LOS ANGELES COUNTY
OPERATIONAL AREA EMERGENCY RESPONSE PLAN

EMERGENCY PUBLIC INFORMATION ANNEX

Approval by the County of Los Angeles Emergency Management Council

The County of Los Angeles Emergency Management Council (EMC), created by Section 2.68.160 of the Emergency Ordinance, and comprised of key County departments, is responsible for overseeing the preparedness activities of County departments. This includes preparation of plans, emergency and disaster-related training of County employees, and related emergency preparedness activities.

The EMC has reviewed and approved the OA Emergency Response Plan – Emergency Public Information (EPI) Annex. Significant revisions to the EPI Annex will be submitted to the EMC for approval.

Signed _____ Date: _____DEC 8 2016_____

Sachi A. Hamai, Chief Executive Officer
Chair, Emergency Management Council

Annex Review

The Annex will be reviewed every three years and as necessary for any updates.

Review Date	Nature of Update(s) (if any)	Page(s) Affected	Reviewer
[Insert Date]	[Ex: Updated Appendix A]	[Ex: 50]	[Ex: Leslie Luke]

TABLE 1: Annex Review Log

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SECTION I – INTRODUCTION

1-2 BACKGROUND

The Los Angeles County Operational Area (OA) is the largest and most complex County in the nation with a population of over 10 million residents in 88 cities and 140 named unincorporated areas. It is spread over 4,000 square miles of terrain that varies from coastal plains, to inland valleys, significant mountain ranges, and high desert. The OA's size and scope require Public Information Officers (PIOs) and emergency managers to have a coordinated approach to providing information to the media and public during a disaster or emergency situation.

Los Angeles County OA Jurisdictions face a number of hazards. During emergencies, the public needs timely, accurate emergency information and appropriate instructions regarding protective actions to minimize injuries, loss of life, and damage to the environment. For emergencies where there is advanced notice (such as adverse weather), local government may have several days to provide detailed information about the hazard and what residents should do. For other unanticipated emergencies (such as earthquakes), public information systems will be unable to provide warnings yet must be ready to react quickly so as to inform the public about the hazard and what to do. It is important for Los Angeles County and its OA partners to advise the public of likely hazards and protective measures to lessen the effects thereof.

1-3 POLICY

It is the policy of Los Angeles County to develop plans and procedures to address public information needs during an emergency or disaster response. Los Angeles County is responsible for the dissemination of accurate and timely information to the affected populations and will use all local resources before requesting mutual aid from the State or Federal levels. Information is disseminated according to the following policies:

- Information released to the media and/or public will first be verified through the CEOC Director through the Command Staff; specifically the Public Information Officer.
- The County will ensure that consideration will be given to include the needs of people with disabilities and others with access and functional needs, including those who speak and/or read languages other than English.
- The County will use the concept of a Joint Information System (JIS) to ensure the coordinated release of emergency information.

1-4 PURPOSE

The purpose of this annex is to establish uniform policies for the effective development, coordination and dissemination of emergency information to the public in case of natural or technological

emergency or disaster. This annex has been prepared to be consistent with the California State Emergency Management Plan and the Federal Response Framework format for emergencies and disasters.

Los Angeles County's public information requirements will be determined by the severity of the disaster or emergency. A significant public information response will involve many County Departments, cities, California State, non-profit and non-government organizations, and possibly federal agencies. This annex describes these agencies and their roles and responsibilities.

During disasters, the flow of public information and facts concerning the event and government's response to save lives and to protect human health, property, and the environment must be consolidated. The descriptions provided to the public must be validated information from reliable sources. Therefore, the principal information source for the Los Angeles County Operational area is the CEOC. In order to staff the CEOC's PIO function on a 24-hour basis for a sustained period of time, trained PIOs from multiple departments, augmented by other personnel, need to work in a consolidated Joint Information Center (JIC) in coordination with other local, State and Federal public information personnel. This annex describes JIC staffing, operations and policies as well.

