PIO        │
                        └──────────────────┘
              ┌────────────────┼────────────────┐
    ┌─────────────────┐ ┌─────────────────┐ ┌─────────────────┐
    │ Gather Initial  │ │ Write News      │ │ Answer Media    │
    │ Incident        │ │ Release         │ │ Calls           │
    │ Information     │ │ (Information    │ │ (Media          │
    │ (Information    │ │ Dissemination)  │ │ Relations)      │
    │ Gathering)      │ │                 │ │                 │
    └─────────────────┘ └─────────────────┘ └─────────────────┘
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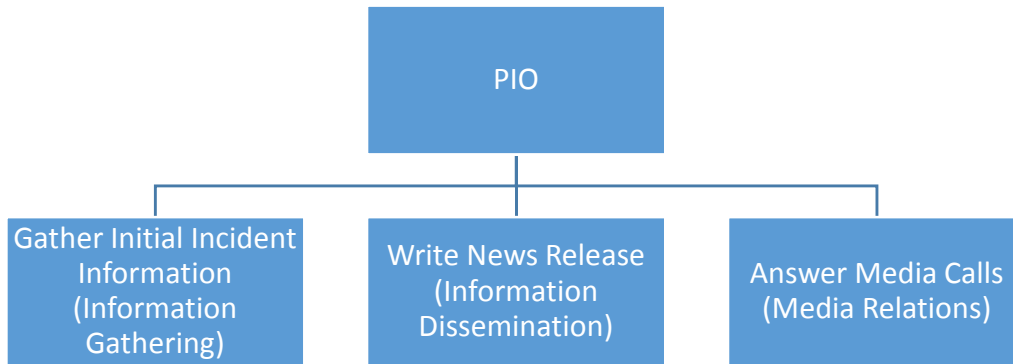
FIGURE 1 – Initial PIO (Level 3 Activation)

In smaller incidents the use of the JIS may be very informal and can be activated by any PIO needing support to provide an effective crisis response. When there is an EOC activation, a hotline may also be activated and managed through the EOC regardless of whether a JIC is activated or not.

The organizational chart in Figure 2 is an example of how the initial JIC structure may look during a Level 2 Activation not expected to exceed one operational period. Each box represents a person assigned to the JIC. The functions performed by personnel in these positions are listed below each box.

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         ┌──────────┐        ┌──────────┐
         │   PIO    │────────│ Hotline  │
         └──────────┘        └──────────┘
              │
         ┌─────────────┐
         │ JIC Manager │
         └─────────────┘
    ┌─────────┼──────────────────┐
┌──────────────┐ ┌──────────────────┐ ┌──────────────────┐
│ Information  │ │ Information       │ │ Media Relations  │
│ Gathering    │ │ Dissemination    │ │ Unit Leader      │
│ Unit Leader  │ │ Unit Leader      │ │                  │
└──────────────┘ └──────────────────┘ └──────────────────┘
    │                 │                     │
┌──────────────────┐ ┌──────────────────────┐ ┌──────────────────┐
│ Fact Gathering   │ │ Writer               │ │ Media Relations  │
│ WebEOC/Status    │ │ Photographer/        │ │ Speaker Support  │
│ Board            │ │ Videographer         │ │                  │
│ Media Monitoring │ │ Administrative Tasks │ │                  │
│ Web/Social Media │ │ Web/Social Media     │ │                  │
│ Support          │ │ Support              │ │                  │
└──────────────────┘ └──────────────────────┘ └──────────────────┘
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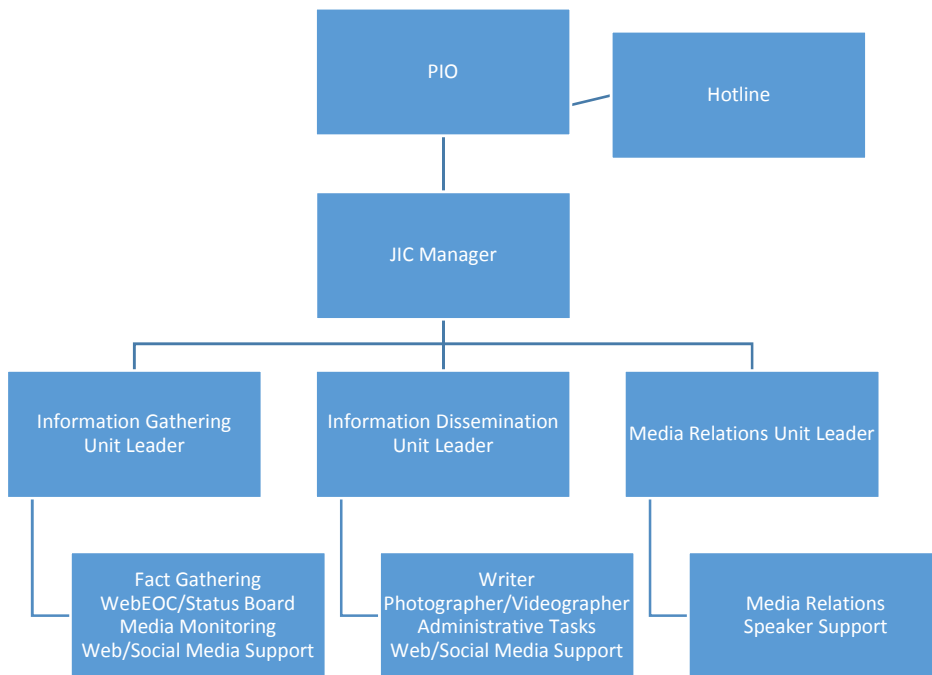
FIGURE 2 – JIC (Level 2 Activation – Simple)

The organizational chart in Figure 3 is an example of how the JIC structure may look during an expanding or escalating incident for a Level 1 Activation requiring multiple operational periods. Positions below the JIC Manager level may be staffed by more than one person, based on the needs of the incident. Functions not specifically assigned would be performed by the appropriate Unit Leader.
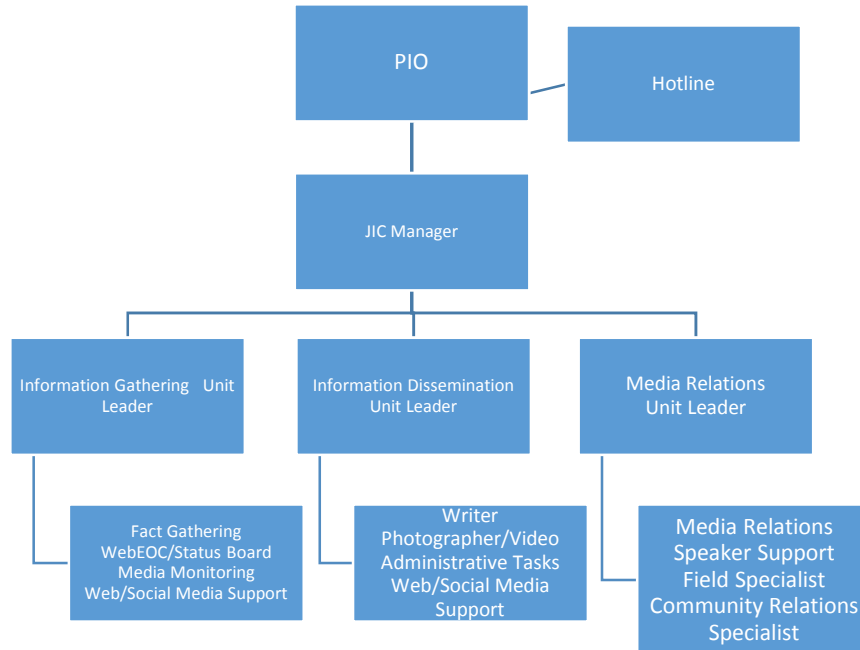

FIGURE 3 – JIC (Level 1 Activation – Expanding Incident)

