Bureau of Homeland Security

State of Idaho
Joint Information System/Center
OPERATIONS PLAN

Draft 4 – April 2012

Initial Steps to take to prepare for JIC operations and media inquiries

STEP	ACTION	✓
1.	Establish a dedicated phone line for inquiries from the media, stakeholders, and general public.	☐
2.	Gather basic facts about the crisis – who, what, where, when, why, and how.	☐
3.	Use this information to answer inquiries.	☐
4.	Activate the following positions: Information Gathering Information Products Media Relations	☐
5.	Select a location for the Joint Information Center (JIC). The location should meet the following criteria: • Enough space for everyone to work, based on personnel resource requests • Enough alternating current (AC)outlets and/or power strips, used within fire codes • Access to a photocopier • Access to a computer and/or access to the internet • Access to phone lines • Access to a fax machine • Located at or near the Emergency Operations Center (EOC)	☐
6.	Call for more assistance, preferably people trained in public information, JIC, and Incident Command System (ICS) operations. Make requests for additional resources via the Logistics Section.	☐

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OPERATIONS PLAN

I.   Purpose

The purpose of this document is to provide guidance for the activation, operations, and deactivation of the Idaho's Joint Information System (JIS) . The system and this plan would be activated during a natural disaster, emergency, or significant large-scale event that involves a multi-jurisdictional response and recovery., and this action plan outlines the procedures necessary to conduct coordinated crisis communications in support of incident management. Through activation of the joint information system the JIS will reduce misinformation, maximize resources, and create credibility with the public in response efforts.

The joint information system is accomplished when public information staff representing all jurisdictions involved in the incident management activities work together in conjunction with the Idaho Emergency Operations Center (IDEOC), or other incident management teams, as an information network to inform and educate the public and stakeholders. Whether the information involves saving lives, protecting property, or calming fears, the public must have accurate, timely, and easy-to-understand information.

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

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

The JIS/JIC structure is a key element of the National Incident Management System (NIMS) functions clearly . The JIS/JIC is a multiagency coordination center, and staff continues to report to their agency leadership. It is designed to accommodate a diverse range of responses and work equally as well for large or small incidents. Depending on the size, scope, or duration of the incident, the structure can be sized up or down so that few people may execute a multitude of functions or one function may be staffed by many people.

II.   Scope

The Idaho JIS/JIC is the information network to be utilized for all public information operations before, during, and after any significant, multi-jurisdictional incident response, recovery, and mitigation within the State. A significant public information response may involve personnel from local, state, and federal jurisdictions, as well as public and private agencies.

III. Objectives

- Represent and advise elected officials, Command and General Staff, the IDEOC, and incident management teams on all public information matters relating to the management of the emergency. Maintain ongoing contact with IDEOC to stay abreast of the incident and to provide feedback that could impact the response.

- Disseminate accurate and timely information to instill public trust and confidence in the incident's management.

- Establish the Idaho JIS/JIC as a credible source of information.

- Foster cooperation with the media as a partner in the response effort. s;

- Respond to media and public inquiries;

- Monitor media reports and public feedback. .

- Address questions, rumors, inaccuracies, and misperceptions as they are identified to alleviate information gaps and misinformation.;

- Gather, produce, and disseminate unified, information in a well-organized, coordinated process; maximizing resources, and avoiding duplication of efforts.

IV. Authority

The Idaho JIS/JIC Operations Plan works within the principles of the Incident Command System (ICS) and is compliant with NIMS. It is designed to correspond with the Idaho Emergency Operations Plan (IDEOP), Emergency Support Function 15, addressing emergency public information, protective action guidance, and positive relations with the media and community. The Idaho Bureau of Homeland Security is directed through Idaho Code, 46-1006, to maintain and update the IDEOP as the state's disaster management framework.

The Public Information Emergency Response (PIER) Team is the collective group of public information officers within Idaho state government who is authorized and directed through Executive Order 2010-09 to be prepared to conduct crisis communication operations. Under this executive order, "Public Information Officers of each state agency are collaterally assigned" to the team. Pier Team members may be expected to "be deployed, when necessary, to the IDEOC, Joint Information Centers, field support offices, and/or local jurisdictions."

Under a Governor's Declaration of a Disaster, the IDEOC has the authority to activate state resources to support incident response. This activation may include public information officers from the PIER Team. The process for activating state resources is through the mission assignment process, further defined within the "funding" section of this document.

V.   Situation

A. It is anticipated that many agencies may become involved in an Idaho disaster emergency.

B. While the JIC is a central location where the informational needs and demands of the public and media can be met, the overriding concept of the JIC recognizes that each individual will continue to bring expertise and resources from his/her own agency, while at the same time, participate in a coordinated public information system.

C. Any number of natural or man-made hazards may necessitate the activation of the Idaho JIS/JIC, including earthquakes, floods, fires, pandemics, severe storms, civil disturbances, terrorism, and hazardous materials events. Any of these incidents may cause large scale loss or shortage of essential public services. In addition, the joint information system model can be applied to any situation where a multi-jurisdictional coordinated public information operation is required.

D. Large emergencies or disasters may attract local, regional, and national media attention and representatives. A JIS/JIC can be scaled to accommodate all information needs.

E. A governor's declaration of emergency may be enacted and gives the authority and funding necessary to activate state resources, including public information officers, to support incident response actions. This JIS/JIC Plan may be applied to incidents other than declared disaster; however, the State Disaster Account will not be available to support those operations.

VI.   Planning Assumptions

A. During emergency situations, saving lives, protecting the public, property, and environment will require accurate, easy-to-understand, and timely information about the emergency situation and instructions on proper self-protection actions to the general public and news media.

B. The local media, including radio, television, and social media, will perform an essential role in providing emergency instructions and the most current information to the public. Depending on the severity of the emergency, regional and national media may also cover the story and require information and comment from local or state officials.

C. A JIS/JIC operation will result in the pooling of assets so that each individual agency will have far greater resources than if it functions alone, while coordinating effective channels of communication between the agencies.

D. An emergency situation may require the JIS/JIC to operate in alternate locations or without standard services. The JIS/JIC must be flexible enough to continue providing effective information during these situations.

E. In an emergency, no agency can act alone. Messages and strategies must be coordinated so that all agencies involved in the emergency response know what message each is providing to the public with the hopes of eliminating conflicting messages, inaccuracies, and misperceptions.

F. Incidents may affect populations who have special information needs. As the incident requires, accommodations for communication with all demographics will be made.

VII. Funding

The planning and preparation of the JIS/JIC will be overseen and funded by the Idaho Bureau of Homeland Security, to include training and exercise opportunities. Upon the approval of a State Disaster Declaration by the Governor, the State Disaster Account will provide funding to support JIS/JIC activations and operations. The mechanism to provide activation authority and funding for Idaho state agency personnel is the mission assignment which will be issued by the Logistics Section of the Idaho Emergency Operations Center. The mission assignment is a memorandum to a state agency which ensures reimbursement through disaster funding, including expenditures for personnel time. Funding absent a State Disaster Declaration will be the responsibility of the participating agencies. Staffing and supplies from local agencies or the private sector may be acquired through other funding agreements or standard procurement procedures.

VIII. CONCEPT OF OPERATIONS/ JIC PROCEDURES

A. Activation

The Governor's Authorized Representative, the Director of the Idaho Bureau of Homeland Security, or the designated incident management agency, will make the initial decision to activate the JIS/JIC Operations Plan and to identify the Lead PIO.

Upon activation of the plan, the Lead PIO will notify affected agencies, and in conjunction with Command and General Staff, determine whether to activate the PIER Team. The Lead PIO and/or the JIC Coordinator will identify units and positions within the JIS/JIC organization structure that will be activated and determine initial staffing needs (reference organizational chart in appendix). Upon the issuance of a Governor's Disaster Declaration, activations will be authorized through mission assignments issued from the IDEOC. The mission assignment is a memorandum to state agencies that the state disaster account will reimburse expenditures incurred during the event (the mission assignment process is further defined under "Funding"). Requests for additional staffing may be made to the Logistics Section of the IDEOC. From the beginning, documentation of the JIS/JIC activity will be logged.

