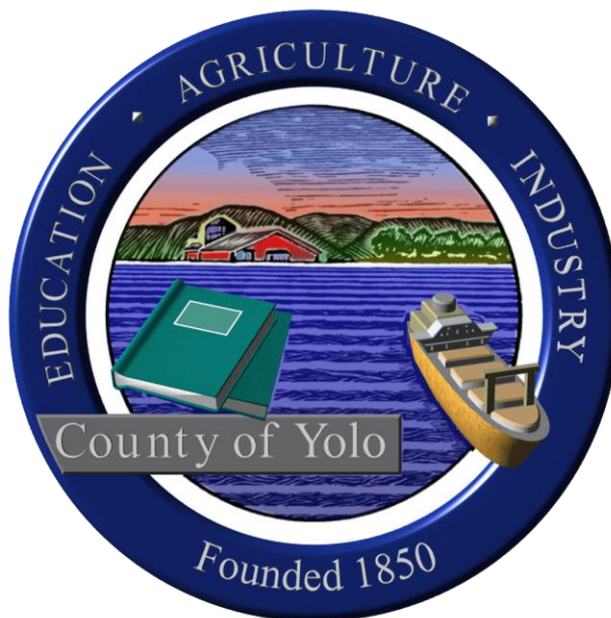


**YOLO COUNTY**

**EMERGENCY PUBLIC INFORMATION  
CRISIS & EMERGENCY RISK  
COMMUNICATION PLAN**



Attachment to the Yolo County Emergency Operations Plan

**Updated: November 2018**

**\*\*\* In the event of an emergency requiring public information support, contact the following \*\*\***

**Lead Public Information Officer (PIO)**

Beth Gabor, Manager of Operations & Strategy

Work Phone: [REDACTED]

Cell Phone: [REDACTED]

Home Phone: [REDACTED]

E-mail: [REDACTED]

Training

DSW & EOC Management

IS-100, 200, 250, 700, 702, 704, 800

Governor's Office of Emergency Services PIO Crisis Communication

CSTI Crisis Communication & the Media: 1<sup>st</sup> Level (40 hours) and Basic PIO (24 hours)

L-952 NIMS ICS All-Hazards PIO/NWCG S-403 PIO

CDC Crisis & Emergency Risk Communication Basic; Pandemic Influenza Training

Public Information in WMD/Terrorism Incident

SEMS Position Specific Training: Planning & Intelligence; Logistics

L0930, IEMC Community Specific; IEMC PIO & Policy training

**Alternate Lead PIO**

Carolyn Jhajj, Management Analyst

Work Phone: [REDACTED]

Cell Phone: [REDACTED]

E-mail: [REDACTED]

Training

DSW

IS-100, 700

L0930, IEMC Community Specific

**Assistant PIO**

Mike Works

Work Phone: [REDACTED]

Cell Phone: [REDACTED]

E-mail: [REDACTED]

Training

DSW, IEMC PIO & Operations Training

Home E-mail: [REDACTED]

**EOC Credential Required Training**

<b>Training</b>	<b>B. Gabor</b>	<b>C. Jhajj</b>	<b>M. Works</b>
<b>Type III</b>			
G606: Introduction to SEMS			
IS100: Introduction to ICS	09/13/17	X	
IS200: ICS for Single Resources and Initial Action Incidents	08/22/08		
IS700: Introduction to NIMS	06/22/07	X	
IS706: NIMS Intrastate Mutual Aid			
IS800: Introduction to NRF	08/25/18		
G626E in person: Action Planning			
G775 in person: EOC Operations			
G191 in person: ICS EOC Interface			
G611 in person (management position specific)			
IS29: PIO Awareness			
IS42: Social Media in Emergency Management			
IS230: Fundamentals of Emergency Management			
IS368: People w/ Disabilities & Other AFNs in Disaster Ops			
G290: PIO Basic and JIC/JIS	01/22-26/07		
<b>Type II (must have all of the above before applying)</b>			
IS120: Introduction to Exercises			
IS235: Emergency Planning			
IS240: Leadership and Influence			
IS241: Decision Making and Problem Solving			

IS242: Effective Communication			
IS244: Developing & Managing Volunteers			
L0388: Advanced PIO	01/08-12/18		
<b>Type I (must have all of the above before applying)</b>			
ICS300: Intermediate ICS for Expanding Incidents			
ICS400: Advance ICS for Command and General Staff			
G270.4: Disaster Recovery			
G393: Disaster Mitigation			
E/L105: Public Info & Warning			

**Joint Information Center (JIC) Support Staff:**

Utilize staff who regularly communicate with the public and would not ordinarily be called upon for emergency response, i.e. Library, District Attorney (victim services), Child Support Services, other public desks (ACE)

**Individuals with administrative access to send messages via the Inter- and Intra-nets (Beth Gabor, Carolyn Jhajj, Dana Carey) and Social Media sites (Beth Gabor, Julie Cross, Dana Carey)**

**Individuals and agencies with administrative access to send messages via the Everbridge Mass Notification system include Beth Gabor, Carolyn Jhajj, Dana Carey, David Block, Yolo Emergency Community Agency, Sac Comms and Placer 911**

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**The following contact lists can be found in the Emergency Operations Center in the I:\CAO PIO drive and within OES's Google Docs and Dropbox accounts:**

- Media List
- Confidential County Phone List
- Disaster Service Worker (DSW) Translators  
(Note: for professional translation services, contact Language World Services (916) 473-0100)
- PIOs in Yolo County
- Regional PIOs
- Fire Districts
- Various OES call down sheets, including Fire Chiefs

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## Purpose

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The purpose of the Emergency Public Information-Crisis & Emergency Risk Communication (EPI-CERC) Plan is to prepare and guide the Lead Public Information Officer (PIO) and PIO support staff in communicating information to key audiences, before, during and after a major crisis or emergency. The plan recommends measures for handling crisis and emergency risk communication efforts, and is designed for staff familiar with communication activities.

This plan is part of the ESF15 Annex to the Yolo County Emergency Operations Plan. This plan is reviewed once a year and updated as needed.

## Assumptions

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The following assumptions involving public information during emergencies highlight how local government response and public preparedness may be affected during a major emergency.

- The public will demand information about the emergency and instructions on proper survival/response actions.
- Rumors and misinformation are likely to develop when there is a lack of official news and/or information being readily available.
- The media will demand information about the emergency.
- Local and regional radio/television stations without emergency power may also be off the air.
- Telephones (cellular and hardwire) may be inoperative.
- The emergency organization may become overwhelmed by the demand for information if sufficiently trained staff is not available.

## Objectives

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- To guide public action as determined by the Director of Emergency Services.
- To gain public confidence by providing information that is timely, empathetic, caring, accurate, credible and pertinent.
- To keep the public calm by acknowledging uncertainty, recognizing people's fears, taking care not to over-reassure, explaining the process in place to find answers and giving people specific things to do.
- To meet the needs of the news media.
- To meet the needs of partners/stakeholders.
- To coordinate with other Federal, State and local agencies involved in responding and providing information to the public.

## General Guidance

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The EPI-CERC function consists of the timely and effective dissemination of accurate, official, situational and preparedness information prior to, during and following a major crisis or emergency that affects or threatens public safety, public health, community well-being and continuity of government operations.

- Yolo County will facilitate the timely dissemination of accurate situational and preparedness information during periods of real or potential emergency.
- People facing crisis function better with information, both dealing with what is happening as well as what to do to protect themselves, their family and neighbors.
- Failure to inform may result in fear, panic, wrong actions and even place Yolo County in a litigious position for failure to provide an adequate level of responsiveness and care.
- Coordination of EPI-CERC functions with local and State agencies will minimize the opportunity for conflict, confusion, embarrassment and misunderstandings during periods of crisis.
- The release of inaccurate, inflammatory, or insensitive information can be more detrimental than no release at all. Information must be properly vetted and checked prior to engaging in any formal dissemination.
- Once an Emergency Operations Center (EOC) is formally activated at any level, the release of news and information related to an emergency will be coordinated through the PIO assigned within the EOC.

## Policies

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The authority to release official information to the public via established media is vested in the Emergency Services Director, or designated alternate during periods of emergency. During a major emergency or disaster, the Emergency Services Director shall designate the County PIO, or designated alternate, as the single point of contact for release of situational and preparedness information to the media and the public. This will help centralize the flow of information. During an emergency, other communications staff may help support this function.

## EPI-CERC Components

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In an emergency, the PIO is a member of the Management Staff as the conduit for information to external and internal stakeholders. To accomplish critical communications activities, the PIO performs the following tasks as part of the Standardized Emergency Management System (SEMS):

- Advises the EOC Management, the IC and/or Department Operations Centers as needed on information dissemination and media relations
- Obtains information from and provides information to Management and General Staff
- Obtains information from and provides information to the public and media
- Obtains information from and provides information to key County staff and elected officials

## Information Collection and Production

The PIO works within the Standardized Emergency Management System (SEMS) to collect accurate information regarding the emergency, including information gathered and vetted by the Planning and Intelligence section. The information is assessed and gathered to address who, what, where, when and why. Facts are confirmed and clarified. Technical information is verified. Messages and content are developed for a variety of materials.

## Information Management

Situational and preparedness information will need to be developed and released in a timely and effective manner. This may require a coordinated effort between Operational Area (OA) partners through a Joint Information Center (JIC).

## Information Dissemination

A primary aspect of the EPI-CERC function is the effective and coordinated release of official news and information to the public through recognized media organizations. Such organizations include print and broadcast media as well as Internet forums. It will be important to communicate with key audiences through the media early and frequently. The PIO is responsible for obtaining appropriate approvals for the release of information to the media and other audiences.

The following vehicles will be used to provide emergency public information and risk communication to inform and instruct the media, residents and partners/stakeholders:

- Media, including print, radio, television and Internet
- E-mail, using prepared media and partner/stakeholder lists and listservs
- County website, partner/stakeholder websites and media websites
- E-notifications to webpage subscribers (note: simultaneously posts to Social Media accounts)
- Social media accounts (Facebook, Twitter, Flickr, YouTube)
- Yolo-Alert Mass Notification system
- UC Davis' alert and warning system
- Telephone
- Facsimile
- Partner newsletters and FAX and/or e-mail distribution lists
- Face-to-face, including media briefings and community meetings
- Printed materials, including facts sheets, leaflets, poster (can be distributed to/posted in rural communities through fire departments)
- 2-1-1 Sacramento (e-mail: [resources@211sacramento.org](mailto:resources@211sacramento.org))

In a crisis or an emergency, the ability to communicate with key audiences, including the media, plays a critical role in advancing a behavior or action that allows for rapid and efficient recovery from the event, as well as defining the public's perception of the organization and its resources.