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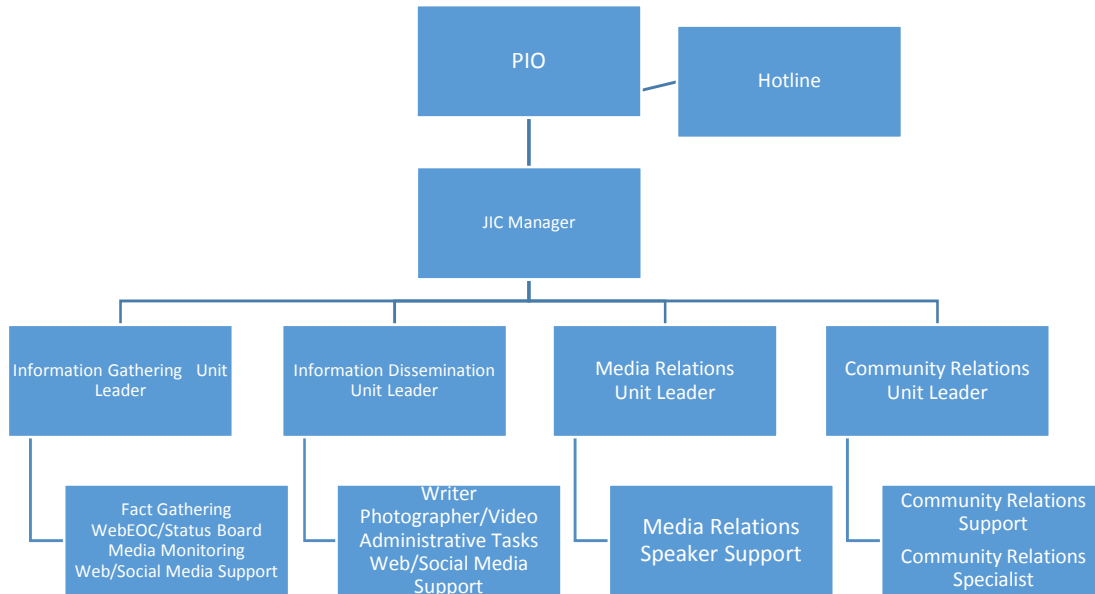
FIGURE 4 – JIC (Level 1 Activation for a NSSE)

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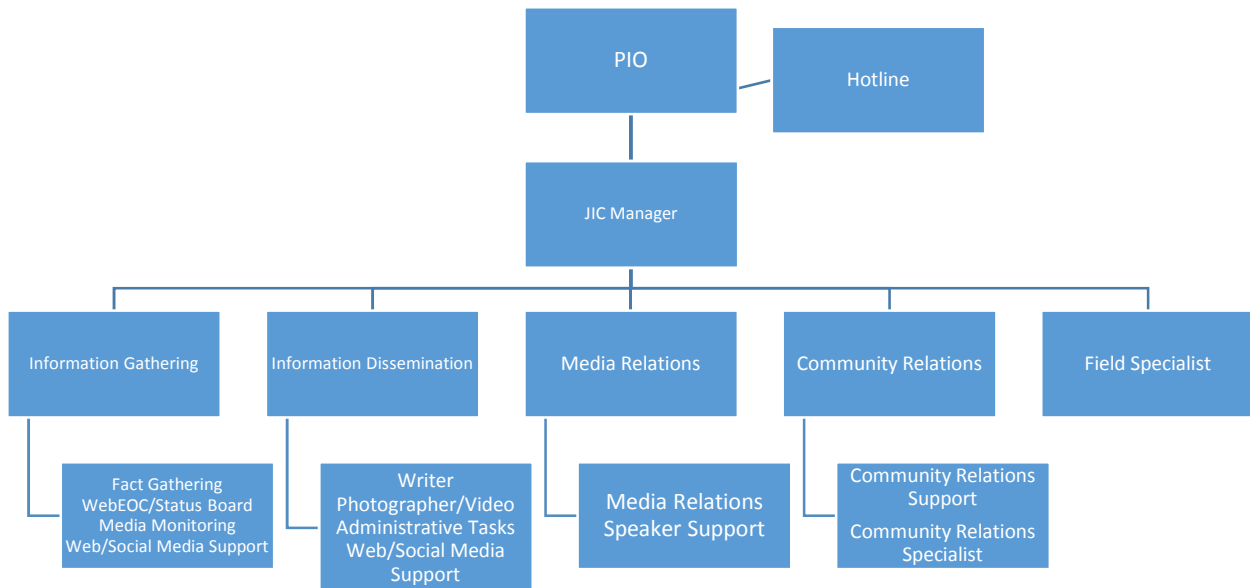
FIGURE 5 – JIC (Level 1 Activation – Complex/Catastrophic)

The JIC structure is designed to accommodate the diverse range of responses likely to be performed, ranging from a large multiple-agency, all-hazards response to a small single-agency, single-hazard response. The structure can grow or shrink depending on the unique requirements of a specific response

and should be customized for each response. This adaptability encompasses staffing, organizational structure, facilities, hours of operation, resource and logistical requirements, and products and services. If a virtual JIC is established, JIC staff members can perform their assigned functions from work, home or any location with Internet access. The JIC organizational structure is based on functions that must be performed whether a person is handling a routine emergency, or managing communications for a major response to a disaster.

The organizational chart in Figure 6 illustrates how JIC management and leadership activities divide among the three leadership levels of PIO, JIC Manager and Unit Leaders below the JIC Manager for Information Gathering, Information Dissemination, Media Relations and Community Relations. The PIO has certain responsibilities dictated by NIMS/ICS and in reality spends most of his or her time outside the JIC working on strategic goals with the IC/UC and other Command and General staff. The JIC Manager works with the PIO on strategic plans, takes on the PIO's responsibilities in his or her absence and acts as an office manager, primarily directing the Unit Leaders. The Unit Leaders are the top-level specialists, and work with the JIC Manager to develop tactical public information activities in support of the IC/UC's strategic plans. Activities below the Unit Leader level are more specialized (in a full JIC) comprising boots on the ground work implementing tactical operations.
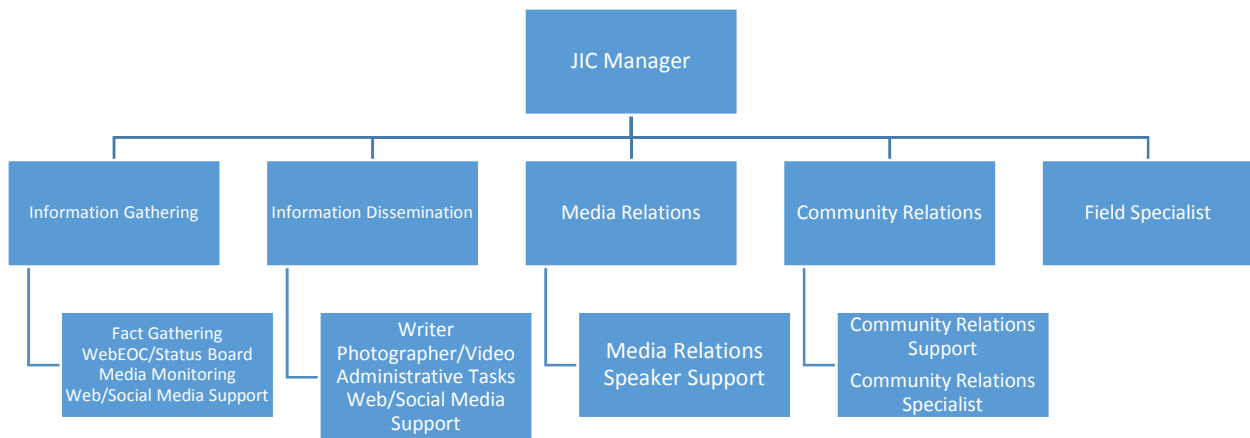

FIGURE 6 – JIC Activities

Liaisons

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

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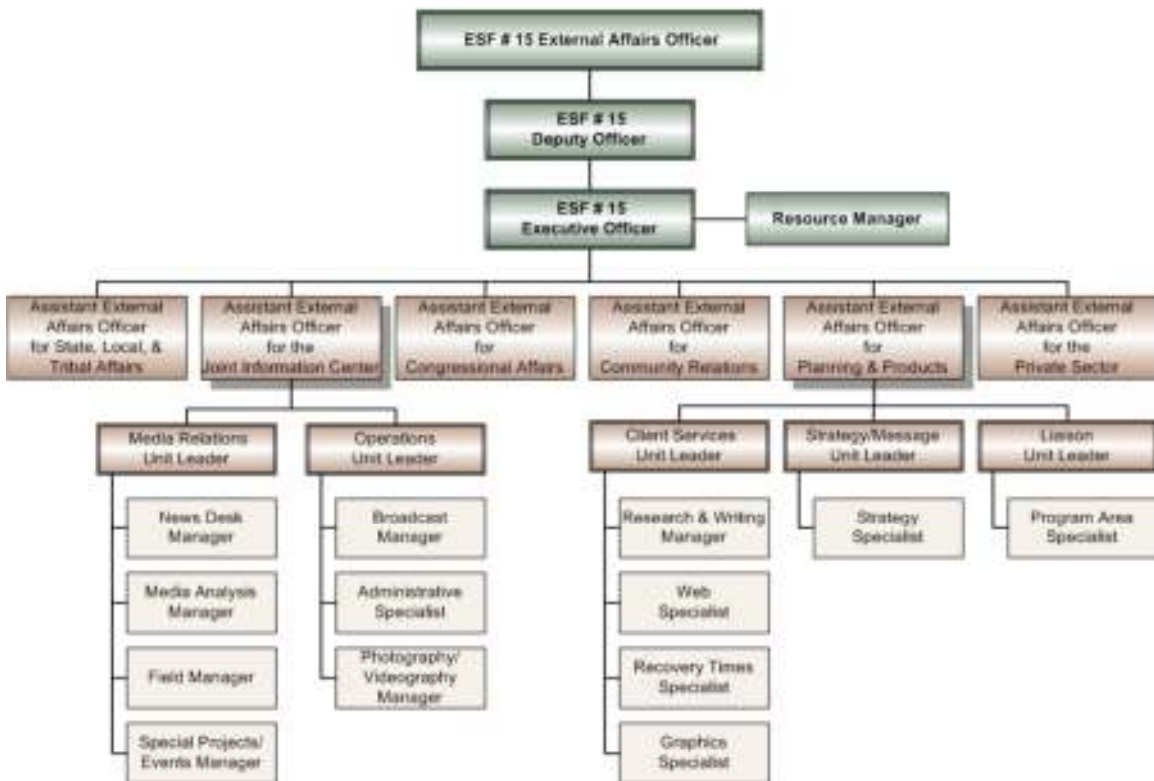- Personnel