The Lead PIO and JIC Coordinator will determine the operational periods for the JIC. The JIC will be staffed at a level corresponding to the public information needs of the incident at hand and may operate 24 hours a day, seven days a week, if necessary. The JIC Manager will develop a time schedule to staff the center and make the appropriate

staffing assignments. The hours of operation will be reassessed regularly to ensure adequate staffing levels.

As the incident escalates, there may be a need for additional JIS/JICs and the Idaho JIS/JIC will be coordinated with these to gather and ensure coordinated message.

The Lead PIO and JIC Coordinator may elect to suspend operations during non-business hours or over-night. A voice mail system will be used during the overnight period to receive media or public calls. Follow-up will be handled with JIS/JIC operations resume.

The BHS PIO will maintain a current 24/7 contact list of PIER Team members. Upon notification, personnel will deploy as rapidly as possible to the designated JIC location.

The Idaho State Alert and Warning System (ISAWS) may be utilized to alert PIO's from the affected agencies and the PIER Team that the JIS/JIC is activated. The ISAWS program is capable to generate scripted messages to a targeted audience, at once, and to many devices. A pre-defined PIER Team group will be established within the ISAWS program so that messages can be quickly generated and distributed.

The JIS/JIC Teams will be requested to bring their laptops, USB flash drives, cell phones, contact information, and their personal "To-Go" Kit. The activated PIO's will need to indicate their availability to respond and their expected time of arrival. Directions to the facility will also be provided.

The Lead PIO will request basic food and refreshments for the JIC facility and also provide security with the names of PIOs expected to report.

The JIS/JIC will be called operational when the Lead PIO and JIC Coordinator determine there is sufficient staff to operate. At this time the JIS/JIC will distribute a media advisory to the news media, partners, and stakeholders announcing the activation of the JIC. This initial message will also include important phone numbers, the URL to the incident management website, and a brief description of the situation at hand. A template for the initial release is contained in the Appendix.

B.   Personnel

The JIC will be staffed by PIO-skilled representatives from jurisdictions involved in the response and may include public and private organizations. Personnel staffing units and positions within the organizational chart should refer to the job descriptions contained in the Appendix.

Agency directors and the executive branch will facilitate overall policy guidance to the Lead PIO. The JIC Coordinator will provide operational management for the JIS/JIC and continue to coordinate with the Lead PIO and any PIOs in the field.

C.   Location

A JIC has been established at Gowen Field in Boise, Idaho and is equipped to support JIC operations. It is located at 4040 Guard Street, Building 600, Room 109. Should the needs of the incident dictate, alternate or multiple locations may be used. JIS/JIC staff arriving to the facility will enter through the Gowen Field Main Gate and should be prepared to show identification, vehicle insurance, and vehicle registration.

D.   Responsibilities

The agency with the primary responsibility for coordinating the JIS/JIC plan is the Idaho Bureau of Homeland Security. The JIS/JIC will be staffed from identified state agencies. Support agencies should maintain a level of familiarity with the JIS/JIC Plan to ensure seamless integration when the JIS/JIC is activated.

It is the responsibility of the Lead PIO and JIC Coordinator to identify resource shortfalls. When additional staffing, equipment, or supplies are needed to support JIS/JIC operations, a request will be made to the Logistics Section of the IDEOC to acquire the resources and make them available to the JIS/JIC. (See equipment and supply list in the Appendix

It is the responsibility of the JIC Coordinator to provide job descriptions to identified positions. It is the responsibility of all PIOs operating within the JIS/JIC to support coordinated communications and to become familiar with expectations of their assigned role. (See job descriptions in Appendix)

E.   JIS/JIC Operations

Each JIC participant will sign a log sheet at the staff registration desk and receive an I.D. badge or name tag.

JIS/JIC staff will work a designated hourly shift, and if necessary rotate with the relief team scheduled to assume the next shift. This rotation will continue as long as necessary. All staff will be instructed to report for duty 30 minutes prior to shift change for a briefing. Staff will participate in a briefing prior to the next shift change to brief incoming shift members. This briefing will consist of current actions, unmet needs and projected activities.

Once the job responsibilities have been assigned, the JIS/JIC Coordinator will distribute the list of duties associated with each assignment (Job Descriptions are located in the Appendix). Each individual will be given a written description of their job responsibilities so expectations are clear.

When the JIC is located on Gowen Field, security for operations will be provided by security forces. All media must be escorted while on Gowen Field. Upon location off Gowen Field the JIC will make a request through the Logistics Section of the IDEOC for security staff, if needed. The officers will control traffic access to the JIS/JIC and/or key entrances, if deemed necessary.

The following response actions to be taken by JIC personnel are not a linear list, but a cycle that will repeat itself throughout the life cycle of the JIC.

1. **Briefings**
   The Lead PIO and JIC Coordinator will participate in incident management coordination briefings. These Command and Staff meetings will serve to inform JIC leadership of ongoing efforts, objectives and issues. Following Command and General Staff meetings, JIC leadership will provide a briefing to JIC staff regarding operational issues. In these briefings, the group will receive a status report on current developments, reconcile any conflicts, and goals and objectives.. Situation briefings will occur on a recurring and regular basis.

2. **Gather information.**
   JIC personnel, and in particular the Information Gathering Section, will gather and compile information from as many sources as possible. On a recurring and regular basis, the Information Gathering Branch will provide information to the Information Products Branch for inclusion in subsequent releases of information. An accurate picture of the situation is necessary to communicate with the public, and JIC staff will continually:

   a. Gather facts from all available sources
   b. Put situation in perspective
   c. Review, verify and critically judge all information
   d. Clarify information through subject matter experts
   e. Ascertain magnitude and impacts of the incident

   On a recurring and regular basis, the Information Gathering Branch will provide information to the Information Products Branch for inclusion in subsequent releases of information.

3. **Organize and Produce Releasable Information.**
   The Information Products Section will develop key messages to inform the public of the situation, what activities are taking place, and what actions are necessary.

   Various message formats will be used to communicate the messages in the most effective manner, using a variety of products to reach all identified demographics.

   Early in the event, the health and safety impact on the community members should be primary, followed by what actions are being taken to manage and rectify the situation. The "what happened" facts should be released as they are confirmed with frequent updates as any new information becomes available.

Credibility in the JIS/JIC must be instilled in the public from the first official statement or appearance. Credibility often relates to the speed at which the response organizations react during the recovery and response, in addition to the accuracy of the information provided and empathy expressed. Accurate and verified information will be released as soon as possible, even though all details may not be available. Regular outreach and media briefings will provide the opportunity to update information as it becomes available.

The information must be actionable, consistent, accurate, and timely. Being timely and accurate establishes credibility with the media and identifies the JIS/JIC as the source of information.

The public and stakeholders want timely and accurate facts about what happened, where, and what is being done. They will question the magnitude of the crisis, the immediacy of the threat, the duration of the threat, and who is going to respond to the emergency. Audiences need to be identified and messages should be developed and targeted specifically to the audience they target. The development of messages should be prioritized for each audience based on their involvement and concerns.

Audience	Concerns
Victims and their families	Personal safety/what to do
Elected officials	Perceptions/opportunities to be responsive
First responders	Resources/scene management
Trade and Industry	Loss of revenue/liability
Community distant from emergency	Speed of information flow
Media	Response actions/ guidelines for public to follow

Messages will explain and inform the public about the risk with short, concise and easy to understand messages. The response will be communicated by clearly stating the situation while including the information and instructions the public needs to know.

Messages will acknowledge the event and public concern about any uncertainty with empathy in order to ease concerns and calm fears. Messages should demonstrate that the incident is being addressed in a reasonable, caring, and timely manner.

The JIC will anticipate questions from the public and develop associated talking points. These will be distributed to all staff so that everyone has current information and is speaking the same message.

Information that is relevant to the incident includes, but is not limited to:
- Details of the incident
- Chronology of events
- Details on action(s) being taken to investigate the source of the problem—if it is unknown

- News releases and media advisories
- Letters to stakeholders and target audiences
- Consumer information and contact numbers—especially toll-free lines
- Fact sheets and/or answers to frequently asked questions (FAQ's)

JIC staff will gather information regarding special needs populations and other targeted audiences who will require specific messages. Subject matter experts may be employed to address complex or specialized information issues.