Any or all of the following groups may need to be communicated with during a crisis or emergency event:

- Those directly affected by the crisis or emergency
- Media and general public
- Management and elected officials
- Employees
- Clients, client families and visitors
- Medical community
- Public safety personnel
- Neighbors and neighborhood organizations
- Community-based organizations
- Faith-based organizations
- Schools
- Business community
- Regulatory agencies

## **EPI-CERC Operational Considerations**

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- On a large event, the media will require constant updating. Ongoing and consistent updating of event information should be undertaken on a regular basis
- Information to be released must be properly evaluated and vetted for accuracy, legality, potential operational impacts and sensitivity
- Facts should be the only information disseminated in official news releases. News and information releases should be free of speculation, innuendo, blame, supposition or positioning
- Rumors should be identified, vetted and resolved quickly and efficiently
- Information relating to victims should be reviewed carefully before being incorporated into any official release
- All information releases, web postings, phone interviews, conferences and media briefings should be documented
- Once the EOC is activated, all media releases pertaining to the emergency should be coordinated through the Lead PIO and approved by the EOC Director or their designee
- When possible, graphical information is useful when attempting to communicate complex information, i.e. maps, photos, videos and other graphical displays



## EPI-CERC Protocols

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### Organization and Activation

EPI-CERC activities will be initiated during any situation or emergency that requires a robust emergency and/or risk communication response. The decision to initiate EPI-CERC functions may be determined in the field by the IC or in the EOC by the Emergency Services Director, or designated alternate.

### Internal Communications

The dissemination of critical disaster information, including appropriate preparedness instructions to key County personnel and elected officials is equally as important as informing the general public. The Yolo County organization should be properly notified, informed and guided through effective internal communications. This may be accomplished by e-mail, Intranet postings, phone calls, or individual visits with key staff and elected officials.

### Staffing

Minimally, EPI-CERC operations will require a designated PIO who will function within the EOC organization as a member of the Management Section, reporting directly to the EOC Director, or designated alternate. Based on the complexity and magnitude of the event, and the need to expand EPI-CERC functions, the following additional positions may also need to be staffed:

- Assistant PIO(s) assigned to Research & Writing
- Assistant PIO(s) assigned to Media Relations
- Assistant PIO(s) assigned to Special Projects
- Assistant PIO(s) assigned to Special Populations

### Operational Planning

When activated, the Lead PIO, operating within the EOC and under the supervision of the EOC Director, will participate fully in the development of the EOC Action Plan as it applies to emergency public information activities. The Lead PIO will work closely with the Management, General Staff and other assigned personnel to develop an appropriate strategy for conducting and managing EPI-CERC functions during the course of any major emergency. The Lead PIO should also ensure that action planning specific to the EPI-CERC function is undertaken and properly communicated to interested parties.

## Public Information Officer (PIO) Responsibilities

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### Command and Control

The Lead PIO, or designee, will assume these responsibilities, as directed by the EOC Director, or designee:

- Directs the work related to the release of information to the media, public and partners

- Activates plan based on careful assessment of the situation and expected demands for information by media, partners and the public
- Attends Management and General Staff briefings and provides updates to the EOC Director
- Advises EOC Director regarding information to be released
- Ensures emergency and crisis communication principles to build trust and credibility are employed and incorporated into all public messages as well as contact with the media, public and partner agencies
- Translates EOC situation reports and meeting notes into information appropriate for the public and partner needs
- Coordinates with State and local communication partners to ensure that messages are consistent and within the scope of the organization's responsibility
- Ensures communications are consistent with the County's role in the response
- Researches, gathers and verifies situation information
- Reviews and approves materials for release to media, public and partners
- Obtains clearance from the EOC Director on all materials for public release
- Determines need for a staffed emergency public information operation and PIO field operations
- Ensures resources are available (people, equipment and supplies)

### **Direct Media**

The Lead PIO, or designee, will assume these responsibilities, as directed by the EOC Director, or designee:

- Assess media needs and organize mechanisms to fulfill those needs during the crisis
- Triage the response to media requests and inquiries
- Ensure media inquiries are addressed as appropriate
- Support spokespersons, including field staff PIOs
- Develop and maintain media contact lists and call logs
- Produce and distribute media advisories and news releases
- Produce and distribute supporting materials such as fact sheets, audio and video releases
- Oversee media monitoring system (analyzing news clips to determine needed messages, discovering which information needs to be corrected and identifying concerns, interests and needs arising from the crisis and the response)
- Ensure emergency communication principles to build trust and credibility are incorporated into all public messages delivered through the media
- Act as a Lead PIO of the staffed emergency public information operation, JIC or field site team for media relations as needed

### **Direct Public Information**

The Lead PIO, or designee, will assume these responsibilities, as directed by the EOC Director or his/her designee:

- Coordinate/supervise efforts of emergency public information staff, field staff PIOs and/or JIC operations
- Manage mechanisms to respond to public members who request information directly from the organization by telephone, in writing or by e-mail
- Activate and supervise emergency telephone bank
- Organize and manage emergency response website and web pages, including establishing links to other emergency response websites
- Manage social media accounts

## **Content and Material for Emergencies**

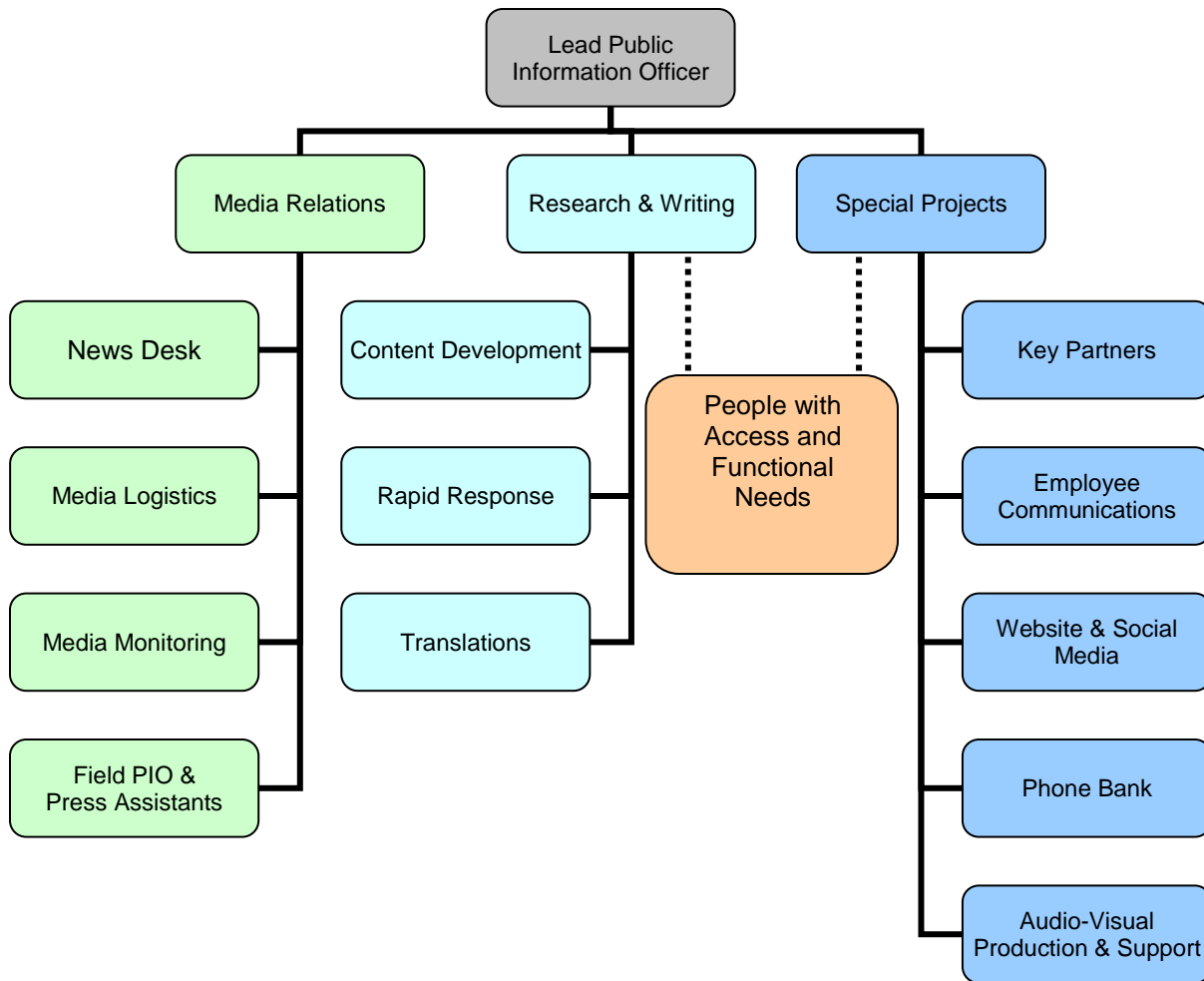
The Lead PIO or designee, will assume these responsibilities, as directed by the EOC Director, or designee:

- Develop and establish mechanisms to rapidly receive information from the field regarding the emergency
- Translate EOC situation reports and meeting notes into information appropriate for public and partner needs
- Work with subject matter experts to create situation-specific fact sheets, Q/A sheets and updates
- Compile information on possible crisis and emergency topics for release when needed
- In consultation with appropriate staff, test messages and materials for cultural and language requirements of special populations
- Receive input from other communication team members regarding content and message needs
- Use analysis from media, public and partner monitoring systems to adopt messages
- Identify additional content requirements and material development

## **Emergency Public Information Operation Staff Roles & Responsibilities**

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The PIO may need to activate a staffed emergency public information operation. The following outlines how it should be organized and staffed during an emergency event. Checklists for emergency public information operation unit leads, and in some cases unit staff, can be found in the Appendices. More detailed roles and responsibilities can also be found in the Appendices.