Figure 7- Federal ESF Structure

2.3.3. JIC Facility

JIC Types – Physical and Virtual

JICs can be both physical locations as well virtual sites using an online interface for document collaboration and dissemination. The decision to use a virtual JIC in place of a physical JIC will be made

by the jurisdictional EOC or the OA EOC. If both are activated, then the involved jurisdictions will agree on the activation.

The physical JIC is a centralized location in which the public information function is coordinated. This location is ideally situated close to the OA EOC and provides for media access when needed, but can be located anywhere suitable to support the response. Regardless of where the JIC is located, the function remains the same, to support the overarching JIS structure with tools that improve the public messaging and information required after a disaster.

There is no permanent, fixed location for a Joint Information Center for the OA. Certain locations within the OA have been identified as potential sites for a JIC. The primary location to be used as the JIC is the Regional Parks Operations Building at Irvine Regional Park: 1 Irvine Park Rd, Orange, CA 92869. If that location is unsuitable or not available, the secondary site is the Orange County Fire Authority Headquarters located at 1 Fire Authority Road, Irvine, CA 92602.

WebEOC is the primary method of information collection and dissemination during an activation or incident among jurisdictions and responders. Jurisdictions will use the Jurisdiction Information Management System (JIMS) board to inform the OA of their EOC activation status and other important information (e.g. Initial Damage Estimates, Evacuations, Road Closures, etc.). This information may be what is used to formulate and draft press releases. However, press release drafts to be coordinated amongst multiple jurisdictions will be posted in the PrepareOC section of WebEOC. Access to WebEOC is provided by the Orange County Sheriff's Department Emergency Management Division.

The OA will use PrepareOC as the default virtual JIC. PrepareOC is a file sharing capability within WebEOC. The site enables Orange County agencies, OA jurisdictions, participating non-profits and area partners to share resources, documentation, communications, training materials and more in a secure, online environment. Many groups have their own areas to collaborate on planning, training, or other preparedness efforts. For some incidents, other collaborative communication tools (WhatsApp, group texts, etc.) may also be useful.

If the telecommunications infrastructure is intact, communication by phone will be essential to public information coordination. The Operational Area Public Information Officer Conference Call Guide is provided in Appendix 5.4 as a template for a virtual JIC conference call.

A virtual JIC may be considered when resources are limited, or when agency PIOs are not able to physically co-locate because of distance or time constraints. The virtual JIC can provide a larger pool of public information staff as it is possible to use resources from other jurisdictions without requiring them to leave their location. Additional benefits of a virtual JIC include the absence of time or travel costs as well as the ability for agency PIOs to easily access to their own existing technologies.

There are some limitations to the virtual JIC. Virtual JICs do not eliminate the need for media escorts or on-scene, field PIOs to support IC/UC. Press conferences and media briefings cannot be conducted at a virtual JIC. Finally, there are no face-to-face interactions in a virtual JIC; therefore, it is imperative PIOs develop solid working relationships with each other ahead of time. When the virtual JIC is operating, the appointed PIO will coordinate information flow and virtual JIC operations via a combination of PrepareOC, e-mail, telecommunications and video conferencing tools. Each agency PIO participating in the virtual JIC will work out of his or her respective locations using available electronic tools.

The JIC may be located anywhere to support emergency activities. Wherever it is located, it is imperative the JIC maintain contact with Incident Command or Unified Command and the OA EOC via telephone, radio, the Internet, facsimile or in-person communications. If there are multiple agencies with jurisdictional authority, a unified approach should be used when possible. The equipment and supplies for the JIC are a combination of personal go-kits, on-site available resources (e.g. phones, faxes, printers, etc.) and agency shared resources. The resources required for the JIC can be found in Appendix 5.5.

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

Resources and Setup
County Emergency Management maintains the following deployable resources for a JIC: a lectern with microphone, a multimedia box (press bridge) and 10 iPads with charging case. Additional resources needed for local JIC operations will be ordered through the jurisdictional EOC Logistics section. The JIC Manager is responsible for the procurement and transport of the required resources to support the JIC. The setup of the JIC is the responsibility of the JIC Manager and lead incident PIO.

JIC Sustainability
The JIC will require additional staffing from outside agencies and jurisdictions in order to support large-scale disasters requiring numerous, consecutive operational periods. The JIC Manager is responsible for working with the incident or EOC logistics section to request additional staff to support extended JIC operations through agreements such as Master Mutual Agreements, the OA Agreement, and from surrounding areas utilizing SEMS.

JIC Layout
The layout of the JIC will be dependent on the facility chosen and the scale of the incident. Regardless of the size or location, the JIC should be organized by functional areas, as is done in the EOC. Sections such as Information Dissemination, Information Gathering, and Media Relations should all have their corresponding support positions located as close as possible to the Unit Leader for that function. The layout should encourage easy communication between functions, utilizing as few walls or physical barriers as possible between them. A sample JIC layout can be found on the next page:

Sample JIC Layout

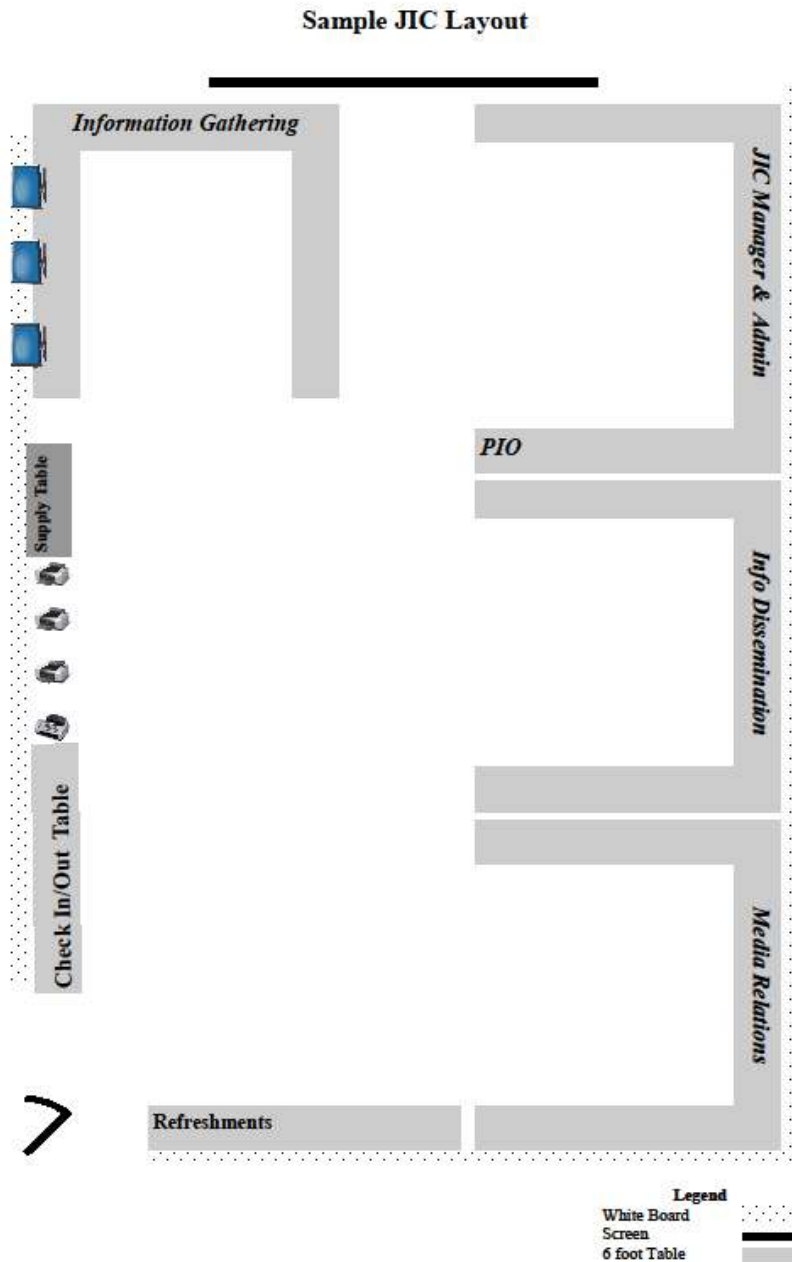FIGURE 8 – JIC LAYOUT

2.3.4. Operating Concepts
Priorities

The following are priorities for the JIS and subsequently the JIC when it is activated:

- Developing, recommending, and executing public information plans and strategies on behalf of the IC/UC through the lead incident PIO.
- Gaining and maintaining public trust and confidence.
- Being the first and best source of information.