1-5 SCOPE

The whole community concept is a process by which residents, emergency management professionals, organizational and community leaders and government officials can understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their resources, capabilities and interests.

This annex supports whole community principles by establishing a framework to provide accurate, coordinated, complete, timely, understandable and appropriate disaster related information and instructions to many different audiences in relation to the general public. By doing this, the County engages and empowers all parts of the community to assist in all phases of the disaster cycle.

This Annex will be shared with partner agencies such as County departments, jurisdictions and special districts as needed in order to keep the sharing of information consistent.

1-6 ASSUMPTIONS

Depending on the nature and magnitude of the emergency, different levels of public information will be required. Public information may in fact be the primary function occurring during an emergency. This may happen when:

- Due to media coverage, the public perceives there to be a bigger story than what is actually happening.

- Rumors or misinformation cause unnecessary distress among residents, provoke counter-productive public actions, and impede response and recovery efforts.

Currently the County has a notification system, Alert LA County, to contact most residents within a specified area with a brief notification message and has the ability to report back which residents received the call.

Once the initial warning is accomplished, the PIOs have the task of keeping the public informed of what to do to prevent injury or property damage, and what actions the County and municipal government is taking. Normal means of communications may not be available. In those situations, nontraditional means of communicating with the public must be established and utilized.

The following are other assumptions this plan takes into consideration:

- The general public and media will demand information about the emergency situation and instructions on proper survival/response actions.

- Residents will remain calm and make wise decisions if they have up-to-date information about the emergency situation.

- The local media, particularly radio, can perform an essential role in providing emergency instructions and status information to the public. Depending on the severity of the emergency, or the media's conceptualization of the severity of the emergency, regional and national media will also demand information and may play a role in reassuring (or alarming) distant relatives of disaster victims.

- The Emergency Alert System (EAS) is the best means to give a rapid, initial warning to the public. It will be used in time sensitive, life threatening situations when the public must be warned immediately of an impending emergency or disaster.

- A variety of communication options exist, but during a disaster not all may be available and use will depend on circumstances. Telephone communication may be sporadic. Local and regional radio/television stations without emergency power may also be off the air.

- Demand for information will be overwhelming if there is insufficient OA PIO staff or if staff is not trained. The CEOC will become overwhelmed by the demand for information if a sufficient number of trained staff is not available. Likewise, having little information or inaccurate information will increase anxiety and may cause the public to make poor decisions.

- PIOs will focus on stopping rumors and providing accurate and timely information using various dissemination methods.

- If the scale of the disaster requires it, a JIC will be established to coordinate and disseminate accurate and timely emergency public information.

1-7 CONSIDERATIONS FOR PEOPLE WITH DISABILITIES AND OTHERS WITH ACCESS AND FUNCTIONAL NEEDS

In planning for public information, including emergency alert and warning, all populations need to be considered. The PIO, or JIC if activated, will work with the Access and Functional Needs Coordinator, the Department of Social Services (DPSS) in the County EOC and the Office of Civil Rights and Disabilities to determine the DAFN demographics of the affected populations and to implement various specialized communication dissemination methods, as needed. DPSS services, especially In-Home Supportive Services (IHSS), have access to their respective clients' contact information. Although this information is confidential, access will be granted to use this database information during an emergency. Specialized messaging for DAFN includes, but is not limited to, people with a hearing disability, people with a visual disability and people who communicate in languages other than English. Los Angeles County will consider dissemination of information in the languages considered threshold by the County Registrar-Recorder's office.

1-8 AUTHORITIES

California
- a. California Emergency Services Act, California Government Code, Sections 8550 - 8668.
- b. State of California Emergency Plan 2009
- c. Standardized Emergency Management System (SEMS)

Los Angeles County
- d. Los Angeles County Operational Area Emergency Response Plan (OAERP)

References
- e. National Response Framework
- f. Los Angeles County Operational Area Emergency Response Plan
- g. Americans with Disabilities Act (ADA)
- h. Los Angeles County Policy Number 3.060 – Non Discrimination on the basis of Disability

1-9 RELATIONSHIP TO OTHER PLANS

This annex complies with requirements of the Operational Area Emergency Response Plan (OAERP), and compliments that plan when activated. Users of this document are expected to be familiar with the OAERP and the companion Disaster Information Reporting Procedures (DIRP).