4. **Review and Coordinate.**
Before information is released to the media and/or public, information will be coordinated to the maximum extent possible to ensure consistency and accuracy within limits to keep the information flow timely. JIC operations will include a quick, yet thorough, review of all information to be released. Reviewers will coordinate with the Idaho Emergency Operations Center and each agency that has information to be released. Particular care will be given to reviewing the accuracy of information to be released. Concerns of partner agencies will be addressed and messages may be updated.

5. **Approval.**
During an emergency, it is critical for official information to be released quickly so the clearance process must be kept as simple as possible. Prior to release of public information, the Lead PIO will ensure the information is verified and approved through participating government officials and collaborating agencies. It is the responsibility of each responding agency represented in the JIS/JIC to gain approval of information specific to their agency. Those agencies designated as a clearance role, will be asked to review the information and respond within a given time limit of receipt of official draft documents. At no point will the JIS/JIC release information particular to an agency that has not approved its release.

6. **Releasing Information.**
The Information Products Section will use every internal and external means available to provide prompt information to media outlets and the general public. Accurate and timely information will be ongoing and provided as it becomes available.

The Information Products Section will identify where the information should be sent, and this will include the media, agency partners, elected officials, the private sector, and directly to the public.

The methods for disseminating information will be all avenues of mass media available (i.e. TV, radio, newspaper, social media, website, e-mails, etc.) If cellular and telephone circuits are overloaded, electrical power is out, internet is not available, and/or alternate messages need to be utilized to reach social populations, messages will be delivered by non-traditional methods. Methods

will be utilized to reach special or hard to reach populations.   "County emergency responders may use their mass communication systems, such as reverse 9-1-1 to reach directly to their citizens.

The ISAWS and Emergency Alert System (EAS) may also be utilized to distribute information. ISAWS is capable to distribute time sensitive, life, and safety information. The system distributes information directly to citizens via landline telephone, cell phone, pagers, e-mail, or text messaging. EAS may also be used to distribute critical life safety information. EAS generates messages to media outlets which interrupts regular programming to provide the alert. Messages using ISAWS or EAS can be generated through the Idaho Bureau of Homeland Security Alert and Warning Coordinator.

The incident management website, the affected agency's website, and social media will be utilized to update the stakeholders and the public regarding crisis developments. Pertinent information will be posted as quickly as approved and other information will be continually updated as information changes. Links to coordinating agencies and information will be easily identified.

The information posted to the website will follow the same approval process as all other information released and be provided as clearly as possible in order to effectively communicate the message and to enhance the reader's comprehension.

7. **News Conferences/Media Briefings**
   In addition to news releases, a primary means of communicating to the media and the general public will be through regularly scheduled news conferences and/or media briefings.

   Every attempt will be made to release information to the media as soon as possible. Initial talking points should be used until a news conference is scheduled and staff should be assigned to assist.

   When sufficient information has been gathered, the Lead PIO in coordination with the IDEOC, affected agency heads, and elected officials will schedule a news conference. News conferences will be held on a recurring basis, based on information requirements and the level of media interest (See Appendix for News Conference Check List).

   When the JIS/JIC is located on Gowen Field, news conferences will be held at the Brooks Auditorium, in Building 600. Should the JIS/JIC be located at another location, news conferences/media briefings will be scheduled in a facility that meets the equipment, and material requirements (Appendix).

   Prior to the conference, credible spokespeople will be identified, an agenda will be developed, and media will be notified. A briefing pre-meeting will be held at least 30 minutes before each news conference or media briefing to

ensure that spokespeople are communicating the same message. Talking points with key messages, logistics, order of presenters, anticipated questions, and visual aids will be reviewed. Between briefings, a list of anticipated questions will be developed and suggested response will be discussed during the pre-briefing meeting. The Information Products Branch of the JIC will provide these materials.

The news conference will be moderated by the Lead PIO, or designee. As moderator, the Lead PIO will choreograph the events of the briefing, direct the information provided, set the ground rules, announce times of future briefings, and make housekeeping announcements. Spokespeople from the involved agencies will provide statements, updated information, and answer questions. Subject matter experts and/or technical advisors will be present to respond to questions or provide additional details as needed.

Briefings should be scheduled regularly to update the incident status and help reporters meet news deadlines. In general, media briefings will be kept as concise as possible.

When possible news conferences and media briefings will be recorded and the Information Gathering Section will document media questions and provide summaries for the JIS/JIC staff to provide response to the media at the next scheduled briefing. These summaries can also be posted on Web EOC, shared with partner organizations, and included in the incident casebook.

8. **Response to Inquiries.**
   The Media Relations Section will respond to inquiries generated by the incident and by the release of information.

   A call center may need to be established to function as the phone bank for the public to call with questions regarding the incident. The JIC will provide contact information for the call center and direct citizen calls the center for questions and information. The Idaho JIS/JIC will provide the call center staff with a phone bank script, fact sheets, and/or Frequently Asked Questions (FAQ) so all messages are consistent. The JIS/JIC will update this information and call center staff will provide feedback to the JIS/JIC regarding inaccurate, incomplete, or rumored information.

   The Media Relations Section of the JIS/JIC will be prepared to answer questions quickly and accurately. The spokespeople will be assigned so that someone is available on an ongoing basis. Useful information will be provided about the nature of the problem and what the public can do about it.

   Talking points and background material will be distributed to the designated spokespeople. A briefing will be conducted with the spokespeople insuring that the same messages are communicated.

Spokespeople will establish credibility by explaining how the situation is being investigated and making a commitment that communication will be ongoing and updates will be provided when available.

9. **Document.**
Documentation of JIC activities is critical for situation awareness and legal reasons. Each unit will maintain an activity log. WebEOC and other information sharing platforms will be used to document releases and important activities. Should WebEOC not be available, other methods including standardized ICS forms will be employed to document and track the JIS/JIC activities. In order to resolve a miscommunication or dispute, or in the case of litigation, activities must be documented.

Each unit of the JIS/JIC will track their activities on the ICS 214 Activity Log Form (See Appendix for form). This information is critical to incoming shifts and to track items that need attention. Of particular importance is the Media Relations Branch who must track inquiries from the media to ensure any and all unanswered questions are addressed.

All incident public information should be kept for the development of a casebook. The casebook will be a compilation of all public information developed for the incident that can be used as a source for post incident information requests, evaluations, and as a reference for future events.

The casebook should contain:

- All news releases, fact sheets, talking points, flyers, and command messages generated by the JIC/JIS
- All news clippings
- All JIC-produced video, recordings, and photographs
- News conferences and media briefing summaries
- All incident-specific reports with daily updates and situation reports

10. **Monitor, Correct, and Obtain Feedback.**
The JIS/JIC staff will monitor local, regional, and national media outlets to identify issues and inaccuracies which may create a misinformed public. If inaccuracies are identified JIS/JIC personnel will take action to correct the information as soon as possible. Corrective actions may take place through direct contact with the media outlet and/or public release of information through standard channels.

Media and internet monitoring should be conducted and information should be exchanged with response partners in order to determine if the messages are being interpreted and perceived accurately. Public concerns, interests, and needs can be addressed as they arise from the reporting that occurs.

The feedback will offer a valuable logistical measure to identify what information is needed, request additional resources, employ alternative distribution techniques, repeat messages, clarify misperceptions or inaccurate information, and adjust hours of operation and staffing needs for the JIS/JIC. It also offers the opportunity to continually refresh the communication process in order to remain fluid as the crisis requires.

The feedback gathered will be shared with IDEOC and incident management teams to increase their situational awareness of issues associated with the response to the incident. From this information, decisions can be made to modify or intensify the outreach.

After 48 hours into the crisis, the public and media will begin to focus harder on the questions of why this event happened. The media will begin more in-depth analysis of what happened and why. Media competition may intensify to keep the story going with new angles. At this stage, it is important to stick to the plan, adjust procedures as needed, continue to disseminate information as it becomes available, and prepare talking points for spokespeople.

11.   Deactivation
The Lead PIO, in coordination with the IDEOC and affected agencies, will make the decision to deactivate the JIS/JIC. As the incident's request for information begins to decrease and/or the recovery are underway, the JIS/JIC may also be down-sized before it is deactivated. All members of the JIS/JIC staff will be notified and a media advisory will be released to the media stating the JIS/JIC is no longer operational. Directions will also be included regarding how additional incident information will be released and a contact name and phone number for follow-up queries. The call center and incident website can still be utilized for the public.