- Gathering information about the crisis.
- Ensuring the timely and coordinated release of accurate information to the public by providing a single release point of information.
- Capturing images of the crisis in video and photos that can be used by the response organization as well as the media.
- Monitoring and measuring public perception of the incident.
- Informing the IC/UC of public reaction, attitude, and needs.
- Ensuring the various response agencies' information personnel work together to minimize conflict.
- Advising the IC/UC concerning public affairs issues that could impact the response.

Communications Strategy

The JIC must have a communication strategy. The Communication Strategy Outline (Appendix 5.2) helps the lead incident PIO to achieve both immediate (incident) and long-term (agency/organization) communications goals. The Communication Strategy Outline of an incident or catastrophic disaster can be pre-identified. It clarifies the roles and responsibilities of the information functions, which include:

- To inform in a timely, consistent, and appropriate manner.
- To increase awareness and understanding.
- To gain the public's support of the incident management objectives and strategies.
- To influence behaviors positively.
- To ensure people with disabilities and others with access and/or functional needs strategies, protocols and technologies are used to broadcast to the whole community.

After creating the plan, lead incident PIO should send this to the IC/UC for review and gather their feedback. The Communication Strategy should be adjusted to meet changing conditions and priorities. A sample communications strategy template can be found in Appendix 5.2 and in the FOG.

Communications Flow

Information and messaging delivery systems which are best suited to meet the needs of the incident and audience will be employed. Listed below are some types of delivery systems available:

- Emergency Alert System.
- AlertOC.
- Wireless Emergency Alerts.
- Electronic media television/radio.
- News conferences/briefings.
- Web sites.
- Newspapers.
- Facebook, Twitter and other social media platforms.
- 2-1-1 Orange County.
- Community meetings/forums.

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

PIO-PIO Talkgroup
PIO-PIO is a single encrypted 800 MHz talkgroup shared countywide by all law enforcement, fire service, lifeguard and marine safety, and public works agencies for coordination between Public Information Officers. This talkgroup has countywide coverage and is located in 800 MHz CCCS radios. PIO-PIO is designated specifically for PIO communications and should be included in this document as an option for coordinating information between PIOs and the OA EOC. It should be noted special districts do not have access to the 800 MHz PIO-PIO talkgroup. Patching the WEROC talkgroup to PIO-PIO should be considered if Water Districts are involved during an event.

JIC Action Plans
The JIC is designed to be a collaborative environment for the PIOs of OA jurisdictions and potentially those from other OAs, the California Office of Emergency Services (Cal OES), or the Federal government. It is not intended to be hierarchical, since OA jurisdictions always maintain authority and autonomy for coordinating their own public information activities. However, the JIC will organize its own JIC Action Plan to help facilitate the collaborative nature of the OA JIC, use resources efficiently, ensure a common understanding of the incident, and develop common messages. Similar to the OA EOC Incident Action Plan (IAP) process, the JIC Action Plan should identify the common public messages as agreed upon by OA jurisdictions, identify assignments (where appropriate), and describe the public information activities underway or planned in each OA jurisdiction. The JIC Manager is responsible for coordinating the planning process, producing the JIC Action Plan, and distributing it. The planning process should occur at regular intervals as defined by the participating OA jurisdictions. The JIC Action Plan must be detailed enough to ensure OA jurisdictions are able to identify any information conflicts or omissions. It must ensure public information resources are being used efficiently amongst members by not duplicating efforts.

As an incident ramps down, it is also important to develop transition plans for the public information function as responsibilities shift away from a demobilizing JIC and back to the field, EOC or individual agency PIOs.

2.3.5. JIC Deactivation
The lead incident PIO, with concurrence of the IC/UC, will deactivate the JIC. All members of the JIC will be alerted and a news release stating the JIC is no longer operational and information regarding how further incident information is to be released will be issued.

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

2.4.   Information Collection, Analysis, and Dissemination

2.4.1. Message Development
When developing a public information message there are certain guidelines that should be adhered to ensure that the message being conveyed is clear, concise, and well-received. These messages should include, at a minimum:
- A statement of commitment, empathy or concern to use as an introduction which addresses what the receiver of the message is most concerned about.

- One to three key messages you want to address that are incorporated into a bridge between the sentence above and the body of your statement.
- Clarify facts and give a call for action.
- Your message may include these points:
  - Who
  - What
  - Where
  - When
  - Why
  - How
  - Explain process to get answers
  - Repeat statement of commitment
  - Give referrals
  - For more information
  - Next scheduled update

Finally, check your message for the following:
- Positive action steps
- Honest and open tone
- Clarity
- Simple words, short sentences
- No jargon
- No judgmental phrases
- No humor
- No extreme speculation

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

Hazard-specific press release templates are available from the OA EOC. Each press release template will be available in Spanish and Vietnamese in an effort to reduce the time it takes to translate a document during activations. In an effort to reach people with cognitive functional disabilities or non-English speakers, protective action instructions may be available in pictographs for first responders who will be in contact with members of the public affected by the disaster, e.g. door-to-door route alerting.

2.4.2. Message Dissemination
During an activation, all press releases should be distributed to the incident contact list as well as posted in PrepareOC. This list may include jurisdiction and agency Emergency Services Coordinators (ESCs) and PIOs, County Emergency Management Council and Operational Executive Board members, other emergency officials, and all available media contacts.

Under the JIS concept, each agency representative has the commitment to share and coordinate information with the other agencies participating in the event. This is achieved by having coordination meetings prior to the release of a message.

Press releases and pictographs may also be distributed to service providers for the disabilities, access and functional needs community for distribution to their clients via the EOC Liaison or the DAFN Group Supervisor at the OA EOC.

2.4.3. Spokespersons
When possible, the lead agency for the incident will provide the spokesperson for the JIC. The Media Relations Unit Leader will coordinate and prepare lead agency spokespersons prior to any press conference. The lead agency is dependent on the type of incident and responding agencies.

During complex incidents multiple spokespersons may be required for a press conference or public forum. See Section 2.5.7 for further clarification.

2.4.4. Media Outlets
A list of media outlets for Orange County and the surrounding region is maintained as a separate list by the Orange County Sheriff's Department, Emergency Management Division. JIS members should attempt to contact as many media outlets as possible within their jurisdiction when disseminating information, paying special attention to include non-English speaking outlets and any other information delivery vehicles to ensure the greatest number of affected people are informed.

2.5.   Communications Tools
The OA has a multitude of tools available to assist in the dissemination of emergency public messages. It is the responsibility of the lead incident PIO to initiate the use of all applicable communication platforms to reach the intended audience for the response. The tools listed below are intended to complement each other in distributing emergency public messaging. A consistent message should be distributed across all channels and altered to accommodate the tool being used to minimize any confusion due to conflicting information.

2.5.1. AlertOC
AlertOC is Orange County's regional public mass notification system designed to keep those who live or work in Orange County informed of important information during emergency events. The system is sponsored and led by the County of Orange in partnership with all Orange County cities and many Water Districts. AlertOC may be used to contact residents by one or all of the following methods: home phone, work phone, cell phone, e-mail, text message, including teletypewriter (TTY) capabilities. Landline phone numbers are purchased from E911 database vendors, but other phone numbers, including cell phone and Voice Over Internet Protocol (VOIP) numbers, and e-mail addresses must be registered using the AlertOC public portal (www.AlertOC.com).

2.5.2. Wireless Emergency Alerts
Orange County has the capability to send Wireless Emergency Alerts (WEA) to all cell phones from participating cell phone carriers within a general geographic area. Since WEA alerts are selected through affected cell phone towers, this system has the potential to reach more transient populations from out of the county. WEA messages are not affected by network congestion like phone calls and text messages, however, they are limited to 90 characters until 2019 when the system will begin an upgrade

that will increase the limit to 360 characters. A WEA message will show the type and time of the alert, any action required, where to get more information, and the agency issuing the alert. WEA messages should complement AlertOC messages, not used in place of AlertOC.