SECTION II – OPERATIONS

2-2 CONCEPT OF OPERATIONS

Los Angeles County PIOs prepare and distribute disaster information to the public before, during, and after disaster and emergency events, using all available media and communication methods. Public information will be phased in accordance with the size and scope of the emergency or disaster.

The initial response will normally be covered by operating the public information function from the County EOC, with the EOC Director assembling a team of one or more departmental and/or jurisdictional PIOs. Based on the nature of the incident(s), a PIO Team may need to be dispatched to address media needs at the scene of an incident or in support of an Incident Commander.

In a large-scale disaster, the PIO function will be conducted from a Joint Information Center (JIC) that may include other non-County jurisdictions. These may include, but are not limited to cities, special districts, other counties, state and federal representatives, DAFN stakeholder groups, utilities, business and non-governmental organizations. The purpose of the JIC is not to control the activities of other County departments and jurisdictions, but to provide a forum for the sharing of information between all agencies and serve as a central point for the media to get information.

The Los Angeles County Joint Information Center Standard Operating Procedures are a collection of standard operating procedures, checklists, and job aids that explain how to activate, operate, and demobilize a Joint Information Center. These procedures are designed to expand/contract as needed to fit the type of incident, incorporate virtual JIC capabilities, and coordinate with city, county, state, federal, school, hospital, private sector, and non-governmental organizations within Los Angeles County that may participate as response partners under the Joint Information System. A Los Angeles County Joint Information Center will be established in conjunction with the activation of the Los Angeles County Emergency Operations Center. Under the Incident Command/Unified Command System, the Public Information Officer whose agency or jurisdiction has authority for the incident leads the Joint Information Center.

Concurrent with the establishment of the PIO function at the CEOC, the County PIO (from the Chief Executive Office's Countywide Communications) will, when required, establish a "Disaster Hotline" using the County's existing contract with 211. This Hotline will be used to provide timely and accurate information on what cities, the County; State and Federal governments are doing to respond to citizens' needs. This Hotline will be supervised by the Public Information CEOC staff and may operate from the CEOC, be co-located with the JIC, or located in another facility. An active liaison will be required between the CEOC and the Public Information function to ensure that the information being disseminated is consistent.

In order to ensure People with Access and Functional Needs have been notified, the PIO will coordinate with the PAFN Unit (or DHSS representative) to ensure PAFN in the impacted area are notified. Systems and considerations include, but are not limited to:

- TDD/TDY telecommunications devices for deaf and their provision of accurate, timely information to their constituents
- Outreach to Mental Health client list
- Outreach to In Home Support Services (IHSS) client list
- Utilization of other accessible means of communication
- Outreach to foster children in the County's care
- Notification to Superintendent of schools, and activation of call-down systems for schools in impacted area

2-3 PRE-EVENT AWARENESS/EDUCATION

Pre-event public awareness and education on emergency/disaster-related issues focuses on educational materials and news releases that assure the public that they can prepare for a disaster, and that government is behaving responsibly and doing all that is reasonable to prepare for an emergency. Agencies that prepare emergency/disaster-related educational materials for the public will share these materials with their PIOs to ensure that PIOs are fully aware of what is being provided to the public, and can reinforce preparedness messages before and during emergencies/disasters.

2-4 RESPONSE PLANNING

All agencies/jurisdictions must ensure that their planning complies with the requirements of SEMS, NIMS, the OAERP, and Emergency Support Function 15.

Government agencies must work with the media in advance of emergencies and disasters to ensure that the needs of stakeholders are understood and that relationships and protocols have been established to meet those needs. Government agencies must also engage the media in useful dialogue that meets the needs of their stakeholders.