**Lead PIO**

Reports to the EOC Director and is responsible for directing and managing the overall public information operations and providing prompt and organized responses to the news media as well as coordinating all public information efforts out of the EOC.

**Media Relations Unit Lead**

Reports to the Lead PIO and/or JIC Manager and is responsible for responding to all media calls and inquiries, scheduling and preparing the appropriate spokesperson, planning/scheduling news conferences and interviews and management of on-scene media and crews conducting live feeds. This unit may include the following positions:

- **News Desk** – Receives and responds to all basic media calls and inquiries.
- **Media Logistics** – Coordinates logistics for press conferences, media briefings and other needs as determined.
- **Media Monitoring** – Monitors all news media outlets and provides reports to Rapid Response (see Research & Writing) regarding media trends, misinformation, rumors and accuracy.
- **Field PIOs & Press Assistants** – Stationed in the field (incident command/evacuation center or other designated location) to handle on-site media inquiries and requests. In some cases, it will be appropriate to post information at public facilities to inform and educate the public, especially in rural

communities. A method must be employed to ensure that information remains viable, accurate and is removed when the emergency has passed. Emergency notices should be sent to all Fire Chiefs for posting in fire stations or public meeting centers in unincorporated areas. Emergency notices can also be posted at county libraries and municipal community centers.

## Research & Writing Unit Lead

Reports to the Lead PIO and is responsible for overseeing the gathering of information, verifying and updating of information and the final content development of materials. Content development includes content that could be adapted for media materials and other communication vehicles such as the Internet, phone scripts and other non-traditional communications. This unit may include the following positions:

- **Content Development** – Works closely with the Media Relations and Special Projects units to consult on media and public information materials that need to be developed. Writing staff is responsible for keeping track of updated information that has been verified and making revisions as appropriate.
- **Rapid Response** – Works closely with the Media Relations and Special Projects units to collect rumors, misinformation, issues and problems that need to be resolved. Also responsible for maintaining a rapid response board with all rumors, misinformation, issues problems and corrective actions and corrected information.
- **Translations** – Coordinates translations in the appropriate languages for all written materials, including phone scripts and Internet content.

## Special Projects Unit Lead

Reports to the Lead PIO and is responsible for handling and distributing information to non-media partners. Includes, managing key partner information, employee communications and ensuring accurate information is posted on all Web pages and distributed to call centers. This unit may include the following positions:

- **Key Partners** – Provides prompt and organized information, reports and updates through partner agencies to members of the public, including special populations
- **Employee Communications** – Coordinates regular employee communications and updates via e-mail, emergency and information lines and the Intranet
- **Website & Social Media** – Posts and updates information the county website and social media accounts
- **Phone Bank** – Activates, monitors and reports on management of Phone Bank information and provides phone scripts and information to other phone banks, hotlines, 2-1-1 Sacramento or call centers as necessary. Manages staffing of phone bank as needed.
- **Audio-Visual Production & Support** – Produces and develops visual records (photo and video) of the incident for the JIC and provides audio-visual support as needed for use in the JIC work areas. Assists in set-up and use of audio-visual equipment during media briefings and town meetings in coordination with Media Logistics.

## People with Access & Functional Needs (formerly Special Populations) Unit Lead

Responsible for overseeing production and distribution of timely carefully structured media messages directed at people with access and functional needs. Manages media and contact lists for people with access and functional needs and works directly with Research & Writing and Special Projects.

## Joint Information Center (JIC)

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A Joint Information Center (JIC) may be established for the purpose of coordinating multiagency dissemination of emergency public information in the event of a large scale emergency in which other agency EOCs have been activated. A JIC is staffed just as an emergency public information operation by impacted jurisdictions using agency personnel who are trained to manage the EPI-CERC function. Participation in a JIC includes:

- Shared EPI-CERC personnel, facilities and resources
- Centralized dissemination of mutually agreed upon news and information
- Coordinated and timely sharing of EPI-CERC information among impacted jurisdictions

### JIC Activation

If a JIC is established, it is the responsibility of the Lead PIO and/or JIC Manager to identify a suitable location, notify the OA, assign adequate staff and provide logistical support as necessary to sustain joint EPI-CERC activities.

### JIC Manager

The JIC Manager is responsible for managing overall public information functions, operations and staff in the event a Joint Information Center needs to be formed. This includes oversight of functional units and ensuring information is shared among units. The JIC Manager, if not also serving as the Lead PIO, also acts as the Lead PIO when the Lead PIO attends EOC briefings.

### JIC Facilities

In selecting an appropriate site to conduct JIC operations, the following suggested minimal capacities should be considered:

- Sufficient space to accommodate all anticipated EPI-CERC operations and activities for an extended time period
- Auxiliary power capability
- Telephone and data connectivity, including high speed Internet access and FAX capability
- Restroom facilities and potable water
- Sufficient off street parking to accommodate periodic media briefings as well as EPI-CERC personnel. If possible, space for pool media broadcasts and interviews should be provided with space for static information displays
- Photocopy capability
- Adequate furniture and work space accommodations for assigned staff and supporting personnel
- Separate conference space for meetings and operational planning briefings for JIC staff

County facilities appropriate to conduct JIC operations include:

- Room adjacent to the EOC (north of)
- Child Support Services' Training Room

- Health & Human Services' Community Room

## Virtual Joint Information Center

A virtual JIC may be initiated through technological means when geographical restrictions, incident management requirements, or other limitations preclude physical attendance by Public Information Officers and/or liaisons at a central location. Through telephone or video teleconferences, personnel participating in the virtual JIC can meet and coordinate information.

The following resources are currently maintained:

- A 27" iMac computer with digital editing capability for creating PSAs (Health & Human Services)
- Two digital cameras, lights, and a green screen for PSAs (Health & Human Services)
- FaceTime accounts for iPad users within the Department
- Skype account
- BlueJeans account (OES)
- YouTube account (OES and Health & Human Services)
- Dropbox & Google Drive accounts
- External Web Server with U2-web (Health & Human Services)
- Survey Monkey account (Health & Human Services and Human Resources)
- Facebook & Twitter accounts
- Flickr (OES and Health & Human Services)
- Editing rights for the County Inter- and Intranet sites

## Media & Inquiry Centers

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### Media Centers

A Media Center may be established that serves as a central location for media briefings, conferences and information distribution. Media Centers may be activated independently or as part of a larger JIC. The Media Center for Yolo County, used as the primary press conference/media center will be located at:

Yolo County Board of Supervisors Chambers  
Erwin W. Meier Administration Building  
625 Court Street, Room 206  
Woodland, California

### Inquiry Centers

An Inquiry Center may be activated to centralize information sharing between the public, media and government. They should be directly linked to Media Centers or a JIC to allow for:

- Establishment of hotlines and appropriate staffing

- Sharing of information about the emergency or the governments' response
- Identification of information trends, rumors and misinformation
- Response to questions using official, verified information that has been approved for release
- Call referrals, as appropriate, to Federal, State, local, volunteer and private sector agencies
- Current and updated information records
- Records of questions, responses and actions
- Enhancing information to meet the needs of special populations

## **Power Outage Contingency Plan for Public Communications**

### **Fire Station Message Boards**

Many fire stations in the county have community message boards. Those in the rural areas are particularly well-utilized by residents. Public messages can be emailed to the fire station or called in (fire station contact information in media list) and posted on the message board. Messages will also direct residents to subscribe to County social media accounts and/or the Everbridge Mass Notification System if they are capable of receiving text messages on their cellular phones.

### **Public Address Systems in Emergency Vehicles**

Emergency vehicles in Yolo County are equipped with public address systems. Prepared messages can either be called in or emailed to local emergency services agencies for broadcast during regular patrols of service areas as well as additional patrols/drive-bys that the agencies are able to conduct during the emergency. Messages can include directions to subscribe to County Twitter accounts.

### **Door-to-Door**

In the event that a message must reach specific geographic area immediately, the County can deploy staff (Disaster Service Workers) or seek assistance from other public service agencies such as city police/fire departments to conduct door-to-door message distribution.

### **Text Messaging/Twitter**

The County has Twitter accounts which serve the purpose of sending blast text messages to cell phones of subscribers to the account. The initial message to subscribe to the account can go out through all the methods detailed above. Subsequent messages can then be sent through Twitter in addition to all the aforementioned methods.



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## **General Crisis & Emergency Risk Communication Principles**

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### **Be first – Be right – Be credible**

There are five common mistakes in crisis communication. They can quickly cause a breakdown in the honest exchange between response officials and the public. The five common crisis communication mistakes are:

- Mixed message from multiple experts
- Information relayed late
- Paternalistic attitudes
- Not countering rumors and myths in real time
- Public power struggles and confusion

Avoid these mistakes by using the six CERC principles:

#### **1. Be first**

If the information is yours to provide by organizational authority, do so as soon as possible. If you can't, then explain how you are working to get it. Don't sit on factual information. If you do, it will leave a vacuum that may be filled by people who don't have the public's best interest at heart.

#### **2. Be right**

There's a natural tension between being fast in sharing information and being accurate. To avoid this tension, give facts in increments. Tell people what you know when you know it; tell them what you don't know; and then, tell them if you will know relevant information later. Release accurate information quickly and be comfortable with the idea that people can tolerate getting reliable information in pieces.

#### **3. Be credible**

Tell the truth. Don't withhold information to avoid embarrassment or the possible panic that seldom happens. Uncertainty is worse than not knowing; rumors are more damaging than hard truths.

#### **4. Express empathy**

This is the ability to put yourself in some else's shoes and then acknowledge what they're feeling in specific words. When you acknowledge in words what people are feeling it builds trust. Emotions can range from concern and anxiety to dread and fear, or confusion. Be confident that you can relate to people and then be relatable.

#### **5. Promote action**

Give people things to do. It calms anxiety and helps restore a sense of self-control. Give people things to do that they can actually carry out. Let them master a simple task before asking them to do something more difficult.

#### **6. Show respect**

Treat people the way you want to be treated; the way you want your loved ones treated. Always do this, even when hard decisions must be communicated. Don't be paternalistic in your communication to the public.