2.5.3. EAS

Orange County created and maintains an Emergency Alert System (EAS) Local Area Plan, which was approved by the Federal Communications Commission (FCC). This plan includes Radio Monitoring information, event codes, National Weather Service (NWS) protocols, as well as local broadcast information. The Orange County Sheriff's Department, Emergency Management Division maintains listings of media contacts and EAS networks and relies on those contacts and networks for the dissemination of emergency public information. This plan also outlines procedures for local government officials to activate the EAS and authenticate messages. Additional information regarding EAS in Orange County can be found in the OA EOP and the EAS Plan.

2.5.4. Social Media

Integrating information being received from verified accounts of OA jurisdictions into the EOC can help to increase situational awareness and gain a better common operating picture. Many jurisdictions maintain their own social media sites and it is their discretion to receive communications from the public.

2.5.5. News Conferences and Public Forums and Community Meetings

News conferences are an integral part of the public information function before (when possible), during, and after an emergency. A well-crafted news conference needs to identify important facts to share with the public, such as public resources (e.g., AlertOC, ReadyOC, 2-1-1), the importance of emergency protective action recommendations being issued by public safety responders, and what to expect in the immediate future.

There may be multiple spokespersons participating during a news conference, public forum, or community meeting. For example: the law enforcement spokesperson will be the expert regarding evacuation incidents, and public works will be the expert spokesperson about debris and land flows. There may be times when one spokesperson for all aspects of the incident may be enough but in most cases of a complex incident a unified approach with multiple spokespersons is acceptable. This shows the importance for preplanning meetings prior to a press conference.

The JIC will request a qualified sign language interpreter to be present and media film in frame captioning at all press conferences held by public officials.

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

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

For a sample press conference checklist, see Appendix 5.6.

2.5.6. Web Site Pages

The Orange County Sheriff's Department, Emergency Management Division, OA EOC web site (http://www.ocgov.com/eoc) is an informational site for the public. During an activation of the EOC, the site serves as a place for press releases and other emergency information to be publicly posted online. The public will be able to see if the EOC has been activated. Additionally, many OA jurisdictions maintain their own web sites and should update their web sites with important activation information.

2.5.7. 2-1-1 Orange County

2-1-1 Orange County (2-1-1) is a telephone-based service set aside by the FCC for the public's use in accessing community services 24 hours-a-day, seven days-a-week. This need becomes even greater following a disaster. 2-1-1 works closely with the OA to provide essential information to county residents in the event of a local or State emergency, as well as maintaining close working relationships with Orange County Red Cross, Orange County Social Services Agency, and the Orange County Health Care Agency. 2-1-1 is kept informed with the most up-to-date information from OA authorities in order to ensure they can relay and support accurate information to any calls received. 2-1-1 will also forward calls back to the EOC or local jurisdictions if there are specific requests beyond the scope of services, such as people with disabilities and others with access and/or functional needs requests, volunteer and donation offers, and others.

2.5.8. Translation Services

Foreign language media outlets covering Orange County news are predominately Spanish and Vietnamese outlets. An effort will be made to disseminate press releases in either Spanish or Vietnamese to these media outlets. The hazard-specific press release templates will also be made available from the OA EOC in both Spanish and Vietnamese to reduce the time it takes to translate documents during activations. Whenever possible, a native language user from the intended audience will review the message for cultural competency. In addition to the translated press release templates, a list of EOC and JIC responders who can read and write in both Spanish and Vietnamese will be made available to the JIC.

Chapter 3 – Plan Development and Maintenance

3.1. Overview

The development of the Joint Information System Annex is a cooperative effort among all County and OA agencies and jurisdictions that have an emergency response and recovery role. The planning process is designed to: ensure a commitment to the tenets contained in the plan, consider the needs of the community, incorporate the various supporting agencies capabilities and limitations, and maximize resources. Each department and stakeholder is equally engaged in the development of this Annex. They are solicited for input, best practices, and lessons learned. Each comment or recommendation is carefully considered and, if appropriate, and then the Annex is submitted to the Emergency Management Council[1] and Operational Area Executive Board[2] for approval.

3.2. Plan Maintenance

The Joint Information System Annex will be reviewed every three years unless otherwise noted, or as necessary following an actual or training event to ensure that plan elements are valid and current. The Orange County Sheriff's Department, Emergency Management Division will lead the responsible jurisdictions, agencies and departments in reviewing and updating their portions of the plan as required based on identified deficiencies experienced in drills, exercises or actual occurrences. The Orange County Sheriff's Department, Emergency Management Division is responsible for making revisions to the Joint Information System Annex that will enhance the conduct of response operations and will prepare, coordinate, publish any necessary changes to the {Annex or Plan to all entities described in Record of Distribution section.

3.3. Training and Exercises

PIOs should complete training commensurate with their anticipated role in the JIC. At a minimum, PIOs are recommended to complete the following courses:

* Introduction to the Incident Command System (ICS-100)
  https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c
* ICS for Single Resources and Initial Action Incidents (ICS-200)
  https://training.fema.gov/is/courseoverview.aspx?code=IS-200.b

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[1] The Emergency Management Council is responsible for developing and recommending emergency and mutual aid plans, agreements, ordinances, resolutions, rules and regulations for adoption by the Orange County Board of Supervisors.
[2] The Operational Area Executive Board is responsible for developing and recommending emergency and mutual aid plans, agreements, resolutions for adoption in accordance with the Operational Area Agreement.

- Intermediate Incident Command System (ICS-300)
  http://www.fema.gov/about/contact/statedr.shtm
- National Incident Management System (NIMS), An Introduction (IS-700)
  https://training.fema.gov/is/courseoverview.aspx?code=IS-700.b
- Basic Public Information Officers Course (G-290)
  https://training.fema.gov/programs/pio/G290.aspx
- Joint Information System/Joint Information Center Planning for Tribal, State and Local PIOs (E-387)
  https://training.fema.gov/programs/pio/g291.aspx
- Advanced Public Information Officer (E-388)
  https://training.fema.gov/programs/pio/e388.aspx
- Advanced Incident Command System (ICS-400)
  http://www.fema.gov/about/contact/statedr.shtm
- Public Information Officer Awareness (IS-29)
  https://training.fema.gov/is/courseoverview.aspx?code=IS-29
- National Incident Management Systems (NIMS), Public Information Systems (IS-702)
  https://training.fema.gov/is/courseoverview.aspx?code=IS-702.a
- National Response Plan (NRP), An Introduction (IS-800)
  https://training.fema.gov/is/courseoverview.aspx?code=IS-800.c

PIOs staffing a JIC should be familiar with and have training on this JIS/JIC Annex. The OA training coordinator maintains a calendar of training courses, including PIO training. The FOG also contains recommended training by position within the Position Checklists.

A well-developed training and exercise program is vital to ensuring overall readiness and preparedness. Training ensures personnel are prepared for their roles and responsibilities. Exercises test the capabilities, resources, and working relationships of responding agencies.

Each jurisdiction within the OC OA is responsible for its own planning, training and exercises, as well as involvement in Operational Area planning, training and exercises as required by the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) and described in the Unified County of Orange and Orange County Operational Area Emergency Operations Plan.

Chapter 4 – Authorities and References

4.1.   Authorities
- Orange County Code, Title 3, Division 1 (Emergency Services)
- California Code of Regulations, Title 19, Division 2, Chapter 1
- Rehabilitation Act of 1973, Section 508
- United States Department of Homeland Security (USDHS), NIMS
- USDHS, National Response Framework (NRF)

4.2.   References
- Americans with Disabilities Act of 1990, and the Introduction to Appendices 1 and 2; titles II, III, and V of the 42 U.S.C. § 12101-12103, 12131-12134, 12181-12188, and 12201-12213, as amended by the ADA Amendments Act of 2008
- ADA Best Practices Tool Kit for State and Local Governments, Chapter 7, Emergency Management under Title II of the ADA (2007), Addenda 1-3
- Basic Guidance for Public Information Officers (FEMA 517)
- Basic Public Information Officer Course (G290)
- JIS/JIC Planning for Tribal, State, and Local PIOs (G291)
- FEMA Master Public Information Officer Program
- Orange County Community Indicators Report (2014)
- Crisis Communications Planning: Establishing Joint Information Centers (LLIS)
- Emergency Public Information: Establishing a Social Media Protocol (LLIS, 2010)
- Emergency Public Information: Coordinating Joint Information Center Operations and Using a Joint Information System (LLIS, 2009)
- Emergency Public Information Annex to the Los Angeles County Operational Area Emergency Response Plan (County of Los Angeles, 2016)
- Emergency Public Information Annex to the Unified San Diego County Operational Area Emergency Operations Plan (County of San Diego, 2014)
- FCC Rules and Section 104 of the Twenty-First Century Communication and Video Accessibility Act of 2010
- Incident Management Team Position Handbook: All-Hazards Public Information Officer (FEMA, April 2010)
- Joint Information Center Model: Collaborative Communications during Emergency Response (National Response Team, 2010)
- Joint Information Centers: Establishing a Media Monitoring Position (LLIS, 2008)
- National Incident Management System & Social Media (PIER Strategic Services White Paper, 2009)
- Orange County 2011 Community Indicators (2018)
- Unifed Orange County Operational Area and County of Orange Emergency Operations Plan (2016)
- Public Affairs Field Guide: Joint Field Operations (FEMA, 2008)
- Public Health On-line Joint Information Center (Collier County Health Department, 2007)
- Rehabilitation Act of 1973, Section 508
- Social Media: Its Evolution and Impact on Emergency Communications (Kelley Mure)