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

The JIS/JIC Coordinator will direct staff to ensure all equipment and supplies are returned. Facility should be cleaned and functional to pre-emergency status.

IX.   DEVELOPMENT and MAINTENANCE OF THE JIS/JIC OPERATIONS PLAN

As a *living document*, the State of Idaho Joint Information System/Center Operations Plan should be frequently updated, exercised, evaluated, and modified to maintain its

efficiency (at a minimum of every 3 years). All revisions will be recorded to ensure the most recent version of the plan is utilized.

Specifically, the media list, and PIER Team Call-Down Contact Information, and Agency Contact Information should be reviewed and updated at least every six months because the contact e-mails and phone numbers change regularly. The BHS will be responsible to make these changes. Because of this, the BHS PIO keeps the most recent copies of this contact information and it is not included in the plan.

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Idaho Joint Information Center Functional Structure

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                          Lead PIO


                    Joint Information
                    Center Coordinator


   Information        Information       Media Relations    Facility/Equipment
   Gathering          Products


  Fact Gathering      Writing Unit      Media Relations    Administrative
  Unit                                  Unit               Support Unit

  Status Board/       Photography       Speaker            Facilities/
  Documentation       Unit              Coordination       Logistics Unit
  Unit                                  Unit

  Media               Web Support       Field Media        Information
  Monitoring/         Unit              Support            Technology
  Rumor Control                         Unit               Unit
  Unit
                      Dissemination
  EOC Liason          Unit
  Unit
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JIS/JIC – Lead PIO

Mission: The JIS/JIC PIO Lead is responsible for directing overall JIS/JIC operations and providing prompt and organized responses to the news media as well as coordinating all public information efforts out of JIS/JIC.

Date: _____ Start: _____ End: _____ Position to Report to:
_____

Signature: _____ Initial:
_____

Command Center Location: _____ Radio Title: _____ Fax: _____

Telephone: _____ Cell/Pager: _____ Email:
_____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Report to the IDEOC and receive appointment from IDEOC Director/Incident Commander.		
Read this entire job action sheet and JIC org charts		
Obtain situational briefing from EOC Director/Incident Commander.		
Contact agencies involved to send a representative to JIC.		
Review initial objectives with IDEOC Director/Incident Commander, including deadlines.		
Develop message objectives and identify restrictions in content of news release and public information from IDEOC Director/Incident Commander.		
Assign and Instruct JIS/JIC Manager to call down PIO staff, make assignments and complete JIS/JIC staff org chart.		
Intermediate (Operational Period 2-12 Hours)	**Time**	**Initial**
Attend meetings with command team and report information back to JIS/JIC. Instruct JIS/JIC Manager to oversee/manage JIC operations while in meetings/briefings.		
Ensure all information for release has been verified. Obtain approval		
Review and approve all final media and public information developed by JIS/JIC Unit Leads before public release/distribution.		
Obtain regular briefings and situational reports from JIS/JIC Manager and/or JIC Unit Leads and identify solutions to key issues or challenges.		
Establish frequency of the release of information and/or media briefing sessions.		
Determine interval for next release of information to the media.		
Document all JIS/JIC 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 advisories and media releases.		
	Time	**Initial**

Extended (Operational Period Beyond 12 Hours)		
Access media needs during a prolonged event.		
Continue to receive regular briefings from JIS/JIC Manager and Unit Leads.		
Continue to communicate with IDEOC command team meetings/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 techniques.		
Observe all JIS/JIC PIO 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 JIS/JIC operations with JIS/JIC Unit Leads and staff.		
Demobilization/System Recovery	**Time**	**Initial**
As needed for media response decreases, ensure that JIS/JIC PIO staff return to their normal jobs by combining or deactivating positions.		
Instruct JIS/JIC Manager to assist in deactivation procedures and ensure proper shut-off or return of all equipment and supplies, including all assigned incident command equipment.		
Coordinate release of final media briefings and reports.		
Brief Incident Commander 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 briefings.		
Conduct Post-event Evaluation.		
Document/Tools • BHS State of Idaho Joint Information System/Center Ops Plan • Supplemental background info/materials • Jump drives • JIS/JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list • PIER Team call-down lists • IDEOC Org Charts • Key Contact Lists • Field Maps		

JOINT INFORMATION CENTER COORDINATOR POSITION DESCRIPTION

Description

The JIC Coordinator is assigned to support the information needs of the response; establish, maintain, and deactivate the Joint Information Center (JIC); and represent and advise incident command on all public information matters relating to the incident. The JIC Coordinator also supervises the daily operations of the JIC; executes plans and policies; and provides direction to to ensure that all functions are well organized and operating efficiently.

Responsibilities

- Advise Command on public information issues and concerns.
- Attend all Command Staff briefings and meetings.
- Share data gathered at Command Staff briefings and meetings with JIC Staff.
- Supervise all JIC operational and administrative activities.
- Ensure proper organization of JIC.
- Oversee operations of the JIC.
- Coordinate internal JIC information flow.
- Set JIC staff work hours and daily operating schedule.

JIC COORDINATOR DAILY CHECKLIST

☐ Receive briefing from off-going shift;

☐ Develop and monitor information strategies in support of overall response efforts;

☐ Monitor JIC activities to ensure information strategies are being followed;

☐ Maintain high level of understanding of current situation and response operations by attending unified command general staff briefings or briefing with lead agency PIO;

☐ Ensure public affairs people in the field have assignments;

☐ Ensure information is being provided to the public and all stakeholders;

☐ Ensure necessary work space, materials, equipment and personnel are available or

   requested;

☐ Ensure appropriate and timely communications are maintained by the JIC with government, community and media throughout the response;

☐ Ensure all communication products developed and distributed by JIC are documented in the web EOC maintained in the case book;

☐ Complete daily log - ICS214;

☐ Brief incoming shift;

☐ Gather staff timesheets, review and submit;

☐ Receive approval from on all information released from the JIC

☐ Ensure status board is current and updated

☐ Prepare speakers for media briefings well before conferences;

☐ Ensure appropriate and timely communications are maintained by the JIC with government, community, and media publics throughout the response;

☐ Monitor physical and mental well being of JIC staff

INFORMATION GATHERING SECTION CHIEF POSITION DESCRIPTION

Description

The Information Gathering Section Chief conducts and oversees information gathering activities in support of the JIC.

Responsibilities

- Gather facts.
- Display facts on status boards.
- Monitor the media.
- Analyze and respond to media reports.
- Respond to rumors.
- Gather information from Emergency Operations Center

FACT GATHERING UNIT POSITION DESCRIPTION

Description

The Fact Gathering Unit is responsible for gathering incident information in the JIC.

Responsibilities

- Gather information about the incident from Command, Planning Section's Situation Unit, and agency representatives from each response partner.
- Establish contacts and maintain regular times to pick up information from all branches of the ICS.
- Respond rapidly to requests for the latest response information from other units of the JIC.

STATUS BOARD/DOCUMENTTION UNIT POSITION DESCRIPTION

Description

The Status Board Unit is responsible for displaying incident information in the JIC.

Responsibilities

- Display incident information on status boards in the JIC so that it is easily accessible to personnel answering inquiries and producing written products.
- Provide all members of the JIC with copies of news releases, fact sheets, current command message(s), and talking points.

MEDIA MONITORING/RUMOR CONTROL UNIT POSITION DESCRIPTION

Description

The Media Monitoring/Rumor Control Unit monitors and analyzes the media coverage of the response. (A Media Analysis Job Aid can be found in12 Appendix A). The unit provides daily coverage synopses; identifies issues, inaccuracies, and viewpoints; and recommends corrections to Media Relations. This unit also receives, verifies, and corrects all rumors regarding the incident.

Responsibilities

- Determine newspaper, radio, television, and internet outlets to monitor.
- Monitor blogs and social networking sites.
- Gather perceptions from the media about the progress of the response efforts.
- Identify potential detrimental rumors and rapidly determine effective ways to deal with them.
- Set up a news clip collection (radio, TV, print, and appropriate Internet websites).
- Identify potential issues, problems, and rumors and report the information immediately to Media Relations.
- Verify the accuracy of the rumor and document results.
- Report results of each rumor investigation.