**Build trust and credibility by expressing:**

- Empathy and caring
- Competence and expertise
- Honesty and openness
- Commitment and dedication

**Top tips:**

- Don't over reassure
- Acknowledge uncertainty
- Express wishes ("I wish I had answers")
- Explain the process in place to find answers
- Acknowledge people's fear
- Give people things to do
- Ask more of people (share risk)

**As a spokesperson:**

- Know your organization's policies
- Stay within the scope of responsibilities
- Tell the truth – be transparent
- Embody your agency's identify

**Prepare to answer these questions:**

- Are my family and I safe?
- What can I do to protect myself and my family?
- Who is in charge here?
- What can we expect?
- Why did this happen?
- Were you forewarned?
- What else can go wrong?
- When did you begin working on this?
- What does this information mean?

**Stay on message (tips for bridging):**

- "What's important is to remember..."
- "I can't answer that question, but I can tell you..."
- "Before I forget, I want to tell your viewers..."
- "Let me put that in perspective..."

## Developing Messages

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During a crisis or emergency, it is important that your media spokespersons not just “wing it” when it comes time to relaying important information about the incident. It is critical that you take some time to prepare and develop key messages. To be useful, key messages must:

- Be few in number, usually three to five. During an emergency, people will be upset. They will have difficulty remembering lots of information.
- Be short and concise, generally no more than a sentence or two each. Short messages are easier for your spokesperson and the public to remember and are more likely to be conveyed without editing by the media.
- Be in writing. Writing your messages down makes sure they are short, concise and understandable.

### Why Do We Need A Message?

- In an emergency, crisis or risk situation, a message is absolutely necessary to convey concerns, values and emotions -- empathy, compassion, credibility and authority.
- A message gives you a framework and offers more control in your communications with the media – and the public.

### Developing Key Messages

- The very first communication is the most important communication during an emergency event
- Do not wait until you have all the answers before you start to communicate
- Keep information simple and accurate
- Acknowledge the emergency, crisis or risk
- Express concern, empathy and compassion for victims, families and the community
- Recognize people's fears – but do not over-do it, “feed” or “fuel” it
- If you don't have all of the information, say so – but let the media know when you'll get back to them, and then get back to them
- By being fast and accurate, you establish your credibility with the media, identify your department as the “go to” source for information and begin to manage the public's response to the event

### Elements of a Message in Emergency Event

- In an emergency, crisis or risk event, the message includes an overarching theme (concern, empathy, compassion) and three major points with supporting facts.
- Make sure to keep the information simple and accurate. If you don't have all the information right away, say so -- but let the media know when you'll get back to them with updated information.
- Be mindful about how much information people can absorb at any one time. This is particularly true during an emergency event when people are emotional and upset. Address what the public needs to hear, even more than what you want to say. Adjust your response and message accordingly by thinking about tone and wording.
- Acknowledge the crisis by expressing concern for victims, family and community. Do not overlook how important it is to express sympathy and empathy, as well as to acknowledge people's fears. As

soon as possible, put a statement of concern on the Web site and address the emotional side of the event at the beginning of a media briefing or update.

- Don't try to allay the panic people will be feeling by avoiding bad news. Panic does not necessarily come from bad news; it is more likely to come from no information, conflicting information or misinformation from authorities. Provide the best information you have in a clear and confident manner.

#### Element #1: Situation – What has happened?

- What happened?
- When did it happen?
- Where did it happen?
- How did it happen?
- Why did it happen?
- Who is involved?

#### Element #2: Risks – Who is at risk? Who is at the greatest risk?

- What are the signs/symptoms?
- Is it contagious, communicable and/or spreading? How?
- Are there effective treatments? What are they?

#### Element #3: Actions – What actions are being taken, or should be taken?

- How is the County responding to the event?
- What is being done?
- Who is doing it?
- Why and how is it being done?
- How do I respond/protect myself/family?
- How can I get more information/help?
- When will there be more information?

## **Avoid**

### Technical Jargon

- Instead of saying people “may suffer morbidity and mortality,” say, “exposed may get sick or die”
- Instead of “deployed” say “sent” or “put in place”
- Instead of “correlation” say “relationship” (avoid using “cause”)

### Unnecessary Filler

Save background information for news releases or fact sheets

### Attacks

Attack the problem, not the person or the organization (e.g., be careful not to point fingers at a specific person or group, but talk about the issue at hand)

### Promises/Guarantees

State only what you can deliver. Otherwise, promise to remain committed to keeping people informed throughout the emergency response.

### Discussion of Money

In the initial phase, discussion of the problem's magnitude should be in context with the health and safety of the public or environment. Loss of property is secondary. Also, a discussion of the amount of money spent is not a substitute for the level of concern and response from your organization.

### Humor

Seldom is humor a good idea. People seldom "get the joke" when they are feeling desperate. Humor is a great stress reliever behind closed doors. Anyone who has responded to emergencies knows that sometimes inappropriate humor acts as a coping mechanism. Be careful not to offend others responding to an emergency, even behind closed doors. Be especially sensitive when speaking to the public. One person's attempt at humor may be another's insult.

## 77 Most Frequently Asked Questions by Journalists in a Disaster or Crisis

(Prepared by Rudy Giuliani and his staff following 9-11, and provided by Vincent T. Covello, Ph.D.)

1. What is your name and title?
2. What are your job responsibilities?
3. What are your qualifications?
4. Can you tell us what happened?
5. When did it happen?
6. Where did it happen?
7. Who was harmed?
8. How many people were harmed?
9. Are those that were harmed getting help?
10. How certain are you about this information?
11. How are those who were harmed getting help?
12. Is the situation under control?
13. How certain are you that the situation is under control?
14. Is there any immediate danger?
15. What is being done in response to what happened?
16. Who is in charge?
17. What can we expect next?
18. What are you advising people to do? What can people do to protect themselves and their families – now and in the future – from harm?
19. How long will it be before the situation returns to normal?
20. What help has been requested or offered from others?
21. What responses have you received?
22. Can you be specific about the types of harm that occurred?
23. What are the names of those that were harmed?
24. Can we talk to them?
25. How much damage occurred?
26. What other damage may have occurred?
27. How certain are you about damages?
28. How much damage do you expect?
29. What are you doing now?
30. Who else is involved in the response?
31. Why did this happen?
32. What was the cause?
33. Did you have any forewarning that this might happen?



34. Why wasn't this prevented from happening? Could this have been avoided?
35. How could this have been avoided?
36. What else can go wrong?
37. If you are not sure of the cause, what is your best guess?
38. Who caused this to happen?
39. Who is to blame?
40. Do you think those involved handled the situation well enough? What more could/should those who handled the situation have done?
41. When did your response to this begin?
42. When were you notified that something had happened?
43. Did you and other organizations disclose information promptly? Have you and other organizations been transparent?
44. Who is conducting the investigation? Will the outcome be reported to the public?
45. What are you doing to do after the investigation?
46. What have you found out so far?
47. Why was more not done to prevent this from happening?
48. What is your personal opinion?
49. What are you telling your own family?
50. Are those involved in agreement?
51. Are people over-reacting?
52. Which laws are applicable?
53. Has anyone broken the law?
54. How certain are you about whether laws have been broken?
55. Has anyone made mistakes?
56. How certain are you that mistakes have not been made?
57. Have you told us everything you know?
58. What are you not telling us?
59. What effects will this have on the people involved?
60. What precautionary measures were taken?
61. Do accept responsibility for what happened?
62. Has this ever happened before?
63. Can this happen elsewhere?
64. What is the worst-case scenario?
65. What lessons were learned?
66. Were those lessons implemented? Are they being implemented now?
67. What can be done now to prevent this from happening again? What steps need to be taken to avoid a similar event?

68. What would you like to say to those who have been harmed and to their families?
69. Is there any continuing danger?
70. Are people out of danger? Are people safe? Will there be inconvenience to employees or to the public?
71. How much will this cost?
72. Are you able and willing to pay the costs?
73. Who else will pay the costs?
74. When will we find out more?
75. Have these steps already been taken? If not, why not?
76. Why should we trust you?
77. What does all this mean?

## Anatomy of a News Release

<b>FOR IMMEDIATE RELEASE</b>	Contact: Beth Gabor, Public Information Officer
Date	(530) 666-8042 [w] ▪ (530) 219-8464 [c] beth.gabor@yolocounty.org
<b>Title</b> (Subtitle if needed)	
(Woodland, CA) – Who, what, where, when, why and how	
Additional Information	
Background	
Quote if appropriate	
For more information...	
###	

- Media releases should always include the following:
  - Date
  - Contact information [name, title and phone number(s)]
  - Who, what, where, when, why and how explained in the first few paragraph(s).
- Double- and triple- check for accuracy (general content, websites, phone numbers, etc.). Proofread for spelling error, typos, grammar and punctuation. It is best to have a second “set of eyes” look at the final product for proofreading purposes as well.
- Give the media release a professional look. Make it neat, grammatically correct and visually easy to read. Don’t use jargon.
- Use basic newswriting style because the less editing that is required, the more likely your material will be used. The Associated Press Stylebook is a good manual to follow.
- Pay particular attention to the title and lead of the news release. This should provide information and spark an editor/producer’s interest at the same time.
- Avoid subjective words and phrases; you can use direct quotations to convey subjective information. Quotes are better if they sound candid and relaxed, rather than manufactured.
- Keep releases short; one page is usually sufficient. For more important stories, when detailed information is appropriate, the release may be longer. If a complex issue cannot be captured in a short news release, consider writing a summary release and attaching appropriate background materials for reporters.
- Yolo County media releases should be sent to the full list in Media List.xls found in I:\CAO PIO as one never knows which media partner will be interested in what story, or who will be covering for someone who is out of the office. To broadcast to the full media list:

- Copy the list of e-mail addresses in column D of Media List.xls and paste them into the bcc field of the e-mail.
- Entitle the e-mail "Media Alert: full title of press release. (i.e. Media Alert: Two New Human West Nile Virus Cases Confirmed in Yolo County)
- Copy and paste the content of the press release into the body of the e-mail (including date and contact information).
- Enclose the full word file and any associated materials (charts, pictures, etc.).
- Yolo County press releases should also be posted on the county website and social media feeds and distributed to Board members and leadership staff via Media Clips.