- The Elephant in the JIC: The Fundamental Flaw of Emergency Public Information within the NIMS Framework (Journal of Homeland Security and Emergency Management, 2010)
- San Onofre Nuclear Generating Station Emergency Operations Plan (2018)
- State Emergency Public Information Plan and JIC Procedures (State of California)
- Working with the Media (Community Fire & Burn Prevention Programs: Guidelines for Working with the Media)

4.3.   Relationship to Other Plans/References

This County and OA EOP is the primary document used by the County and OA to describe the conduct of emergency management activities from the County and OA perspective. The EOP provides a conceptual framework for all other emergency management planning of OA, but not necessarily of OA jurisdictions. The EOP contributes to the emergency management programs of County departments and OA jurisdictions by describing how activities will be conducted within County of Orange and as the Operational Area, the limits and how support will be requested and coordinated–in the form of mutual aid and other resources–by County departments and OA jurisdictions and supporting agencies. When emergencies or disasters necessitate resource support from regional, state, federal, international, private, or non-profit sources outside the immediate control of County and/or OA, then this EOP will serve as the primary guide to coordinating those resources at the next SEMS level.

At the same time, this Joint Information System Annex is not a standalone document. Its purpose is to support the emergency plans and procedures of the County of Orange and OA jurisdictions. This Joint Information System Annex is designed to be flexible enough that it can adapt to changing response environments and to the needs of supporting and requesting organizations. This Joint Information System Annex will frequently support/complement other County of Orange and Orange County Operational Area Plans and Annexes including:

- Unified County of Orange and Orange County Operational Area Emergency Operations Plan, August 2016
- County of Orange and Operational Area Aircraft Accident Annex, August 2014
- County of Orange and Operational Area Disease Outbreak Response Annex (DORA), November 2017
- County of Orange and Operational Area Excessive Temperature Annex, May 2017
- County of Orange and Operational Area Dam and Reservoir Failure Annex, November 2015
- County of Orange Hazard Mitigation Plan, November 2015
- County of Orange and Operational Area Mass Evacuation Annex, November 2018
- County of Orange and Operational Area Medical Countermeasures (MCM) Annex, November 2015
- County of Orange and Operational Area Power Outage Annex, November 2017
- County of Orange and Operational Area Rail Emergency Response Annex, May 2014
- County of Orange and Operational Area Recovery Annex, May 2015
- County of Orange and Operational Area Mass Care and Shelter Annex, November 2018
- County of Orange and Operational Area Tsunami Annex, May 2018
- County of Orange and Operational Area Volunteer and Donations Management Annex, February 2018

- County of Orange and Operational Area Weapons of Mass Destruction (WMD) Annex, November 2014
- Operational Area Jurisdictions Emergency Plans and Procedures
- Orange County Coroner's Mass Fatalities Incident Plan, October 2005
- Orange County Fire Authority's Hazardous Materials Area Plans
- Orange County Fire Service Operational Area Mutual Aid Plan, December 1997
- Orange County Law Enforcement Mutual Aid, January 2010
- Orange County Tactical Interoperability Communications Plan (TICP), May 2010

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Chapter 5 – Appendices

5.1.   PIO Go-Kits

COMPUTER EQUIPMENT

- Laptop computer capable of connecting to the Internet/e-mail.
  - Loaded with MS Office Suite (Word, PowerPoint, Excel), Adobe Acrobat, etc.
  - Charger, USB cord, LAN cable.
- Portable printer/scanner
  - Paper
  - Extra printer cartridges
- Tablet device
  - Charger, cable, back up battery

PHONES/ELECTRONICS

- Cell phone (smart phone) with charger and back up battery
- Satellite phone, pager w/wireless capability
- Battery powered radio and/or NOAA weather/emergency radio

CAMERAS/VIDEO

- Digital camera
- Video camera
- Tripod
- Photo storage media
- Chargers, back-up batteries

STORAGE DEVICES W/INFORMATION

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

MANUALS/BACKGROUND INFORMATION

- Hard copies of all critical information
- Maps of local jurisdictions

OFFICE SUPPLIES

- Clipboard, writing pads, pens
- Paper, scissors, markers
- Spare batteries
- Trash bags
- Duct tape, masking tape, painter's tape

PERSONAL PROTECTION EQUIPMENT/SUPPLIES

- Gloves, mask
- Hat, hard hat or helmet
- Rain suit, cold/hot weather clothing (as appropriate)
- Hand sanitizers
- Sunscreen
- Reflective vest, belt, flashlight
- Medicines
- Glasses, sunglasses

OTHER

- Copy of County or Agency EOP and agency's Public Information Plan
- Field Operations Guide
- Business cards with contact information
- Food and water

5.2.   Communications Strategy Template

Incident Name:
Communication Strategy Outline

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

1. **SITUATION STATEMENT:** In addition to a brief description of "who, what, when, where, why" of the incident, clearly describe the significant issues or concerns to be addressed in the strategy; for example, evacuations, threatened landmarks, significant area closures, involvement of the military, anticipated media interest.

    Background:

    Significant Issues/Concerns:

2. **COMMUNICATION OBJECTIVES**: All communications actions should be objective-driven. The objectives should be concise and measurable, and should address both internal and external communication needs.

3. **TARGET AUDIENCES/COMMUNICATION METHODS:** What specific groups, organizations, or individuals—both internal and external—are affected by or interested in the incident and its outcome

4.

    List Key Audiences
        External:
        Internal:

5. **KEY MESSAGES:** Address the important issues identified in the situation. Effective messages are clear, simple, concise, and tailored to the target audiences.

6. **INFORMATION RESOURCES/LOCATIONS:** List potential locations as information sites, which can be pre-identified gathering places; web-sites; trusted community messengers or places that may be available.
    - AlertOC
    - 2-1-1 OC
    - Jurisdiction Facebook and Twitter
    - OCSD EMD website

7. **MONITORING METHODS:** Methods to measure whether actions meet objectives. Indicate how communication efforts will be tracked/measured for success, e.g., review media coverage, talk with community leaders, and ask local residents for feedback.

5.3. Roles and Responsibilities and Job Aids and Checklists

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

Position	Job Aid	Description
Public Information Officer	Establishing the Initial Response	This Job Aid includes tasks the PIO must accomplish prior to and in preparation for the establishment of a JIC.
	Establishing a JIC	This Job Aid includes tasks to assist the PIO in establishing and managing a JIC.
	Demobilizing a JIC	This Job Aid includes tasks to assist the PIO with demobilization activities applicable to all personnel assigned to the JIC.
JIC Manager	Developing the Operating Schedule	This Job Aid assists the Unit Leader with developing the operating schedule.
Status Board Specialist	Producing the Status Board	This Job Aid assists the Status Board Specialist with producing the status board.
Rumor Control Specialist	Validating Rumors	This Job Aid assists the Rumor Control Specialist with validating rumors that arise.
Administrative Assistant	Providing Media Briefings/ Town Meeting Support	This Job Aid assists the Administrative Assistant in coordinating with the Logistics Section to provide support for media briefings and town meetings.

The following position descriptions outline the major responsibilities of certain positions within the JIC, who selects them for the position, and any special skills needed to perform the job properly. All personnel are selected in accordance with ICS since they are assigned based on training, experience, skills, abilities, and not rank or employer.

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

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

Information Gathering Unit Leader: The Information Gathering Unit Leader is assigned by the PIO or JIC Manager. The Information Gathering Unit Leader conducts information gathering activities in support of the JIC. Personnel selected for this position should possess experience in public affairs, crisis response, JIC operations and management.

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

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

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

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

Information Dissemination Unit Leader: The Information Dissemination Unit Leader is assigned by the PIO or JIC Manager to manage the product development responsibilities of the JIC. Personnel selected for this position should possess some public information, journalism, photography, videography, web management, desktop publishing, ICS and JIC experience. Selected personnel should be able to type, operate a variety of computers and software, work quickly, accomplish tasks with minimal direction and function efficiently in a high-stress environment.

Writer: The Writer is assigned by the Information Dissemination Unit Leader to produce written news releases, media advisories, public service announcements, fact sheets, talking points, emergency public information, voice and text messages, blog and social media statements and other direct-to-stakeholder information products. Personnel selected for this position should possess strong journalism skills and some public information, ICS and JIC experience.