EOC LIAISON UNIT POSITION DESCRIPTION

Description

The EOC Liaison Unit will be positioned in the EOC and monitor activity to report to the JIC.

Responsibilities

- Observe and document information from the EOC, including mission assignments and situation information.
- Report incident and response information to the JIC.

INFORMATION PRODUCTS SECTION CHIEF POSITION DESCRIPTION

Description

The Information Products Section Chief manages the product development responsibilities of the JIC.

Responsibilities

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

WRITING UNIT POSITION DESCRIPTION

Description

The Writer is assigned to produce written news releases, media advisories, public service announcements, fact sheets, talking points, and key messages.

Responsibilities

- Use information gathered by Information Gathering Section to write releases, advisories, fact sheets, talking points and key messages.
- Send prepared information to Section Chief for approval and dissemination

MEDIA RELATIONS SECTION CHIEF POSITION DESCRIPTION

Description

The Media Relations Section Chief coordinates the release of information to the media and responds to inquiries generated by the incident and the release of information.

Responsibilities

- Respond to media inquiries.
- Select and prepare speakers prior to interviews.
- Conduct news briefings and interviews.
- Provide escorts to the media.
- Credential media.
- Maintain and update media lists.
- Identify misinformation or rumors.
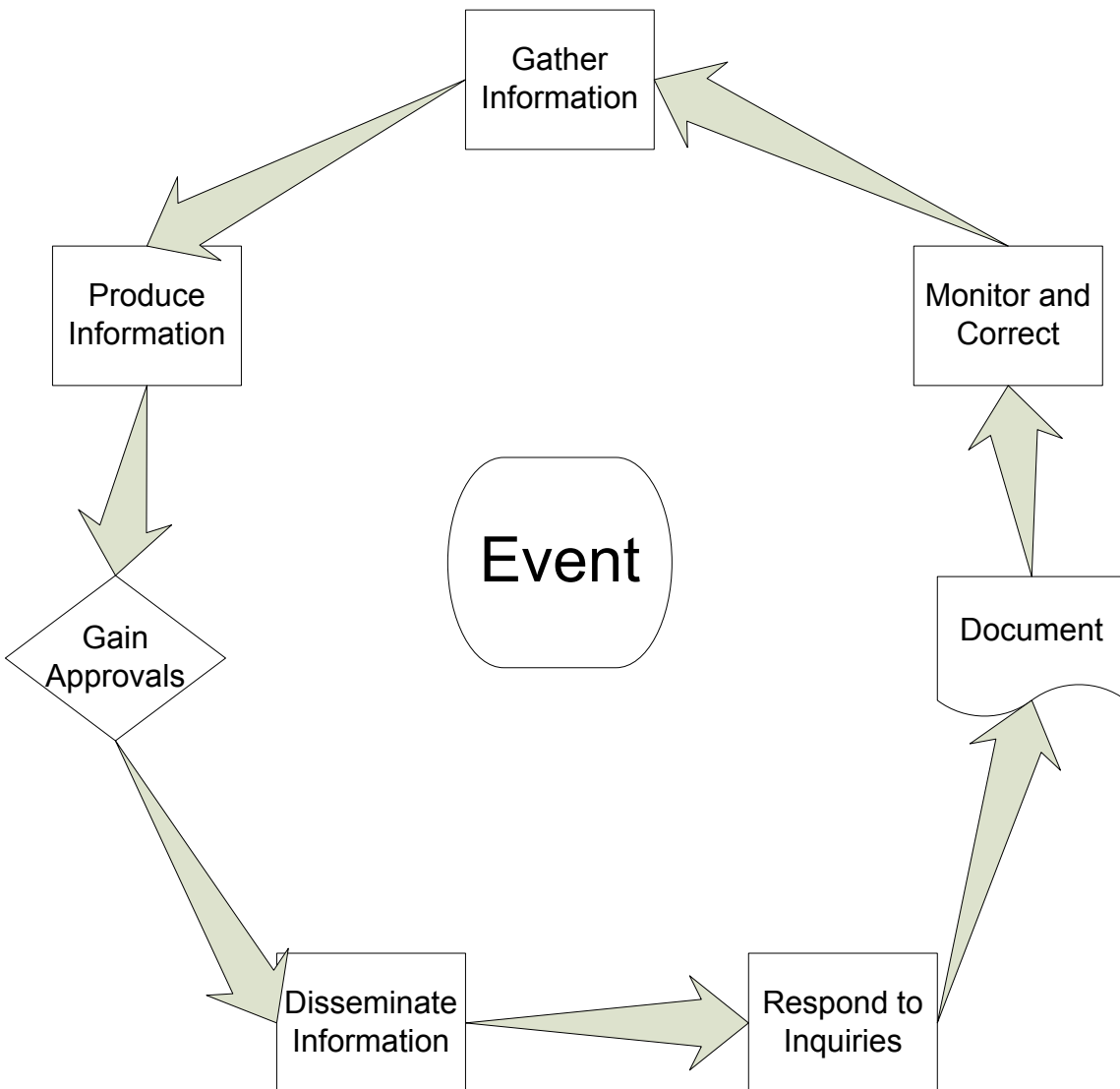
MEDIA RELATIONS UNIT POSITION DESCRIPTION

Description

Supports the distribution of information and responds to inquiries regarding the event.
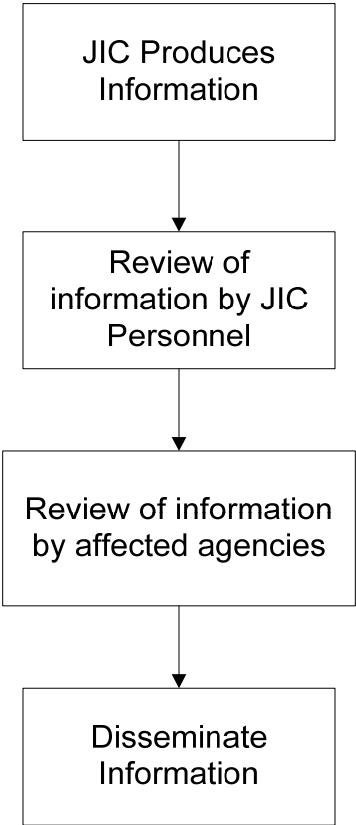
Responsibilities

- Determine primary media outlets.
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry, and result.
- Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax number, and e-mail and postal addresses.
- Disseminate approved written material to the media.
- Staff the phones with people able to answer calls from local, state, national, and international media.
- Respond to routine inquiries using talking points, speaker preparation, news releases, and fact sheets.
- Promote story and feature ideas to target media.
- Establish a daily drive-time call-out schedule that meets local radio and television deadlines.

Public Information Management

Gather Information

Produce Information

Monitor and Correct

Event

Gain Approvals

Document

Disseminate Information

Respond to Inquiries

JIC Situational Information Approval Process

```
┌─────────────────────┐
│    JIC Produces     │
│    Information      │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│     Review of       │
│ information by JIC  │
│     Personnel       │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│ Review of information│
│  by affected agencies│
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│    Disseminate      │
│    Information      │
└─────────────────────┘
```

GUIDELINES TO WRITING THE INITIAL SITUATION REPORT

Date and Time of Report: _____

What happened? _____

_____

_____

_____

_____

_____

_____

_____

Location: _____

Time of Incident: _____

Date of Incident: _____

Injuries: _____

_____

Impact on the community: _____

_____

_____

Were hazardous materials involved? (No) if (Yes), name and the type. What are the effects?

_____

_____

_____

What are the areas affected? _____

What is being done about this issue? How are we solving the problem? _____

_____

What can be done to keep this from happening again? _____

_____

_____

What other agencies or third parties are involved? _____

_____

_____

What information is available and what should the public be doing?