## Communicating with the Media

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### Top 10 Media DOs

1. Be forthright, honest and direct. Project a strong, credible image. Speak firmly and look the reporter in the eyes. And relax!
2. Respond quickly and return calls promptly. Ask a reporter's deadline and then honor that deadline.
3. Be prepared. If you are not yet prepared, tell the reporter you'll call back. Anticipate questions, prepare talking points (3-4 key messages) and discuss them with an associate.
4. Stick to your message (3-4 key points) and don't let the reporter pull you off your message. Remember, you are the expert.
5. Know your ultimate audience and speak to it. The reporter is not your audience – the public is your audience.
6. Have something positive to say and say it positively. Never repeat a reporter's negative question.
7. Keep it short and use plain language. Sound bites and quotable quotes get results. Rambling speeches don't. Avoid jargon and acronyms.
8. Treat the media kindly and equally. Reporters are people too. Be friendly and helpful. It is their job to collect information and turn it into a compelling story. Be patient and prepared to repeat yourself.
9. Listen to the question and avoid answering more than you've been asked.
10. Correct mistakes. With the Internet, stories live forever and will be repeated incorrectly if not corrected.

### Top 10 Media DON'Ts

1. Don't go off the record. Remember the interview is never over until you see the taillights fading in the distance. Always assume you are being recorded.
2. Don't speculate and don't offer opinions; avoid hypothetical questions. Don't be lured into speculating about that which has not occurred.
3. Don't exaggerate. Be believable. The story is probably already good or bad enough.
4. Don't lie. The truth may hurt, but lies are deadly. Lies will destroy your credibility.
5. Don't say "no comment." It's o.k. to say "I don't know," but then find out and follow-up.
6. Don't fill the "pregnant pause." Radio and television will cut our recorded "pregnant pauses."
7. Don't criticize your detractors.
8. Don't say it if you don't want it used. Don't make flippant remarks and don't lose your cool.
9. Don't be a "slow bleed" (remember Watergate). Share message, good or bad, early and often.
10. Don't be nervous. Your message is important and you are the expert!

## How to Respond to Media Calls & Requests

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### When a Call is Received

When a media call is received, ask for particulars on the story, such as:

- What is the topic of their story? What angle are they interested in?
- What kind of person/profession are they interested in talking to?
- If they reference a “wire story,” report or other source, request a copy.
- What is their deadline for the interview?

Tell the reporter you’ll look into it and get back to him/her. Do not speculate or try to answer the questions immediately. You must get back to the media without fail, within their deadline timeframe, even if you can’t provide them with the items they need. Be sure to tell them what you can or cannot provide and why.

### Media at Facilities

Camera crews/reporters should be escorted at all times and must have permission from the Lead PIO before being allowed beyond public areas. The news media has the right to film in front of any public building without permission, as long as they do not interfere with operations. Roaming unescorted within the facilities is not permitted.

### Who to Notify

Notify the Lead PIO immediately when the news media is expected to arrive, or arrives unexpectedly. Give the time, specific location, and subject of visit.

### County Client Interviews

Clients cannot be interviewed, filmed or photographed without their permission.

### Staff Interviews

It is at the discretion of the Lead PIO to select the most appropriate spokesperson to provide an interview.

# Media Call Intake Sheet

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Date: \_\_\_\_\_ Time of Call: \_\_\_\_\_ Taken by: \_\_\_\_\_

Media Deadline: \_\_\_\_\_

**Media Outlet:**

Media Outlet: \_\_\_\_\_

Name: \_\_\_\_\_

Contact Information (phone/e-mail): \_\_\_\_\_

**Topic:**

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**Request:**

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**Action Needed:**

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**Action completed** (by whom and when):

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## News Conference Checklist

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News conferences and briefings are used to quickly communicate directly with the media by providing specific and updated information and a format to ask questions. During most emergency events, statements should be made by leadership, emergency services and/or other officials. The PIO serves as a facilitator/mediator, and at times, the spokesperson.

### Program

- Identify speaker(s)
- Identify translators, as needed
- Confirm spelling of names and titles. Obtain business cards
- Determine the message(s) and content. If there are multiple speakers, determine who is going to address which message points
- Set order of speakers, speaking time limits and rehearse remarks
- Prepare speakers (including translators) by reviewing talking points, statements and potential questions likely to be asked by the media

### Media Materials

- Draft and/or distribute a News Advisory to inform media of the time, location and provide a general overview or what's going to be covered. Do this by phone, fax, email or all three
- Prepare Media Kits, if necessary (and if possible, translated)
  - Speaker statements
  - News release
  - Fact sheets, graphs, charts or maps
  - Brief biographies of speakers and photos
  - Background Information including organizational information

### Site Setup

- Podium/podium signs
- Backdrop or background
- Electricity/power source
- Media seating
- Camera area and mult box
- Designate media parking and signage
- Set-up table for media packets and media sign-in sheets
- Minimize/limit extraneous noise
- Avoid backlighting (shooting directly into bright/direct light)
- Notify Facilities Manager (to provide media access to site)



## During the News Conference

- Meet the media as they arrive and have them sign in
- Assign staff member to take notes of questions asked during the news conference
- Begin as close to your published time is possible
- PIO introduces participants by name and title.
- PIO provides an overview of what is to be covered and the “ground rules” (such as each speaker will make a statement and then take all questions at the end)
- PIO assists with questions from the members of the media
- If possible, announce next briefing time and place

## Follow Up

- Assign staff member to track follow-up items from the news conference
- PIO and other speakers, particularly those who speak other languages, are made available for media follow-up

## **Emergency Public Information Operation Unit Lead Checklists**

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## Lead PIO Checklist

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### Immediate (Operational Period 0-2 Hours)

- Report to the EOC and receive appointment from EOC Director
- Obtain situational briefing from EOC Director
- Review initial objectives with EOC Director, including deadlines
- Develop message objectives and identify restrictions in content of news release and public information from EOC Director
- Call down Public Information staff as needed, make assignments

### Intermediate (Operational Period 2-12 Hours)

- Attend management and general staff briefings and report information back to Public Information Center
- Ensure all information for release has been verified. Obtain approval from the EOC Director
- Review and seek final approval from the EOC Director of all media and public information to be released before distribution
- Obtain regular briefings and situational reports Public Information Staff leads and identify solutions to key issues or challenges
- Establish frequency of the release of information and/or media briefing sessions
- Document all Public Information activities and messages received, including other key information such as media logs, special contacts, decisions made and actions taken, etc.
- Document and keep records of all of media and public information materials

### Extended (Operational Period Beyond 12 Hours)

- Assess media and public information needs during a prolonged event
- Continue to receive regular briefings from Public Information Staff leads
- Continue to attend EOC briefings as needed
- Continue to verify and approve all information for public release
- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- Observe all Public Information staffing for signs of stress or atypical behavior and make reassignments as necessary
- At shift change, provide detailed status report and written materials to replacement staff
- Evaluate Public Information operations with Public Information Staff leads and staff

### Demobilization/System Recovery

- As need for media response decreases, ensure Public Information staff return to their normal jobs by combining or deactivating positions
- Instruct Public Information staff to assist in deactivation procedures and ensure proper shut-off or return of all equipment and supplies, including all assigned equipment

- Coordinate release of final media briefings and reports
- Brief EOC Director on current problems, outstanding issues, and follow-up requirements
- Prepare final status reports upon deactivation of position
- Collect and document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Participate in after-action debriefings
- Conduct Post-event Evaluation

## Media Relations Checklist

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### Immediate (Operational Period 0-2 Hours)

- Receive appointment/instructions and obtain situational briefing from Lead PIO
- Review media objectives with Lead PIO, including deadlines
- Establish frequency of release of information and/or media briefing sessions
- Prioritize and assign tasks and activities to work team members for News Desk, Media Liaison, Field PIO and Media Logistics
- Oversee work team members to ensure that tasks are carried out and review work progress
- Instruct News Desk to establish secured media phone and notify news media about phone line for media only
- Ensure News Desk promptly answers and returns all media calls and logs media calls, inquiries and requests on media log. News Desk should update and maintain media contact numbers, if necessary
- Consult with Research & Writing Unit to develop media advisories, releases, talking points and press packet materials and obtain approvals from the Lead PIO
- Review release of information to media with the Lead PIO
- Assign and deploy Field PIOs to handle on-site media in the field, if necessary
- Prepare and provide status reports on media activities, including (if applicable) Public Information Center and field operations as needed to Lead PIO

### Intermediate (Operational Period 2-12 Hours)

- Work with Lead PIO to assess media needs and organize resources to fulfill those needs
- Assign news desk to prioritize and respond to media calls, requests and inquiries with approved media statements and maintain media call log
- Ensure Field PIOs receive copies of all current and updated media advisories, releases, talking points, and all other public information materials that are being distributed
- Instruct Media Logistics to set up news conference briefing area under the direction of the Lead PIO
- Obtain approval from the Lead PIO to release information to media as needed
- Instruct Media Liaison to distribute approved information to the news media, unit staff, and Field PIOs
- Work closely with Field PIOs to obtain and provide situational reports from the field
- Provide direction and guidance to Field PIOs on handling on-site media at field locations

### Extended (Operational Period Beyond 12 Hours)

- Work with Lead PIO to assess media needs during prolonged event and organize resources to fulfill needs
- Instruct team members to continue to carry out tasks for News Desk, Media Logistics, Field PIO, and Media Monitoring as needed
- Continue to provide status reports to Lead PIO
- Continue to provide informational updates to news media as needed

- Observe work team members for signs of stress or atypical behavior
- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- Document media activities and media requests
- At shift change, provide detailed status report and all written materials to replacement staff
- Evaluate Media Relations Unit operations

### **Demobilization/System Recovery**

- Obtain final reports and documentation from work team members to prepare final briefings
- Assist in deactivation procedures as needed
- Ensure return of all equipment and supplies, including all assigned equipment
- Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Brief Lead PIO with the final status reports upon deactivation of position
- Submit media logs, contact lists, and any other status documentation to Lead PIO
- Participate in or provide information for after-action debriefings
- Conduct post-event evaluation

## Media Logistics Checklist

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### Immediate (Operational Period 0-2 Hours)