Photographer/Videographer: The Photographer/Videographer is assigned by the JIC Manager to shoot high quality photos and video for release to the public and media. The Photographer/Videographer reports to the Information Dissemination Unit Leader. Personnel selected for this position should possess extensive photographic, video-graphic, electronic photo and video editing and some journalism skills. The Safety Officer may require that the Photographer/Videographer should have the OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) certification or wear personal protective equipment in order to photograph or videotape near the hazard site. Selected personnel should be able to operate a variety of digital, still and video cameras; accomplish tasks with minimal direction; and function efficiently in a high-stress environment.

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

Web and Social Media Specialist: The Web and Social Media Specialist is assigned by the JIC Manager to manage all JIC web activities in support of both the Information Gathering Unit Leader and the Information Dissemination Unit Leader, and his or her staff. They may be located in the physical JIC or at a virtual JIC location away from the Command Post. Personnel selected for this position should be knowledgeable of web site design software, Internet protocols, social media policies, web site accessibility (Section 508 of the Rehabilitation Act of 1973); able to accomplish tasks with minimal direction; and function efficiently in a high-stress environment.

Media Relations Unit Leader: The Media Relations Unit Leader is assigned by the PIO or JIC Manager to coordinate the release of information to the media and is responsible for identifying the Media Staging Area. Personnel selected for this position should possess experience in public information, crisis response, JIC operations, management and ICS, as well as have demonstrated skills in interacting with the media.

Media Relations Specialist: The Media Relations Specialist is assigned by the JIC Manager to manage the distribution of information regarding the event. Personnel selected for this position should have experience interacting directly with the media, be able to speak clearly and concisely, be able to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Depending on the region, bilingual personnel may be needed in this Unit.

Speaker Support Specialist: The Speaker Support Specialist is assigned by the JIC Manager to manage the coordination of meetings, interviews and engagements. The Speaker Support Specialist reports to the Media Relations Unit Leader. Personnel selected for this position should have good interpersonal skills, the ability to accomplish tasks with minimal direction and function efficiently in a high-stress environment. In addition, personnel may need to be bilingual.

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

Community Relations Unit Leader: The Community Relations Unit Leader is assigned by the JIC Manager to monitor the community's concerns regarding the incident, advise the PIO about community information needs, and coordinate release of information to the public. Personnel selected for this

position should possess community relations, crisis response, JIC, operations, management and ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should have experience identifying different stakeholders, and using interviews to ascertain community knowledge, attitudes and behaviors. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with minimal direction and function efficiently in a high-stress environment.

Community Relations Specialist: The Community Relations Specialist is assigned by the JIC Manager to document and respond to community inquiries. Personnel selected for this position should have experience interacting directly with the community, speaking clearly and concisely, accomplishing tasks with minimal direction and functioning efficiently in a high-stress environment. Personnel should also have experience identifying different stakeholders, and using interviews to ascertain community knowledge, attitudes and behaviors. Depending on the region, multilingual personnel may be needed in this Unit.

Community Support Specialist: The Community Support Specialist is assigned by the JIC Manager to manage the coordination of meetings, interviews and engagements. The Community Support Specialist reports to the Community Relations Unit Leader. Personnel selected for this position should have good interpersonal skills, the ability to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Coordinate with the Disabilities and Access and Functional Needs Working Group Supervisor at the Operational Area Emergency Operations Center.

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

Complete position descriptions can be found in Section 2 of the FOG.

5.4.   Operational Area Public Information Officer Conference Call Template

Date: _____   Time: _____
Incident/Event Name: _____
Facilitator: _____
        Conference Call Number: XXX-XXX-XXXX
        Agency: XX
        Passcode: XXXXXX

LEGEND:
CF= Call Facilitator – If bolded, say it.

**Planning and Intel Section should provide a situation summary to the facilitator prior to this call.

CF   **This is _____, the Public Information Officer from the Operational Area Emergency Operations Center and I will be facilitating the Public Information Officer Conference Call.**
       This call will serve to share and coordinate information and resources for the OA response to _____ as it pertains to public information.
       Roll call. Use OA Radio roll call sheets.

OA EOC Situation Status Update Briefing:

CF   *Provide an overview of the current major issues, actions being taken and overall known situation status in the OA including the activation level of the OA EOC and if the Hotline is activated.*

Provide the following information during this briefing:
- *Phone number to EOC is 714-628-7060 ** remind jurisdictions this is a non-public number*
- *Hotline 714-628-7085 -- this number should be given to the public for questions*
- *Anyone issuing an AlertOC message and/or utilizing the OA EOC Hotline is to provide their message to the OA EOC prior to execution.*
- *All information should be logged into WebEOC under the _____ incident.*
  - *Anyone needing assistance with WebEOC should call the EOC phone number just provided.*

CF   **Does any jurisdiction have any questions or <u>significant</u> issues to report?**

CF   **Does any jurisdiction request the activation of the Joint Information Center to communicate with the public and the media?**

       If yes:

CF   **A press release will be issued when the Joint Information Center is activated.**

CF   **Do you need the Operational Area to issue public information on behalf of your jurisdiction?**

CF **Do we need to coordinate information for 211 OC on behalf of your jurisdiction?**

CF **The next conference call will be held at _____ .**
CF **This concludes this conference call. Thank you.**

CF should indicated time call ended here: _____

5.5. Physical Requirements for Joint Information Center

Communications Equipment
- Telephones (one for each JIC staff member)
- Speaker phone or conference call capability
- Satellite phone capability (recommend international call capability)
- Fax capability
- Radio communications equipment applicable to the response
- Public Address (PA) systems capability

Computers and Computer Related Equipment
- Computers and wireless computer capability
- For Lead PIO, Gathering, Dissemination and Field Groups:
    - Laptop computers, with Bluetooth, Wi-Fi, wired network capability
    - Projectors/screens
- Software: MS Office, Adobe Professional and others as required

Printers
- Network based laser printers/copiers/fax
- Large scale printer for maps, graphic displays
- Color laser printer

Wired and Wireless Networks
- High speed Internet connection
- Mobile "hotspot" capability
- Network cables
- Wired router
- Wireless router (802.1g or n)

Support and Other Equipment
- Auxiliary (backup) generator capability and fuel supply
- Desks, chairs, and computer stations (for each member or position of the JIC Staff)
- Stackable chairs (for surge capacity)
- Copying machines (with collating, stapling, and two-sided copying capabilities)
- Dry erase and magnetic display boards
- Maps and map display boards – sufficient to cover the OA and specific to area (topographical, infrastructure, or hazard)
- Group and Unit designator signs
- Flip charts with pens, paper, and easel
- Administrative supplies (pens, paper, etc.)
- ICS/NIMS vests with pockets for position title and checklists – One for each JIC Position Color-coded by Group/Unit)
- Position binders with checklists in plastic covers – one for each JIC position. Color coded by Group and Unit)
- Food and water preparation and storage capacity
- Name badges and clips

- Maintenance Toolkit, to include:
  - Basic hand tools (wrenches, pliers and hammer)
  - Duct tape
  - Nails
  - Work Gloves

For the Briefing Unit:
- Lecterns

For the Media Monitoring Unit:
- TV receiver and monitors with headphone outputs
- Headphones
- Digital video recorders with necessary cables
- AM/FM radios with batteries and AC power
- National Weather Service/NOAA Weather Alert Radios with batteries and AC power
- Radio with tape recorder
- Blank 120 minute audio cassettes

5.6.   Press Conference Checklist

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

Press Conference Plan:

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

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

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

☐ Anticipate questions and prepare clear, brief answers.

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

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

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

Before the News Conference

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

☐ Schedule press conferences to allow time for TV and radio producers to edit the story for broadcast, and newspaper reporters to article.

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

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

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

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

☐ Consider the use of online streaming to push press conference straight to public.

☐ Consider security needs and procedures for press conference site and make arrangements as necessary/

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

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

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

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

Immediately Before the Press Conference:

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

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

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

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

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

During the News Conference

☐ Make a recording of the press conference for reference by JIC staff.

☐ Let reporters know how long press conference will last and whether there is a set end time.

☐ Have the PIO facilitate the Q&A session.

☐ Get responses to unanswered questions.

After the News Conference

☐ Post news conference transcript and materials

5.7. Glossary

After Action Report: A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any emergency which requires a declaration of an emergency. Reports are required within 90 days.

AlertOC: AlertOC is Orange County's regional public mass notification system designed to keep those who live or work in Orange County informed of important information during emergency events.

California Emergency Functions (CA-EFs): CA-EFs consist of seventeen primary activities deemed essential to addressing the emergency management needs of communities in all four phases of emergency management. Each CA-EF is a collaborative body of State agencies and departments and other stakeholders with similar functional responsibilities and common goals

Chief: Individual assigned to supervise a particular functional area, or section, of an ICS organization. Command: One of five major functional areas of an ICS organization that provides on-scene management and control authority.