- Building effective media relationships with local media outlets will help avoid inappropriate public actions. The interests of the media establishment and those of the public are not always the same. The safety of the public and the proper management of an emergency are best served if information presented to the public is timely, accurate, and designed to alert, inform and reassure. Sensational "breaking news" may attract viewers and listeners; but, it may do nothing to create a feeling of calmness and well-being on the part of the public who are impacted by the emergency/disaster.

- It is important to work collaboratively with the media to ensure the dissemination of accurate information and to emphasize to the media its role and importance.

- PIOs in the CEOC must effectively balance the media's need for instant, real-time information versus the scientific/medical/technical community's need for careful evaluation before issuing any information.

2-5 RESPONSE/PUBLIC INFORMATION COORDINATION

Depending upon the threat and time availability, the CEOC will initiate alerts and warnings utilizing a variety of communication methods. As in any emergency, the effectiveness of any warning will be dependent upon many factors including:

- Time availability
- Initial notice of threat
- Time of day
- Language barriers
- Communication systems viability

The County will use the following notification systems, communication platforms and other modes of communications to reach the general public with critical messages:

a. Emergency Alert System:

The Emergency Alert System (EAS), managed by the Los Angeles County Sheriff's Department, is a national public warning system that requires TV and radio broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, direct broadcast satellite service providers, and wire line video service providers to offer to the President the communications capability to address the American public during a national emergency. The system also may be used by state and local authorities to deliver important emergency information such as AMBER Alerts (for missing children) and emergency weather information targeted to a specific area. The EAS is a network of public broadcast stations and interconnecting facilities, authorized by the Federal Communications Commission to operate in a controlled manner during wartime, or during a state of disaster or national emergency. The system is designed to provide a communications link between government authorities and the public. Priority for use is:

- Local messages
- State programming
- National programming
- Presidential message

b. Alert LA County

Alert LA County is used by the Los Angeles County Sheriff's Department to contact residents immediately regarding disaster information. This telephone notification system is established on every

landline within the County. Los Angeles County also actively encourages residents of unincorporated areas and cities without an emergency notification system to register their cell phones, pagers and email addresses to the system. The system is also fully accessible and can thus serve the needs of the DAFN population in the County.

c. 211 LA County

211 LA County, a 501(c)3 organization, is one of the largest and most effective resource lines in the nation providing access to comprehensive social services and disaster support for LA County residents. 211 LA's innovative programs are examples of the best practices in assessing, coordinating and integrating the health and human services needed by the most underserved and vulnerable populations of one of the most culturally diverse counties in the country. With one phone call, clients are directly screened and connected with the services they need for themselves or their children, including shelters, meals, autism screening, veterans' services, substance abuse programs, health care, and mental health services, and access to jobs.

d. Social Media

Social media is a communication tool now used by organizations as a significant medium for the release of public information. Both Facebook and Twitter can be used by the County and partnering jurisdictions to provide real time, up-to date information to a large number of people. In addition, it allows for the public to post and respond with their messages and concerns regarding the emergency event. In recent disasters, social media has been the first source of information, not the public media. Information posted to social media by the public at large must be vetted before being accepted. The CEOC can monitor social media postings to support rumor control. Some social media channels may not be accessible so the County must therefore ensure that information is shared across multiple platforms.

e. Los Angeles County's Website

Los Angeles County has an officially designated website (www.lacounty.gov) and County departments have their own websites as well. All information posted by the PIO onto County websites must be accessible as per WCAG 2.0 standards.

2-6 RECOVERY

Dissemination of public information will continue through the recovery period, providing information and instructions about County, State and Federal government emergency operations, future plans for restoration of disaster affected areas, and instructions on how to apply for federal disaster assistance programs administered by the state.

SECTION III – ROLES AND RESPONSIBILITIES

3-2 EMERGENCY FUNCTION ROLES

The table below shows the various emergency functions and the departments or organizations with a primary role (P) or supporting role (S). This table is not all inclusive and could be expanded to include additional local, State and Federal agencies.