- Receive appointment/instruction from the Media Relations Lead
- Obtain situational briefing from Media Relations Lead
- Review strategies in EPI-CERC Plan for working with the media
- Establish contact with subject matter experts for media interview requests
- Work with Media Relations Lead and/or Lead PIO Manager to identify areas restricted to the media
- Identify and secure equipment needs for press conference (stage, podium, sound system, mult box, etc.)
- Review all media materials that have been approved for release and coordinate with Media Relations Lead to get ongoing updates

### Intermediate (Operational Period 2-12 Hours)

- Schedule press conferences at the direction of Media Relations Lead and/or Lead PIO
- Ensure all media and press materials are distributed to all Public Information Center unit leads, including Field PIOs
- Post signage and media parking signs
- Notify Safety Officer and security personnel as needed
- Assemble press packet materials for news conferences
- Handle unexpected media that show up on-site
- Greet/escort media that show up for media conferences and pass sign-in sheets and inform the media of media protocols
- Assist in distributing of press materials to on-site media
- Provide support to spokespersons as needed
- Assist Media Relation Lead to provide direction and guidance to Field PIO on handling on-site media at field locations, including approving release of information as appropriate
- Obtain approval from the Lead PIO to release of information to media as needed
- Takes notes of pertinent media questions during press conferences or interviews that need follow up and coordinate with News Desk

### Extended (Operational Period Beyond 12 Hours)

- Schedule press conferences as needed for a prolonged event at the direction of Media Relations Lead
- Continue to coordinate with News Desk as needed
- Continue to provide status reports to Media Relations Lead
- Continue to provide informational updates for news media as needed
- Observe work team members for signs of stress or atypical behavior

- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- At shift change, provide detailed status report and all written materials to replacement staff
- Assist in evaluation of Media Relations Unit operations

### **Demobilization/System Recovery**

- Provide final reports and documentation to Media Relations Lead
- Assist in deactivation procedures as needed
- Ensure return of all equipment and supplies, including all assigned equipment.
- Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Participate in or provide information for after-action debriefings
- Conduct post-event evaluation



## Field PIO Checklist

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### Immediate (Operational Period 0-2 Hours)

- If reporting directly to field, obtain situational briefing from the field Incident Command
- Obtain Public Information Center briefing and provide updates on media needs with Media Relations Lead
- Review initial media objectives with the Media Relations Lead
- Set up briefing area for media under the direction of the field IC
- Prioritize and track all on-site media requests and brief field Incident Command and Media Relations Lead
- Obtain approvals for release of information from Media Relations Lead
- Request any needed communication materials from the Media Relations Lead
- Respond to on-site media requests in order of priority
- Coordinate on-site media briefings and/or interviews
- Assign or act as spokesperson for basic media inquiries
- Organize, brief and provide talking points/message materials to spokesperson
- Provide approved materials to on-site media

### Intermediate (Operational Period 2-12 Hours)

- Direct media requests that cannot be sufficiently handled on-site to Media Relations Lead
- Establish schedule of regular briefings for on-site media as appropriate, working with Media Relations Lead and the field IC
- Coordinate with Media Relations Lead to distribute relevant materials to media as needed
- Provide regular updates to Media Relations Lead and field IC
- Document all on-site media activities and provide reports as necessary
- Update and maintain media request log, if necessary
- Inform on-site media of the physical areas to which they have access and those areas that are restricted
- Coordinate with Media Relations Lead to schedule expert spokespersons that are needed and assist in preparing briefings, talking points and scheduling media interviews, as needed

### Extended (Operational Period Beyond 12 Hours)

- Work with Media Relations Lead to assess media needs during a prolonged event
- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- Continue to provide status reports to Media Relations Lead and field IC
- Continue to provide informational updates to news media as needed
- Document media activities and media requests on log form
- At shift change, provide detailed status report and all written materials to replacement staff

## **Demobilization/System Recovery**

- Prepare final reports and documentation for final briefings
- Coordinate with Media Relations Lead and field Incident Command for on-site deactivation procedures
- Ensure return of all equipment and supplies used for field operations
- Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Brief Media Relations Lead and Field Incident Command with the final status report upon deactivation of position
- Submit media logs, contact lists, and any other status documentation to the field Incident Command and the Media Relations Lead

## Research & Writing Checklist

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### Immediate (Operational Period 0-2 Hours)

- Receive appointment/instruction from the Lead PIO
- Obtain situational briefing from the Lead PIO
- Review initial message/content objectives with the Lead, including deadlines
- Review list of Message Maps and Fact Sheets in Appendices
- Prioritize and assign research and content/message activities to work team members
- Oversee work team members to ensure tasks are carried out for Content Development, Rapid Response and Translations
- Research and review pre-developed event-specific materials already in existence
- Research and obtain verified incident information needed
- Consult with Media Relations Unit and Lead PIO to draft content that can be used for media releases, advisories, key messages, talking points and other news media materials
- Consult with Special Project Units and Lead PIO to draft event-specific materials such as Fact Sheets, FAQs, and content that can be modified for key partners, employee communications, Web content and phone banks/hotlines
- Obtain final approvals and sign off from the Lead PIO on all content
- Ensure that all materials are translated in appropriate languages

### Intermediate (Operational Period 2-12 Hours)

- Continue to check-in with the Public Information Staff leads for material needs and/or necessary revisions/changes based on reports and needs
- Revise and/or create additional materials for media and public information, including key messages, talking points, fact sheets, FAQs and content for Web content and Call Center scripts
- Continue to get final approvals and sign off from the Lead PIO on all new and revised media and public materials before distribution begins
- Provide updated materials and information to other key Public Information Staff as necessary
- Provide status updates to Lead PIO
- Work with appropriate translations vendor or translations staff to ensure all public information materials are translated
- Coordinate with County reprographics to get materials printed, if necessary
- Keep a file of all final approved written materials, including all previous versions
- Evaluate the effectiveness of unit operations and make necessary adjustments

### Extended (Operational Period Beyond 12 Hours)

- Assess Research & Writing needs during a prolonged event
- Continue to provide updated materials and information as necessary
- Continue to provide regular status updates to Lead PIO

- Observe work team members for signs of stress or atypical behavior
- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- At shift change, provide detailed status report and all written materials to replacement staff
- Evaluate Research & Writing unit operations

### **Demobilization/System Recovery**

- As need for research/writing decreases, combine or deactivate positions as necessary
- Obtain final reports and documentation from work team members to prepare final briefings
- Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Brief Lead PIO with the final status reports upon deactivation of positions
- Submit all final materials and any other status documentation to Lead
- Participate in or provide information for after-action debriefings as requested
- Conduct post-event evaluation

## Special Projects Checklist

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### Immediate (Operational Period 0-2 Hours)

- Receive appointment/instruction from Lead PIO and obtain situational briefing
- Review initial Special Projects objectives with Lead PIO, including deadlines
- Review Key Partners and Phone Bank/Hotline resources in Appendices.
- Prioritize and assign tasks and activities to work team members for each division in Special Project unit: Key Partners, Employee Communications, Web and Call Center/Hotlines
- Oversee work team members to ensure tasks are carried out
- Ensure that the appropriate technical protocols and procedures are followed for each division
- Instruct Key Partners staff to obtain contact list for key partners, PIO lists and other necessary contacts
- Consult with Research & Writing Lead and Lead PIO to draft materials for unit
- Obtain content from the Research & Writing Lead to use for each division in unit
- Provide status reports to Lead PIO and regular updates to staff
- Review materials for release of information for each division in unit with the Lead PIO for approval

### Intermediate (Operational Period 2-12 Hours)

- Work with Research & Writing Lead to obtain updated materials for Special Project unit
- Distribute new/revised materials to each division in unit with approval of Lead PIO
- Provide updates to staff as necessary
- Respond to key partner requests and inquiries in a timely manner
- Assess any special population needs and ensure mechanisms are in place to address needs
- Ensure that Web staff monitors and maintains regular communication with other emergency response websites and provide Web content as necessary
- Distribute and make accessible all public information materials to various audiences
- Coordinate with agency call centers/hotlines to provide phone scripts for recording, including translated scripts.
- Request reports of misinformation and call volumes from call centers
- Coordinate with Web staff to post all public information materials on main Web sites and provide information to other emergency Web sites as needed
- Monitor media for misinformation, rumors, etc. and report any findings back to Lead PIO

### Extended (Operational Period Beyond 12 Hours)

- Work with Lead PIO to assess Special Project unit needs during a prolonged event
- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- Observe work team members for signs of stress or atypical behavior

- Continue to obtain revised and updated event-specific materials, key messages, and news media materials as needed
- Continue to obtain and provide updated reports to Special Projects unit as necessary.
- Continue to provide regular status updates to Lead PIO
- Document all activities and keep file of all distributed materials
- At shift change, provide detailed status report and all written materials to replacement staff
- Evaluate Special Projects Unit operations

### **Demobilization/System Recovery**

- Assist in deactivation procedures as needed. Ensure all equipment is returned and shut off
- Obtain final reports and documentation from work team members to prepare final briefings
- Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Brief Lead PIO with the final status reports upon deactivation of position
- Submit all final materials and any other documentation to Lead PIO
- Participate in or provide information for after-action debriefings as requested.
- Conduct post-event evaluation

## People with Access and Functional Needs (PAFN)

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### Immediate (Operational Period 0-2 Hours)

- Receive appointment/instruction from the Lead PIO
- Obtain situational briefing from the Lead PIO
- Review initial PAFN objectives with the Lead PIO, including deadlines
- Review PAFN Outline for Risk Communications in Appendices
- Consult with Research & Writing Lead, Special Project Lead and Lead PIO to draft necessary materials for PAFN
- Oversee work team members to ensure tasks are carried out
- Obtain content from the Research & Writing Lead to use for PAFN
- Provide status reports to the Lead PIO and regular updates to staff
- Develop distribution lists and media outlets reaching and serving PAFN