Command Staff: Personnel assigned to and charged with performing or supporting the duties and responsibilities of the Command function. Command Staff include the Incident Commander or Unified Command as well as the Public Information Officer, Safety Officer, and Liaison Officer designated as necessary to carry out key activities not specifically identified in the functional areas directed by the General Staff.

Concept of Operations: A framework describing the goals, objectives, strategies and tactics to be employed to achieve a desired end state.

Director of Emergency Services/Operational Area Coordinator (DES/OAC): The Operational Area Coordinator (OAC) is appointed depending on the type of hazard and will have the overall responsibility for coordinating resources on behalf of OA Members and supporting emergency operations. The OA Emergency Response Organization is managed during an emergency by the Director of Emergency Services (DES)/OAC. The initial response OAC will be the Law Enforcement Mutual Aid Coordinator, Fire and Rescue Mutual Aid Coordinator, Public Works Mutual Aid Coordinator, or Health and Medical Mutual Aid Coordinator, depending on the type of emergency as described in the Operational Area Agreement. For law enforcement and fire/rescue emergencies, the OAC will also function as the County DES. However, the County Executive Officer will be the DES for non-law enforcement and fire emergencies involving the unincorporated county regions or county resources per County Resolution 08-001. In these emergencies, the DES and OAC will collaborate and share responsibility in the brokering of OA and County resources during an OA EOC activation.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief.

Emergency Alert System (EAS): The EAS is a national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service (SDARS) providers, and direct broadcast satellite (DBS) providers to provide the communications capability to the President

to address the American public during a national emergency. The system also may be used by State and local authorities to deliver important emergency information, such as AMBER alerts and weather information targeted to specific areas.

Emergency Operations Center (EOC): A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards. Emergency Operations Plans should be created and maintained by each jurisdiction as well as the OA. The Orange County OA operates under the Orange County Operational Area Emergency Operations Plan.

Emergency Support Function: Used by the Federal Government as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Events: Events are defined within ICS as planned situations. Incident command is increasingly applied to events both in emergency management and non-emergency management settings.

Field Operations Guide: A supplement to the JIS Annex that gives detailed information on job duties, position descriptions, job aids, and other resources to be used in the field by PIO or support staff in the JIS.

Finance Section: One of five major functional areas of an ICS organization functioning to ensure payment for the procurement of resources and the tracking of costs for responding to the incident, including personnel costs, facility costs and equipment costs.

General Staff: Personnel assigned by Command to lead each functional area, or section, of the ICS organization. An individual section leader is known as a chief.

Incidents: Incidents are defined within ICS as unplanned situations necessitating a response.

Incident Action Plan (IAP): An oral or written plan describing the overall strategy for managing an incident. An Incident Action Plan may include the identification of operational resources and assignments. It may also include attachments providing direction and important information for management of the incident during one or more operational periods.

Incident Command (IC): Entity responsible for overall management of the incident. Consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Command Post (ICP): A vehicle or facility signifying the location of the tactical-level, on-scene incident command and management organization.

Incident Command System (ICS): A systematic tool used for the command, control, and coordination of emergency response. ICS allows agencies to work together using common terminology and operating procedures controlling personnel, facilities, equipment, and communications at a single incident scene. It facilitates a consistent response to any incident by employing a common organizational structure that can be expanded and contracted in a logical manner based on the level of required response.

Incident Commander (IC): The on-scene, most-qualified and experienced officer, representing the agency with incident jurisdiction performing the Command function. The IC authorizes incident objectives and strategies collectively delineating a course of action.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility providing a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles and is led by the Unified Coordination Group. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): Joint Information Center (JIC) is a central location facilitating operation of the Joint Information System. The JIC is a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions. JICs may be established at various levels of government or at incident sites, or can be components of Multiagency Coordination Systems.

Joint Information System (JIS): Joint Information System (JIS) provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector. A JIS includes the plans, protocols, procedures, and structures used to provide public information. Federal, State, tribal, territorial, regional, or local Public Information Officers and established Joint Information Centers (JICs) are critical supporting elements of the JIS.

Jurisdiction Information Management System (JIMS): The Jurisdiction Information Management System (JIMS) is the reporting mechanism by which jurisdictions inform the OA of their Jurisdiction/Agency status including: 24 hour point of contact, EOC activation status and other important information (e.g. Initial Damage Estimates, Evacuations, Road Closures, etc.). Information specific to JIMS can be located in Operational Area Emergency Operations Plan - Attachment L1.

Liaison Officer: A Command Staff position consisting of a single person who acts as the on-scene contact point for representatives of assisting agencies assigned to the incident. A Liaison Officer may designate one or more assistants from either the same or another assisting agency or jurisdiction.

Logistics Section: One of five major functional areas of an ICS organization functioning to provide services and support to the incident response effort in the form of personnel, facilities, and materials. The Logistics Section serves as the support mechanism for the ICS organization.

Management Section: One of the five major functional areas of an ICS organization to provide policy guidance and decisions to operate the EOC and support incident operations.

Mutual-Aid Agreement: A written agreement between agencies or jurisdictions stating each will assist one another on request by furnishing personnel, equipment, or expertise in a specified manner.

National Incident Management System (NIMS): A system mandated by Homeland Security Presidential Directive 5 providing a consistent nationwide approach for governments, the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Nongovernmental Organization (NGO): An entity with an association based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Operational Area (OA): An intermediate level of the State emergency organization, consisting of a county and all political subdivisions within the county area.

Operations Section: One of five major functional areas of an ICS organization that performs all incident tactical operations.

Planning and Intelligence Section: One of five major functional areas of an ICS organization functioning to maintain resource status and situation status, produce the Incident Action Plan, and provide technical specialists. A central function of the Planning Section involves the collection and evaluation of operational information about the incident, including the current and forecasted situation and the status of assigned resources.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents.

PrepareOC: PrepareOC is a collaborative Web site designed to facilitate business continuity, disaster recovery, and emergency response preparedness and planning efforts. PrepareOC is the default virtual JIC for the Orange County OA.

Public Information Officer (PIO): A Command Staff position consisting of a single person who has responsibility for all interaction between Command and the media and who coordinates the release of information on the incident situation and response efforts from Command to the media. A Public Information Officer may designate one or more assistants from either the same or another assisting agency or jurisdiction.

Resource: A personnel crew or equipment assigned to perform a specific tactical operation at an incident. Resources can be organized into task forces or strike teams.

Resource Management: The application of tools, processes, and systems for identifying available resources at all jurisdictional levels to enable the timely and unimpeded access to resources during an incident. The objective of resource management is to optimize resource use while maintaining cost-effectiveness and resource safety; consolidate control of single resources in order to reduce communications activity; and instill resource accountability in part to reduce responder freelancing.

Safety Officer: A Command Staff position consisting of a single person who has responsibility for monitoring on-scene safety conditions and developing measures to ensure the safety of all assigned personnel. A Safety Officer may designate one or more assistants from either the same or another assisting agency or jurisdiction.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established).

Standardized Emergency Management System (SEMS): A system required by California Government Code for managing response to multi-agency and multijurisdictional emergencies in California, SEMS consists of five organizational levels, which are activated as necessary: Field Response, Local Government, Operational Area, Region, State.

Unified Command (UC): One of two methods of performing the Command function employing multiple ranking personnel. UC is used when a highway incident affects multiple political or legal jurisdictions or involves several responding agencies with contrasting functional responsibilities and missions.

Unit: An organizational element having functional responsibility. Units are commonly used in incident Planning/Intelligence, Logistics, or Finance/Administration sections and can be used in operations for some applications. Units are also found in EOC organizations.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section or within the public information section. The Unit can be staffed by a number of support personnel providing a wide range of services.

Wireless Emergency Alerts: An alerting network in the United States designed to disseminate emergency alerts to mobile devices such as cell phones and pagers.

5.8.   Acronyms

Acronym	Term
AAR	After-Action Report
CBRNE	Chemical Biological Radiological Nuclear Explosive
CONOPS	Concept of Operations
DAFN	Disabilities and others with Access and/or Functional Needs
DES	Director of Emergency Services
EAS	Emergency Alert System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESC	Emergency Services Coordinators
ESF	Emergency Support Function
EMD	Emergency Management Division
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FOUO	For Official Use Only
HAZWOPER	Hazardous Waste Operations and Emergency Response
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IS	Independent Study
JFO	Joint Field Office
JIC	Joint Information Center
JIMS	Jurisdiction Information Management System
JIS	Joint Information System
LEP	Limited English Proficiency
MHz	Megahertz
MOA	Memorandum of Agreement
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OA	Operational Area
OAC	Operational Area Coordinator
OCSD	Orange County Sheriff's Department
PIO	Public Information Officer
SEMS	Standardized Emergency Management System
SONGS	San Onofre Nuclear Generating Station
TTY	Teletypewriter
UC	Unified Command
VOIP	Voice Over Internet Protocol
WEA	Wireless Emergency Alerts