P - Primary Role S - Supporting Role	Function	Public Information	Alert and Warning	Approves all Messages	DAFN Emergency Communications	Foreign Language Communications	Media Coordination	Rumor Control	Joint Information Center Management
Coordinating Agency									
LA County EOC Director		P	P	P	P	P			
PIO/JIC		P	P				P	P	P
Access and Functional Needs Coordinator		S	S		S	S			
Other County Departments		S	S		S				
Operational Area Cities					S				
Non-Government Stakeholders					S				
State OES		S							

3-3 COUNTY EOC DIRECTOR

The Los Angeles County Sheriff's Department is the official spokesperson for all alerts and warning messaging released from the County. The responsibility is typically assigned to the CEOC Director (if not the County Administrator) who in turn assigns public information operations and management to the PIO or the JIC. In all cases, the CEOC Director or the County Administrator is responsible for final message content.

3-4 PUBLIC INFORMATION OFFICER

The PIO is the primary point of contact between the EOC, the media and the public. The PIO prepares information releases, briefs media representatives, and provides for press conferences and oversees rumor control activities. The PIO serves as a member of the Management/Command Staff and reports directly to the EOC Director. Assistant Public Information Officers may be assigned as needed. The Assistants may represent other departments, agencies, other jurisdictions, and/or they may also be assigned to handle specific public information functions.

Emergency public information to both the general public and the media will be provided through the Public Information Officer of the County EOC, unless the CEOC is not yet activated, in which case the Incident Commander may release information based on the facts of the incident. The Incident Commander may elect to delegate this authority to a field level PIO. All other individuals working at either the field response level or the EOC will refer inquiries from the media or general public to the Public Information Officer or the Incident Commander. In emergencies or disasters involving multiple jurisdictions and federal responders, a JIC may be established to coordinate information releases from a central point in close proximity to the incident.

A primary source of information for the Public Information function will be from the Situation Analysis Unit in the Planning Section. While not all information in the Unit may be appropriate for the public, the information in Situation Analysis should be the best available and will have been verified for accuracy. The Public Information Officer will provide guidance as appropriate to other departments/agencies on the release of emergency related information. The PIOs responsibilities include:

- Serve as the central coordination point for the Operational Area for all media releases
- Establish a "Disaster Hotline" in coordination with 211, if needed, with an up-to-date recorded message
- Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information
- Ensure that all rumors are responded to in a timely manner and with factual information
- Coordinate media releases with Public Information Officers at incidents or representing other affected emergency response agencies as required
- Develop the format for press conferences, in conjunction with the EOC Director

- Maintain a positive relationship with the media representatives and respond to all media requests
- Supervise the Public Information function and the JIC, if activated

3-5 ACCESS AND FUNCTIONAL NEEDS COORDINATOR

The Access and Functional Needs Coordinator is assigned to the Management Section at the County EOC. The AFN Coordinator will work closely with the PIO/JIC to ensure that all information/tools being used meet DAFN standards/requirements so that all populations received timely and accurate information.

3-6 OTHER COUNTY DEPARTMENTS

All County Departments are requested to report significant media concerns to their PIO for transmittal to the JIC/CEOC. All County departments have access to OARRS and data can be transmitted to the JIC/CEOC through OARRS. County department PIO's are responsible for emergency public information as it relates to their agency. If not assigned to the JIC/CEOC, it is the responsibility of the department PIO, using OARRS, to keep their lead department and the CEOC PIO informed of any activities related to the ongoing emergency/disaster. The response to all media questions relating to the emergency/disaster must be coordinated with the JIC/CEOC, so that it can be recorded in a log maintained by the JIC/CEOC PIO. It is the responsibility of County departments to ensure that their PIO's are trained to use the County's OARRS in order to access information relating to an emergency/disaster.

3-7 OPERATIONAL AREA CITIES

Cities are responsible for Emergency Public Information (EPI) as it relates to their operations and geographical boundaries. They should coordinate their EPI with the OA and other jurisdictions when appropriate. Additionally, cities are requested to use the OARRS to report any significant media concerns. News releases can be pasted into an OARRS message for transmittal to the CEOC/PIO, when appropriate. Due to the high level of EPI activity during significant events, cities PIO's should also telephone the CEOC/JIC Public Information Officer to ensure that news releases are seen and acted on.