### Intermediate (Operational Period 2-12 Hours)

- Oversee the distribution of messages targeted to PAFN that pertain to the general incident. Potential distribution technologies include
  - Having short messages translated and recorded on phone bank (work with Special Projects)
  - Recording these same short messages and sending to broadcast news stations (work with Media Relations and Translations)
  - Working with local Spanish and Russian radio shows and cable TV stations (work with Media Relations and Translations)
  - Checking that network stations are still doing simultaneous translations into Spanish and Russian
  - Posters in ethnic markets, restaurants and bars, drug stores, etc.
  - Blast e-mail or blast fax to healthcare providers and health clinics, community health centers, mental health departments and clinics, social services agencies, senior centers, community-based organizations, including cultural organizations, faith-based organizations, public transportation agencies, Community Emergency Response Teams (CERTs), school districts, pre-schools and daycare providers
  - Blast e-mail to fire departments, reminding them to check on housebound if possible
  - TDD network
  - Door-to-door
- Possible audiences and their message distribution resources include:
  - Children: Boys and Girls clubs, schools, day care centers, after-school programs, camps, scouts
  - Deaf/Hard of Hearing: associations, TTY, PBS station, TV stations' crawl, cable access, Closed Captioning, disability resources at local university and colleges
  - Elderly: physicians, Meals on Wheels, faith-based communities, senior daycare, senior centers, community centers, Medicare community, community health centers, pharmacies

- Homebound: Meals on Wheels, Fire Departments, hospital social work departments, In-Home Support Services
- Homeless: shelters, soup kitchens, food bank, faith-based communities, hospitals
- Legally Blind: Braille materials, special radio signals, advocates for people with disabilities, Fire Departments, utility companies, Reverse 911
- Low-English Functional Literacy: community health centers, health promotion centers, health educators, speakers bureau, outreach workers
- Mentally Disabled: Health & Human Services, community contacts
- Migrant Workers: migrant education, rural community health centers, walk-in clinics
- Non-English Speakers: hotlines, translations and interpreting services, community-based organizations, non-traditional media, community leaders/centers, churches, hospital translation services
- Tribal Communities: Tribal leaders, health leaders, health centers

### **Extended (Operational Period Beyond 12 Hours)**

- Work with Lead PIO to assess Special Populations needs during a prolonged event
- Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- Observe work team members for signs of stress or atypical behavior
- Continue to obtain revised and updated event-specific materials, key messages and news media materials as needed
- Continue to obtain and provide updated reports to PAFN unit as necessary
- Continue to provide regular status updates to Lead PIO
- Document all activities and keep file of all distributed materials
- At shift change, provide detailed status report and all written materials to replacement staff
- Evaluate PAFN Work Team operations
- Maintain distribution lists and media outlets reaching and serving PAFN

### **Demobilization/System Recovery**

- Assist in deactivation procedures as needed. Ensure all equipment is returned and shut off
- Obtain final reports and documentation from work team members to prepare final briefings
- Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- Brief Lead PIO with the final status reports upon deactivation of position
- Submit all final materials and any other documentation to Lead PIO
- Participate in or provide information for after-action debriefings as requested
- Conduct post-event evaluation



## Emergency Public Information Operations Staff Roles & Responsibilities

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## Media Relations Unit Lead

- Assesses news media needs and organizes resources to fulfill those needs
- Prioritizes media requests and inquiries; assists in responding to media requests/inquiries
- Uses content from Research & Writing unit to develop all media related materials: media advisories, media releases, media statements, and talking points
- Activates PIO field operations and assigns staff to field locations as needed
- Reviews and obtains Lead PIO approval on all media advisories, releases, statements, talking points and other related media materials prior to dissemination
- Establishes News Desk and media line to ensure rapid response to all media calls and inquiries.
- Enables media monitoring functions and rumor control to minimize and correct misinformation and rumors
- Oversees the scheduling and briefing of appropriate spokespersons

## News Desk

- Receives and responds to initial media call inquiries
- Releases approved information provided by Media Relations Lead
- Monitors media activity and keeps media log of all media calls, inquiries and actions taken
- Handles simple media requests for information and disseminate approved media statements and talking points as needed
- Responds to requests for phone interviews and/or schedules interviews with designated spokespersons working with the Media Relations Lead
- Develops list of media inquiries and questions for Research & Writing Unit to update
- Reports all media rumors to Rapid Response team to verify and correct
- Works with Rapid Response to receive updated and verified information
- Obtains approval from Media Relations Lead before releasing any new verified information
- Develops, updates and maintains contact lists for media

## Media Logistics

- Schedules press conferences at the direction of Media Relations Lead
- Schedule subject matter experts for media interview requests
- Ensures that all media and press materials are distributed to all emergency public information operation unit leads, including Field PIOs
- Handles media that show up on-site
- Coordinates and manages logistics for news conferences, media tours, media staging areas, news briefings and media centers
- Coordinates with EOC Liaison to send logistics requests to the EOC Logistics Section
- Identifies and secures site locations for news conferences and other media events
- Identifies and secures equipment needs (stage, podium, sound system, mult box, etc.)

- Addresses traffic/ transportation issues as needed
- Notifies Safety Officer and security personnel as needed
- Posts signage and media parking signs
- Greets/escorts media that show up for media conferences and passes out sign-in sheets
- Assembles press packet materials for news conferences
- Assists in distributing press materials to on-site media
- Provides support to spokespersons as needed
- Takes notes of pertinent media questions during press conferences or interviews that need follow up

### **Media Monitoring**

- Monitors all news media including TV, radio, newspapers, Internet and social media
- Provides reports that address:
  - if information being reported is accurate with regard to message materials
  - what questions are not being answered with the messaging materials
  - most frequent concerns
  - most frequent items of misinformation and unconfirmed rumors needing attention
  - is the information reaching the public quickly enough
- Works with Translations Staff to obtain ethnic media monitoring reports
- Monitors tickers/alerts using search engines, major and local news websites regarding the situation
- Creates a news log to document all news media regarding situation
- Shares reports for rapid response with Rapid Response staff and provides updates to all appropriate functional units

### **Field PIOs**

- Serves as a point of contact for on-site media
- Assesses media needs and organizes resources to fulfill on-site media needs
- Coordinates with field IC and emergency public information operation staff to handle media requests
- Prioritizes and tracks on-site media requests and inquiries
- Communicates regularly and provides reports to both IC, Lead PIO and Media Relations Lead
- Provides approved media messages on-site
- Acts as or supports on-site designated spokesperson
- Sets up on-site media briefing areas as needed
- Distributes all approved media materials and public information materials

## Research & Writing Unit Lead

- Works with Lead PIO to develop message objectives throughout different phases of emergency event
- Works with Lead PIO to obtain verified information to use in material development
- Works closely with Media Relations to assess media information needs
- Identifies additional content requirements and material development from other unit leads
- Obtains status reports from Rapid Response on rumors and misinformation and consults with Lead PIO on how to best resolve
- Assigns and delegates staff to either research or develop content for three areas: media materials, general public materials and other communication such as Web and call centers scripts
- Obtains information from Rapid Response to update verified information and correct misinformation and rumors
- Obtains final approval from Lead PIO on all communication materials before distributing
- Distributes all final and approved materials to functional unit leads per approval of Lead PIO

## Content Development

- Reviews message objectives with Research & Writing Lead
- Conducts in-depth research on emergency topic
- Works with subject matter experts to gather additional information
- Develops key messages/talking points for media relations/news desk and field staff for rapid and accurate release of information
- Develops content that is appropriate for different communication vehicles: the media, general public and other communication vehicles such as Web, social media, call center scripts and other non-traditional communications
- Adapts/revises messages based on input from Rapid Response and other functional unit leads
- Coordinates and works with translation services staff to translate all materials

## Rapid Response

- Collects reports of rumors and misinformation from all emergency public information operation units
- Verifies information with Lead PIO and ensures that all rumors and misinformation are responded to in a timely manner with factual information
- Secures additional emergency public information operation staffing for rumor control/ telephone bank if necessary
- Handles immediate issues, concerns and problems that arise and resolves quickly
- Assists other functional units in external distribution of corrected information when possible

## Translations

- Works with pre-arranged translations service vendor, if available

- If available, bilingual staff should assist in translating all public information materials in appropriate languages in an efficient and timely manner
- If available, bilingual staff should provide bilingual assistance and respond to ethnic media requests as needed; bilingual staff may also be requested to assist with recording phone script messages in other language and with special population needs
- Ensures all translated materials are proofread
- Responds to ethnic media requests for statements and interviews as needed; provide bilingual assistance as requested
- Coordinates or records phone scripts in other languages as requested
- Ensures that all materials meet cultural and language requirements for special populations
- Assists with other Special Populations needs and requests as needed
- Monitors ethnic media on TV, radio, print and Internet for rumors, misinformation and concerns

### **Special Projects Unit Lead**

- Assesses Special Projects needs and organizes resources to fulfill those needs
- Oversees and manages staff assigned to different special project areas
- Ensures information under special project areas are accurate, up-to-date and consistent with the information that Research & Writing and Media Relations are providing
- Provides information to key partner contacts on a regular and timely basis
- Keeps legislative and local elected officials informed and conducts briefings in coordination with EOC Liaison
- Oversees distribution of employee communications
- Responds rapidly to rumors and coordinates response between functions
- Maintains incident Web site and monitors other emergency Web sites
- Coordinates information needs with other PIO functional areas to ensure needs are met

### **Key Partners**

- Works with Research & Writing unit to obtain approved written information and materials to format and use for key partners.
- Distributes information (news releases, fact sheets, Q&As, etc.) to key partners including businesses, hospitals, community-based organizations, American Red Cross, elected officials and employees
- Assists with providing information for the public alert system and e-mail distribution lists
- Assists in coordinating and may participate in public community meetings
- Identifies and communicates with Special Populations regarding the situation to assess their needs
- Responds to inquiries from community partners
- Distributes information internally to employees, officials, etc.
- Coordinates with Translation staff to address special populations

## Employee Communications

- Works with Research & Writing unit to obtain approved written information and materials to format and use for employee messages.
- Provides information for employees via employee email messages and Intranet
- Provides scripts for general employee information line for basic incident information
- Provide reports on employee comments, questions and concerns
- Coordinates with appropriate staff or departments for the distribution of information

## Web Site

- Formats and posts all incident information approved by the Lead PIO , including news briefs, news releases, fact sheets, Q&As, etc.
- Ensures all information posted on the incident web site is timely, accurate, continuously updated and approved by the Lead PIO
- Provides and distributes updated information for all emergency response Web sites
- Provides material to other organizations for Web posting and, if practical, monitors those Web sites
- Coordinates with Key Partners staff
- Establishes and maintains links to other emergency response Web sites
- Monitors emergency response Web sites and Web-based information (except news media sites) to determine availability and accuracy of information
- Monitors for rumors, misinformation, issues and concerns on all key emergency and community Web sites, including blogs and social media