_____

_____

_____

_____

When will more information be available? _____

_____

To verify the situation report:

_____   Have all the facts been verified?

_____   Are the information source(s) credible and authenticated?

_____   Has information been obtained from additional sources to put the event into perspective?

_____   Is the information consistent with other sources?

JIC/JIS INFORMATION RELEASE APPROVAL FORM

Please keep with draft and original release at all times

_____ News Release   _____ Media Advisory   _____ Flyer

_____ PSA   _____ Fact Sheet   _____ Backgrounder

_____ Alert   _____ Talking Points   _____ Other

_____

Document Title:	
Document Prepared By:	
Name: Title: Agency:	
Date:	Time:

Version (circle one):

1st Draft   2nd Draft   3rd Draft   4th Draft   5th Draft

Approval Parties (obtain approval from all applicable agencies):

	CIRCLE ONE			SIGNATURE	DATE
Lead PIO(s)	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		

JIC/JIS MEDIA CALL SHEET

Date: _____ Time: _____ Call Taker:
_____

Media Outlet:
_____

Reporter:
_____

Phone Number: (desk) _____(cell)
_____

Fax Number:
_____

Email Address:
_____

Information Requested:

_____

_____

_____

_____

Action Taken:

_____

_____

_____

_____

      ☐ Refer to _____

      ☐ Complete

JIC MEDIA CONTENT ANALYSIS WORKSHEET

Date of news: _____   Name of monitor: _____

Media outlet name: _____   Broadcast times: _____

Reporter: _____

Coverage synopses:

Issues:

Inaccuracies:

View points:

Corrections:

Who notified of discrepancies:

Joint Information Center Staff Sign-In Sheet

CHECK-IN SHEET	INCIDENT NAME:		DATE:	
AGENCY	NAME	DATE/TIME	CONTACT #	EMAIL ADDRESS

MESSAGE DEVELOPMENT WORKSHEET

First, consider the following:

Audience	Purpose of Message:	Method of Delivery:
□ Relationship to event □ Demographics (age, language, education, culture) □ Level of outrage (based on risk principles)	□ Give facts/updates □ Rally to action □ Clarify event status □ Address rumors □ Satisfy media requests	□ Print media release □ Web release □ By spokesperson (TV or in-person appearance) □ Radio □ Other (e.g., recorded phone message)

1. **Expression of empathy and/or commitment:** _____

2. **Clarifying facts/Call for Action:** _____

    Who _____

    What _____

    Where _____

    When _____

    Why _____

    How _____

3. **What we don't know:** _____

4. **Process to get answers:** _____

5. **Statement of commitment:** _____

6. **Referrals:** _____

    For more information _____

    Next scheduled update _____

Finally, check your message for the following:

Positive action steps Honest/open tone Applied risk communication principles Test for clarity Use simple words, short sentences	Avoid jargon Avoid judgmental phrases Avoid humor Avoid extreme speculation

(insert other logos)

Idaho Joint Information Center Media Release
For immediate release, _____, 20__
Contact: _____, (208) _____

(TITLE)

Officials of the _____ report the occurrence of (a/an) _____ at the _____ site located in _____, ( ). This incident took place at about _____ (AM/PM) and professional (response/recovery efforts/emergency operations) began immediately. Certified and trained public safety (Emergency Response Organization members/Security Officers) on duty at _____ have assessed the scene and formed a positive plan of action. Supporting agencies including the (Local, County, State, regional and/or National emergency response agencies and resources, etc…) are already on scene or enroute to form a unified response. The (fire/spill/incident) occurred (at/near) _____, and its impact to the community and adjacent (properties/waterways) is _____.

The (incident command/location) _____ places the safety of the community, workers, and the environment as its highest priority.

_____ officials advise that (#/no) injuries have occurred as a result of this incident. At this time there (is/are no) reason(s) to evacuate homeowners/businesses adjacent to the location. Any potential relocation of nearby personnel or vehicle/marine traffic will be coordinated by (local law enforcement) officials. Further briefings will be provided by this office as available, we appreciate the support of the news media in relaying these important informational updates.

"Insert leadership quote"

###

(insert other logos)

Idaho Joint Information Center Media Advisory Template

For immediate release, _____, 20__

Contact: _____, (208) _____

Media Advisory

JOINT INFORMATION CENTER OPENS IN BOISE

–NOT FOR PUBLICATION–

BOISE, Idaho - The Idaho Bureau of Homeland Security and _____ have established a Joint Information Center in Boise.

News-media representatives with questions regarding the _____ operations in response to the _____ can call the Joint Information Center news desk at:

208-_____-_____

###

(insert other logos)

Idaho Joint Information Center Spokesperson Talking Points

- As a result of _____, the State of Idaho_____(actions taken) at _:__ (a.m./p.m.). EDT today.

- (Incident specific updates, what we know at this time)

- The State EOC is recommending that individuals who live within a _____ radius of the _____(location) _____(action) until further notified.

- All travel to the _____ should be avoided until further notice.

- At _:__ (a.m./p.m.), _____County (ies) requested the Governor to issue a Declaration of Emergency for their county. At this time_____ County (ies) have requested support from the state in the form of _____ to assist in the emergency response to this accident.

- We have a unified response with federal, state and local governmental response teams on site and through our coordinated efforts we have a total of _____ trained and professional responders on the scene at the site of the _____.   There are _____ resources on the scene as well to include _____, _____, and _____.

- Summarize 3 Key Messages

NEWS CONFERENCE CHECKLIST

Task		Who	Done (Initials)	Notes
PRELIMINARY Determine news conference location	☐			

Compile list of prospective media attending:
   • Print media, including photo assignment editors
   • TV & Radio assignment editors
	☐			

News advisory/invitation to reporters: ☐ Twitter ☐ E-Mail ☐☐ Phone	☐			
Arrange for photographer ☐ Freelance ☐ Staff Arrange for WebEOC to record	☐ ☐			
Send news release and advance material if available	☐			
BRIEFINGS Brief Speakers - Speaking order - Appropriate topics - Activity	☐			
Brief all speakers on staying at podium mic if TV stations have added mics to podium	☐			
Hold practice session, including Q & A, with key players	☐			

PHYSICAL ARRANGEMENTS Prepare diagram of room/space
Inspect physical setup, include microphone/amplifier, podium, stage, visual aids
Secure key/access to area and registration table & sign-in sheets
Have available:
   ☐ Pencils, Pens   ☐ Name Badges
   ☐ Paper   ☐ Coat Rack
   ☐ Telephone   ☐ Laptop Computer
   ☐ Flip Charts   ☐ Easels
   ☐ Dry Erase Boards ☐ Media Kits
   ☐ Slide projector   ☐ Refreshments
	☐			

Video/audio recording equipment, including mult box. Stock extra batteries.	☐			
Check out or make signs showing way to: ☐ Conference ☐ Restroom	☐			

NEWS CONFERENCE GUIDELINES & CHECKLIST (cont.)

NEWS CONFERENCE CHECKLIST

	Task		Who	Done (Initials)	Notes
OTHER ARRANGEMENTS	Provide escorts/guides at entrance and parking lot	☐			
	Provide directions to facility	☐			
MEDIA PACKETS	Opening Statement	☐			
	Prepare key messages and write news release(s)	☐			
	Write speech(s)	☐			
	Prepare agenda with list of speakers, titles	☐			
	Gather or take photograph(s)	☐			
	Prepare map(s) or other graphic display board	☐			
	Other documents (fact sheets, timelines, photo, business cards, Media packets, etc.)	☐			
	Put media packets together	☐			
	Get necessary clearances/approvals	☐			
	Give advance copies to key players	☐			
THE CONFERNECE	Place sign-up sheet at entrance with pen	☐			
	Post signs; assign people to direct traffic	☐			
	Setup sound system, podium, generator if needed	☐			
	Lead speakers	☐			
	Get packets to media	☐			
FOLLOW UP	Distribute news release to all media; offer photos if available to print	☐			
	Order tapes of any TV news coverage; if budget allows	☐			
	Conduct debriefing	☐			

INTERVIEW TIPS FOR MEDIA SPOKESPERSON

During the interview, the spokesperson should:

- **Make certain not to over-reassure.** The objective is not to placate but to elicit accurate, calm concern.
- **Acknowledge uncertainty.** Offer only what you know. Show your distress and acknowledge your audience's distress. "It must be awful to hear that we can't answer that questions right now..."
- **Emphasize that a process is in place to learn more.** Describe that process is simple terms.
- **Give anticipatory guidance.** If you are aware of future negative outcomes, let people know what to expect. (e.g., side effects of antibiotics.)
- **Be empathetic, not defensive.** Say, "We are sorry..." or "We feel terrible that..." when acknowledging misdeeds or failures from the organization. Don't use "regret," which sounds like you're preparing for a lawsuit.
- **Acknowledge people's fears.** Don't tell people they shouldn't be afraid. They *are* afraid and they have a right to their fears. Don't disparage fear; acknowledge that it's normal and human to be frightened, (even though...)
- **Acknowledge the shared misery.** Some people will be less frightened than they are miserable, hopeless and feeling defeated. Acknowledge the misery of a catastrophic event, then help move people toward the future through positive actions.
- **Express wishes.** Say, "I wish we knew more," or "I wish our answers were more definitive."
- **Be willing to address "what if" questions.** These are the questions that everyone is thinking about and they want expert answers. Although it's often impractical to speculate when the crisis is contained and not likely to affect large numbers of people, it is reasonable to do so if people need to be emotionally prepared.
- **Ask more of people.** Perhaps the most important role of the spokesperson is to ask people to bear the risk and work toward solutions with you. People can tolerate considerable risk, especially volunteer risk. If you acknowledge the risk's severity and complexity, and recognize people's fears, you can then ask the best of them.
- **Be calm and relaxed.**
- **Be truthful and stick to your expertise.** Never use the phrase "no comment." If an answer is unknown say, "I don't have that information in front of me. May I research it and get back to you?"
- **Be genuinely concerned about the situation.** Personalize your answers and express sympathy, if appropriate.
- **Provide a solution.** State exactly what will be done to correct the problem in accordance to the statement and/or media messages prepared by the crisis team.
- **Remain gracious.** If several reporters are requesting interviews, you may have to repeat yourself several times. Do not appear irritated.
- **Avoid confrontation and do not be argumentative.**
- **Stay on message.** Stay within the parameters of the approved media statements and media messages.

INTERVIEW TIPS FOR MEDIA SPOKESPERSON (cont.)

- **Keep it simple.** Make statements simple and direct; remember a reporter will likely pull one or two sound bites and not every answer in its entirety.
- **Avoid jargon.** When speaking with reporters or the lay public, avoid the use of jargon and acronyms. Your mission is to convey information in a clear, concise way. If your listeners have to decipher industry-speak, you'll momentarily lose their attention and they may miss a key message.
- **Use bridges to take control of the interview.** If a reporter asks you a potentially sticky question, answer it, but bridge it to a message you want to convey. "Yes, but have considered..." or "No, but we've resolved that problem through..." Other suggested bridges:
  - "What I think you are really asking is..."
  - "The overall issue is..."
  - "What's important to remember is..."
  - "It's our policy not to discuss (x), but what can I say is..."
- **Watch casual remarks.** Nothing is off the record even if you tell a reporter or group of reporters that it is. You should never say anything you wouldn't want quoted because those are usually just the juicy tidbits that will end up in print or on air.

<div align="center">

Quick Tips for Spokespersons

</div>

DO

Be honest & maintain your integrity	Keep your promises
Say I don't know when you don't	Respect reporter's deadlines
Assume everything is "on the record"	Know when to stop talking
Be prepared with 3 major talking points & stick to the facts	
Maintain eye contact with the reporter--not the camera	
Say if you can't answer and explain why	

DON'T

Say "No Comment"	Get upset or angry
Burn bridges with reporters or play favorites	Don't speak fast
Speak about information outside your "lane"	Use UM's and AH's
Repeat the negative from reporter's questions	Lie, guess, or speculate
Speak in jargon or use acronyms	

Risk and Crisis Communication 77 Questions Commonly Asked by Journalists during a Crisis
(Reprinted from: Covello, V.T., Keeping Your Head In A Crisis: Responding To Communication Challenges Posed By Bio-terrorism And Emerging Infectious Diseases. Association of State and Territorial Health Officers (ASTHO), 2003 in press)

Journalists are likely to ask six questions in a crisis (who, what, where, when, why, how) that relate to three broad topics: (1) what happened; (2) What caused it to happen; (3). What does it mean.

Specific questions include:

1. What is your name and title?
2. What are you 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?
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?
35. What else can go wrong?
36. If you are not sure of the cause, what is your best guess?
37. Who caused this to happen?
38. Who is to blame?
39. Could this have been avoided?
40. Do you think those involved handled the situation well enough?

41. When did your response to this begin?
42. When were you notified that something had happened?
43. Who is conducting the investigation?
44. What are you going to do after the investigation?
45. What have you found out so far?
46. Why was more not done to prevent this from happening?
47. What is your personal opinion?
48. What are you telling your own family?
49. Are all those involved in agreement?
50. Are people over reacting?
51. Which laws are applicable?
52. Has anyone broken the law?
53. How certain are you about whether laws have been broken?
54. Has anyone made mistakes?
55. How certain are you that mistakes have not been made?
56. Have you told us everything you know?
57. What are you not telling us?
58. What effects will this have on the people involved?
59. What precautionary measures were taken?
60. Do you accept responsibility for what happened?
61. Has this ever happened before?
62. Can this happen elsewhere?
63. What is the worst-case scenario?
64. What lessons were learned?
65. Were those lessons implemented?
66. What can be done to prevent this from happening again?
67. What would you like to say to those that have been harmed and to their families?
68. Is there any continuing the danger?
69. Are people out of danger? Are people safe?
70. Will there be inconvenience to employees or to the public?
71. How much will all 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. What steps need to be taken to avoid a similar event?
76. Have these steps already been taken? If not, why not?
77. What does this all mean?

PIO Go-Kit Contents:

- Cell phones and chargers

- USB Drives with agency logo and agency contact lists

- Laptop computers, tablets, and portable printers

- Camera

- Batteries

- Personal toiletries

- Snacks

- Water

- Medication

The JIC Facility Supply & Equipment List

The JIC facility should meet the following criteria and provide the following equipment:

- Enough space for JIS/JIC staff to work. Additional space or rooms are necessary to conduct news conferences, briefings, and media interviews; a media work area with hook-ups; team meetings; and for quick briefings with spokespeople
- Sufficient AC electrical outlets and/or power strips with surge protectors & extension cords--used within fire codes
- Access to photocopiers, color and black & white
- Access to computers with internet connectivity
- Access to phones (landline, cell, or satellite) and multiple phone lines ideally one phone line for each member organization. Adequate phone lines will be necessary for ingoing, outgoing, fax, and computer modem connection.
- Access to fax machine (ingoing and outgoing)
- Information exchanged between all work stations via WebEOC
- Located near the EOC if possible, taking into consideration the safety of the JIC staff and that operations do not conflict with the emergency response or EOC
- Printers (large and portable)
- High-speed Internet Access
- Provide a media monitoring capability with TV (with cable hook-up), AM/FM radio, (battery-operated), weather radio, and Internet coverage
- Easily accessed 24/7, with sufficient parking
- Emergency generator
- Current Media Directory, local and national telephone directories
- Current Contact Information for state and local officials
- Audio Visual Equipment (recorders and players)
- Clocks
- Web site capability, attempt to post new information every hour or sooner if possible
- Visible calendars, flow charts, bulletin boards, easels, and dry erase boards
- Message Board
- Portable Microphones
- Podium
- Paper shredder
- Phone Books
- Tables
- CD Rom containing JIS/JIC plan and forms
- Digital camera
- Backdrop for news briefings and news conferences
- Sound System

Supplies should be purchased and stored as "emergency only" to ensure they are available when needed, as follows:

- Copier toner
- Printer ink
- Copy paper, color copier paper (for door-to-door flyers), notepads

- Pens, markers, highlighters, dry erase and permanent markers
- Paper clips (all sizes), staplers (lots of them), paper punch, tape, scissors
- Sticky notes, notebooks, poster board, three-ring binders, flip chart pads
- Overnight mail supplies
- Standard press kit folders
- Expandable folders (with alphabet or days of the month)
- Formatted computer disks
- Fact sheets, Communication plan checklists and forms, Answers to questions commonly asked by the media
- Bottled water
- CD ROM and DVD blank disks
- Batteries
- Dictionary
- Thesaurus

SPECIAL POPULATIONS

Limited Literacy
- ☐ Have you contacted TV news stations and encouraged them to announce phone numbers in addition to posting them on screen?
- ☐ Have you scheduled a public forum where you can pass on important information by word-of-mouth?
- ☐ Have you identified and begun working with local organizations that work with limited literacy individuals?
- ☐ List of Limited Literacy Resources in My Area: _____
  _____