APPENDICES

APPENDIX A: JOINT INFORMATION SYSTEM/JOINT INFORMATION CENTER - STRUCTURE

Overview

During an emergency situation or disaster, the Los Angeles County Operational Area (OA) must provide accurate, coordinated, consistent and timely information to the residents of Los Angeles County. Information during a time of crisis is one of the most vital resources that instills public confidence that all levels of government are working in partnership to restore essential services and help individuals begin to put their lives back together. Using the concepts put forth in this Joint Information System (JIS)/Joint Information Center (JIC) plan, the OA will be able to effectively communicate vital information to the residents of the County.

Purpose

This OA JIS/JIC Plan is to promote an integrated strategy to provide coordinated information during an emergency situation or disaster through the OA JIS to support federal, state and local response efforts. In many instances, County departments and jurisdictions within the OA will provide resources for the JIS and to the JIC with personnel experienced in public affairs and/or external affairs. This plan will provide public information officers, and other personnel, a structure as to how the OA JIS and JIC will function during an activation by providing organizational charts, job aids and checklists for responders and/or participants of the JIS/JIC.

Background

This plan was developed using the National Response Framework systematic planning approach to bring in OA resources from County departments and jurisdictions. It is consistent with the National Incident Management Systems (NIMS) and the Standardized Emergency Management System (SEMS) concepts. The plan describes the OA JIS/JIC mission, concept of operations, organization structures and it identifies roles and responsibilities to meet mission requirements.

Authorities

- Operational Area Emergency Response Plan (OAERP)
- Emergency Support Function #15 – DHS and Cal OES

Critical Assumptions

- During emergency situations, the general public and media will demand information about the emergency situation and instruction on proper preparedness and recovery actions.
- The local media, particularly television and radio, will perform an essential role in providing emergency instructions and the most current information to the public. Social media will also be monitored to ensure accurate information is being released and shared.
- The OA JIC at its primary site at the County Emergency Operations Center (CEOC), or at an alternate site, will have electricity, telephone and other forms of communications, and will have the ability to monitor local and national news through television, radio and/or the internet.
- The OA JIC will have enough trained staff and/or volunteers to perform its mission.

Mission

The mission of the OA Joint Information System is to provide a structure and method for developing and delivering accurate, coordinated, consistent and timely messages. Other primary missions include developing, recommending and executing public information plans and strategies on behalf of the OA/County Emergency Operations Center; advising the Emergency Management Council, CEOC and local jurisdictions affected by a disaster or emergency event concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Mission Essential Objectives

- Through public messaging, instill confidence in the OA that all levels of government are working in partnership to restore essential services and help individuals with the recovery process.
- Work with the media to promote a positive understanding of local jurisdictions' preparedness, response, recovery and mitigation programs.
- Provide all target markets with equal access to timely and accurate information about disaster preparedness, response, recovery and mitigation programs. Information must all be available in multiple languages and in a variety of forms for the Disabilities and Access and Functional Needs (DAFN) communities.
- Manage expectations so that disaster victims have a clear understanding of all disaster preparedness, response, recovery and mitigation services available to them; and
- Support local efforts to reach disaster victims with specific program information.

The Joint Information System and Joint Information Center

The **JIS** is the method of operating that allows multiple sources to coordinate efficiently and consistently. The JIS can be as simple as two Public Information Officers (PIOs) talking across the hood

of a truck or a regional operation with many PIOs from multiple agencies and/or jurisdictions. The JIS facilitates the coordination and integration of public information across departments, jurisdictions and other agencies; among all levels of government and nongovernment entities.

The JIS also allows participating departments and jurisdictions to retain individual autonomy and responsibilities

The **JIC** is the central physical location that supports the operation. The JIC enhances information coordination, reduces misinformation and maximizes resources by co-locating PIOS as much as possible. The JIC is designed to support the JIS. The CEOC activations do not automatically result in a JIC; conversely, the activation of a JIC may not result in a CEOC activation.