## Phone Bank/Hotlines

- Works with Special Project Lead to identify an incident "Emergency Hotline"
- Works with Research & Writing unit to obtain approved written information and materials to format and use for phone scripts
- Assists with recording up-to-date scripted messages if necessary, and provides phone scripts to other agency call centers as requested
- Works with Translations staff to translate all phone scripts in other languages and ensures that bilingual staff are available to record messages in other languages as needed
- Develops a call log system to monitor call volume, key issues, misinformation and rumors
- Monitors call logs to determine frequently asked questions, most frequent concerns, questions that are not being answered with the messaging materials and what are the most frequent items of misinformation
- Provides reports of key issues, misinformation and rumors to the Special Projects Lead
- If appropriate, conducts hotline training with appropriate staff members (Technical instructions on how to activate call center hotline)

### **People with Access and Functional Needs (PAFN) Lead**

- Consults with Research & Writing Lead, Special Project Lead and Lead PIO to draft necessary materials for PAFN
- Obtains content from the Research & Writing Lead to use for PAFN
- Develops and maintains distribution lists and media outlets reaching and serving PAFN
- Oversee distribution of messages targeted to PAFN that pertain to the general incident

## Message Maps

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Message mapping is a science-based risk communication tool that enables members of the emergency response and environmental protection communities to quickly and concisely deliver the most pertinent information about an emergency.

Message maps are sets of organized statements, or messages that address likely questions and concerns in an emergency. Each map identifies up to three unique messages that address a specific issue. Each issue may be addressed by several layered message maps. Each message is based on research associated with a specific scenario.

Message maps were developed as a specialized tool for communicating effectively in high-stress, high-concern, or emotionally charged situations. A message map provides multiple benefits. It provides a handy reference for spokespersons who must respond to questions on topics requiring timeliness and accuracy. Multiple spokespersons can work from the same message map to ensure the rapid dissemination of consistent and core messages across multiple communication outlets. Message maps provide a unifying framework for disseminating information on various issues and minimizing the chance of the speaker saying something inappropriate or not saying something that should have been said. A printed message map allows spokespersons to check off the talking points as they are covered. This helps to prevent omissions of key facts or misstatements that could provoke misunderstandings, controversy, or outrage.

Message Maps on the following subjects are available in I:\CAO PIO

- Anthrax
- Botulism
- Brucellosis
- Chlorine
- Cyanide
- Dirty Bomb
- Flood Recovery
- Lewisite
- Nuclear Blast
- Plague
- Ricin
- Sarin
- Small Pox
- Sulfur Mustard
- Tularemia
- Viral Hemorrhagic Fever



## Fact Sheets

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General fact sheets for the following topics are available in I:\CAO PIO

### Biological Agents

- Anthrax
- Botulism
- Plague
- Small Pox
- Tularemia

### Chemical Agents

- Chlorine
- Ricin
- Sarin

### Emergency Response

- Isolation & Quarantine

### Natural and Weather-Related

- Wild Fire
- Flooding (river or tidal)
- Tornado
- Earthquake
- Drought
- Extreme Cold
- Excessive Heat

### Technical and Human

- Airplane Crash
- Dam Failure
- Terrorism
- HazMat/Oil Spill – fixed site
- HazMat/Oil Spill – transportation
- Explosion – Large Scale

## Key Partners

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### Public Information Officers

- Regional PIOs
- Police and Fire PIOs
- Hospital PIOs
- City PIOs
- State and Federal PIOs
- Emergency Response Agencies PIOs

### Other Key Partners

- Internal Department Key Contacts
- County and City EOCs' numbers
- County Board of Supervisors Contacts
- City Elected Official Contacts
- City Emergency Management Contacts
- School District Contacts
- Public Works and Utilities Contacts
- Major CBOs Contacts
- Faith-Based Organizations Contacts
- Top Ten Employers Contacts

A database of community partners is available in I:\CAO PIO

## Phone Bank/Hot Line

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### Set Up

A cell phone is available in the PIO office in the EOC should there be a need to answer direct calls from the public. If needed, a For Information Only number can be designated for pre-recorded out-going messages, and/or the 2-1-1 Sacramento system can be utilized for this purpose.

In the event there is a need to respond to an overwhelming number of calls from the public, a phone bank/hotline will be established via 2-1-1 Sacramento. As needed, the following will occur:

- Hotline pre-recorded messages and phone scripts will be developed by the Research & Writing Unit and will be provided to 2-1-1 Sacramento, upon approval by the Lead PIO
- Emergency public information operation staff will provide training for frontline Phone Bank staff (2-1-1 Sacramento) for the first operational period; subsequent trainings will be provided by 2-1-1 Sacramento
- Phone Bank staff will follow the scripts provided, maintain registry of calls and refer questions to emergency public information operation staff.

### Instructions for Phone Bank/Hotline Staff

You can expect callers may be upset or crying, angry or confrontational. They may not want to end the call. It is your job to provide information and to help the caller feel heard and assisted.

- Try to keep calm, and speak in a normal conversational tone, even if your caller is unable to do so
- Be patient with callers who are having difficulty communicating, or whose English may be poor
- Ask for assistance from fellow volunteers or the supervisor whenever needed.
- Try to take care of yourself and fellow volunteers (take a break when needed)
- If the caller is simply not going to be satisfied with the information provided, offer to pass them on to a supervisor, counselor or other resource available who may be able to help them
- Offer affirmation and comfort (without making unrealistic promises):
  - “I can hear that you are very worried. Let me explain to you what we are doing.”
  - “I can hear you are upset; is there anyone you can call to come over and keep you company?”
  - “I know it’s upsetting to feel like you don’t know what’s happening, especially in a situation that is changing so fast. Let me give you the most up-to-date information we have available right now. I’ll also give you some ways of getting ongoing updates the moment they are available.”
- Try to bring an end to long conversations that tie up the phone:
  - “I can tell you are anxious and would really like to keep talking about this. I am going to give you the number of a hotline, so that you can get some support, and also some ways of getting updates.”
  - “Let me repeat to you what I hear you are angry about, so you can be sure I understand, and then we’ll see what can be done to address your concern.”

## People with Access and Functional Needs (PAFN) Outline for Risk Communication

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People with Access and Functional Needs (PAFN) are defined as those individuals who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision and medical care. Individuals in need of additional assistance may include those who have disabilities, live in institutionalized settings, are elderly, are children, are from diverse cultures, have limited English proficiency, or are non-English speaking, or are transportation disadvantaged. An individual with a disability is defined by the ADA as a person who had a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment. The ADA does not specifically name all of the impairments that are covered.

Risk communication strategies for PAFN efforts include providing translated information and messages for print, radio, TV and Web (including ethnic media outlets) as well as providing translated public information materials. This will be accomplished through a multi-phased approach that will focus on initially reaching specific populations, and then expanding efforts to include additional vulnerable and harder-to-reach populations.

Note: The County's Yolo-Alert system is TTY/TTD compliant.

### Phase I

Risk communication efforts during Phase I will focus on specific groups in an effort to reach as many as possible within these groups.

#### Audience

- Limited language/low literacy populations
- Bilingual, ESL/immigrant populations

#### Key Strategies

Media messages and public information materials will be developed/provided that address the following challenges identified for this audience:

- 5th grade or below reading levels
- Translated and/or bilingual
- Media messages distributed to all ethnic media outlets
- Public information materials easy-to-read and have large type fonts
- When appropriate and if time allows, public information materials will use of universal picture aids such as ethnically diverse photos, pictures, symbols, charts and other graphic elements
- Public information materials that have user-friendly designs
- Translated scripts for phone bank/hot line

#### Materials

Working with Translations and other staff members as needed, provide materials in English, Spanish and Russian, and other languages as needed.

- Fact sheets
- Media advisories
- News releases
- Talking points

- Phone scripts
- Web site postings
- Posters/signs

## Phase II

Risk communication efforts during Phase II will focus on other vulnerable population groups in an effort to reach additional residents of Yolo County.

### Audiences

- Physical, mental, cognitive and sensory disabled, including those who are blind, deaf and medically fragile/compromised
- Seniors
- Children

### Key Strategies

In addition to the key strategies implemented in Phase I, specific messages and materials will be developed/provided as they relate to these key audiences. Key strategies include working with the following groups, organizations or agencies to distribute needed information:

- Healthcare providers and health clinics
- Community health centers
- Mental health agencies
- Social Services agencies
- Senior centers
- Community-based organizations including cultural organizations
- Faith-based organizations
- Public transportation agencies
- Community Emergency Response Teams (CERTs)
- School districts, pre-schools, and daycare providers

### Materials

In addition to the key messages and public information materials identified, additional special materials that may be needed include:

- Handouts and instruction sheets for patients and/or clients
- Additional informational posters
- Materials to be distributed at transportation hubs, transit shelters, etc.
- Other materials, such as flyers for door-to-door distribution
- Scripts for use by organizations and agencies
- Information to be posted to Web sites

## Phase III

Risk communication efforts during Phase III will focus on additional vulnerable population groups in an effort to reach additional Yolo County residents.

### Audiences

- Economically disadvantaged: homeless, low income, temporary housing populations
- Geographically/culturally isolated: rural County residents

### Key Strategies

Key strategies include working with the following groups, organizations or agencies to develop and distribute specific messages and materials as needed:

- Food distribution sites
- Housing organizations and temporary housing sites
- 

### Materials

In addition to the key messages and public information materials identified, additional special materials that may be needed include:

- Signs/posters for food distribution sites
- Information to be posted to Web sites

## Glossary

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**CERC** – Crisis & Emergency Risk Communication

**EOC** – Emergency Operation Center

**EPI-CERC** – Emergency Public Information-Crisis & Emergency Risk Communication

**IC** – Incident Command

**ICS** – Incident Command System

**JIC** – Joint Information Center

**OA** – Operational Area

**PAFN** – People with Access and Functional Needs

**PIO** – Public Information Officer

**SEMS** – Standardized Emergency Management System