Homeless
- ☐ Have you identified strategic locations where information can be posted in an emergency?
- ☐ Do you have a list of homeless shelters you can notify in an emergency?
- ☐ List of Homeless Resources in My Area: _____
  _____

Immigrants and Non-English Speakers (Limited English Proficiency)
Do you have a list of languages widely spoken in your area? Please list:
- ☐ Have you identified a language service you can use in an emergency? If so, please list:
- ☐ Do you have in-language spokespersons identified in your list of potential
- ☐ List of Other Resources Needed for Reaching Immigrants or Non-English Speakers (Limited English Proficiency): _____

Visually Impaired
Have you identified a Braille language service to help prepare emergency materials? Is so, please list:
- ☐ List of Other Resources Needed for Reaching the Visually Impaired: _____
  _____

Hearing Impaired
- ☐ Have you contacted TV news stations and encouraged them to broadcast all news and emergency information in open caption format?
- ☐ Have you identified sign-language interpreter for news conferences, public forums or other events where emergency information is being communicated? If so, please list contact information.
- ☐ List of Other Resources Needed When Communicating with the Hearing Impaired: ____
  _____

Disabled
- ☐ Have you included local organizations and government offices that assist people with physical and mental disabilities such as assisted living facilities, independent living centers and your local Department of Rehabilitation as part of your Partners List?
- ☐ List of Other Resources Needed When Communicating with the Disabled: _____
  _____

Elderly
- ☐ Have you included local organizations and government offices that assist elderly persons such as care homes, assisted living facilities, independent living centers and your local Department of Aging as part of your Partners List?

☐ Have you identified resources in your area that are available to help the elderly in terms of shelter access, transportation and support services during the emergency or incident?

☐ List of Other Resources Needed When Communicating with the Elderly: _____

_____

Children

☐ Have you identified schools, child care organizations and others to disseminate information that can be easily understood and absorbed by children? _____

Translators

Multiple sources are available to translate the information. The ATT Language Line may also be utilized. IDHW's Risk Communication plan includes a wide variety of language translators and information for translation services is maintained by:

> Heidi Graham
> 450 W. State St., 10th Floor
> Boise, ID 83720-0026
> Phone: 208.334.5617
> Fax: 208.334.5926
> E-mail: gordonh@dhw.idaho.gov

The list of interpreters is updated every four to six weeks.

RoboBraille.org may be utilized as an e-mail service which converts digital text documents into either Braille or audio files. To utilize this service an e-mail with attachment is sent to RoboBraille requesting either a Braille or audio file. This service is free to non-commercial users.

Special Populations Agencies and organizations working with special populations have emergency plans and may be able to assist in the dissemination of emergency information to such groups as the hearing impaired, non-English speaking, physically disabled, homebound or elderly.

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	
3. Name:	**4. ICS Position:**	**5. Home Agency** (and Unit)**:**

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 214, Page 1	Date/Time: _____

| 1. Incident Name: | 2. Operational Period: Date From: | Date To: |
| | Time From: | Time To: |

7. Activity Log (continuation)**:**

Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

| **ICS 214, Page 2** | Date/Time: _____ |

ICS 214
Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after- action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:
- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**ICS Position**	Enter the name and ICS position of the individual in charge of the Unit.
5	**Home Agency** (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.

8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

WebEOC Login Instructions

Step 1

Go to the Bureau of Homeland Security homepage

http://bhs.idaho.gov

At the bottom of the navigation bar click the WebEOC log in button.

WebEOC Login

Step 2

Enter your BHS Server login. Use your BHS server password not your WebEOC password.

Username: bds\kdehart or kmdehart
Password: "BHS server password"
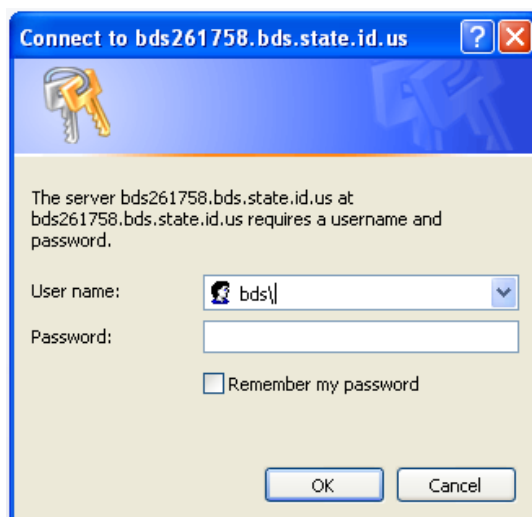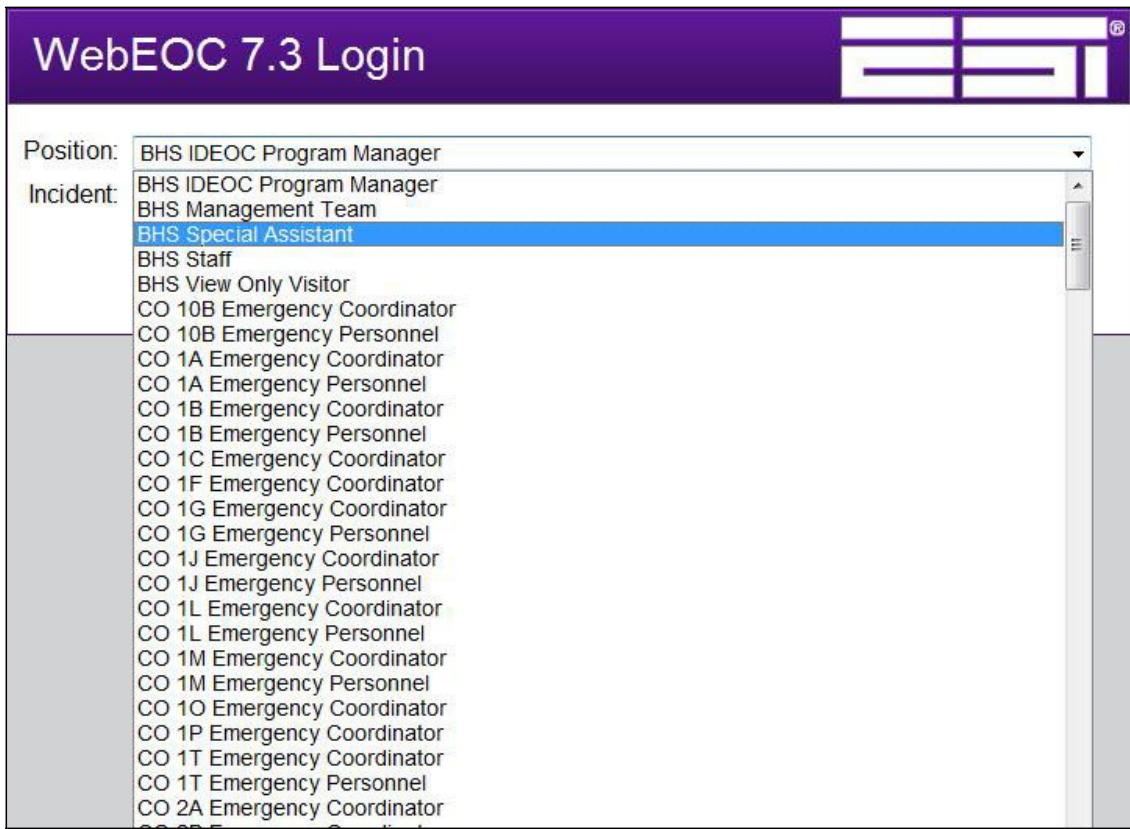
- *This is not the WebEOC login*

- *"bds\" must precede your username*

Step 3

Select your Position, most people will only have one option.

Select Current Incidents if you want to view all active incidents or select the specific incident if you want to only view information related to that incident.

Step 4

When you are logged in the Control Panel is displayed.

Important Note
If you receive a popup blocked notice for this website, this will be a tan ribbon across the top area of your browser located under the tabs on your internet explorer. Right Click on the notification, click **"Always allow from this site"**.

Contact information

WebEOC Application Support
Karl DeHart 422-3322 - kdehart@bhs.idaho.gov

For BHS Server or IT Support
Military Division

a) Ben Call 422-3006
b) Mike Langrell 422-3019
c) Randy Kingsmore 422-3028