JIC structure is designed to work equally well for large or small incidents and can expand or contract to meet the needs of the incident.

Efficient information flow is critical to effectively meet public information needs and carry out Emergency Support Function (ESF) #15 responsibilities when multiple organizations come together to respond to an emergency or manage an event.

Some of the JIC's responsibilities may include:

- Coordinate information mission assignments in support of local jurisdiction incident response
- Act as one of the primary sources of information
- Develop, recommend and execute public information plans and strategies on behalf of the Operational Area
- Advise the Emergency Management Council and/or the CEOC concerning public affairs issues that could impact the response
- Ensure the various response agencies' information personnel work together to minimize conflict
- Gain and maintain public trust and confidence
- Gather information about the crisis
- Capture appropriate images of the incident through video and photos to be released to the media
- Write and communicate emergency public information regarding public protective actions/measures, evacuations, sheltering and other public safety messages
- Ensure the timely and coordinated release of accurate information to the public by providing a single release point of information
- Facilitate and manage control of rumors using work flow processes, checklists and ICS structure
- Monitor and measure public perception of the incident
- Inform the Emergency Management Council, the CEOC Manager and affected jurisdictions of public reaction, attitude and needs

Operations

- Los Angeles County and the OA is committed to ensuring that information released to the public presents a unified, multilingual, accessible and authoritative posture from all agencies involved.
- Public information functions will be coordinated and integrated across all jurisdictions and across functional agencies, including federal, state, County, local, special districts, tribal governments, private sector and non-governmental organizations.
- Use of a JIS and the JIC will be structured to comply with NIMS and SEMS.
- In the event of a CEOC activation, the Sheriff's Department (LASD) will lead the coordination of all emergency public information during the response phase of the emergency/disaster. Under most circumstances, the LASD will provide a PIO to function as the JIC Manager when a JIC is activated. However, depending on the type of disaster or emergency situation and the specific qualifications required, the LASD retains the option to assign a more highly qualified PIO from another agency. In accordance with NIMS/SEMS, the most qualified PIO available will function as the JIC Manager.
- The CEOC PIO is supported by deputies and assistants trained to carry out PIO functions. These assistants may be from other departments or jurisdictions as determined.
- The JIS/JIC function will be available to support public safety announcements made by the LASD, the Los Angeles County Fire Department, the Department of Health Services, the Department of Public Health, the Department of Mental Health, the Department of Public Works and all OA jurisdictions and partner agencies.
- The JIS/JIC Manager will keep the County Board of Supervisors and city officials updated and include them as public information communicators when appropriate. The JIC will coordinate crisis communications with each district supervisor's press deputy.
- The JIC will use all available and effective means of disseminating emergency public information messages and bulletins. The PIO for the Chief Executive Office – Office of Emergency Management (OEM) will be responsible for identifying emergency public information on the appropriate County public website (lacounty.gov). The CEO – Countywide Communications team will perform actual website updates.
- Each County department is responsible for establishing an emergency public information program to address their specific responsibilities. Release of all public information during an emergency situation or disaster will be coordinated with the JIC when it is activated.
- All press documents must be sent to the JIC for coordination prior to release during an activation.
- When activated, the JIC will be directly responsible for the release of emergency public information. County departments will not make public statement regarding subjects or situations where they have no authority or expertise, or where another agency or jurisdiction is clearly the better choice to speak on the subject. County department staff will not speak on behalf of another agency without prior clearance.
- County departments will not answer any questions relating to the number of deaths attributed to an emergency situation or disaster. All questions relating to deaths will be referred to the County Coroner's Office. The JIC may answer questions about the number of deaths providing

the answers are based on information vetted through the Coroner. The Coroner will provide continual updates to the JIC.

- County departments will not answer any questions relating to the dollar value of damage attributed to an emergency or disaster. All questions relating to the amount of damage will be referred to the CEOC Planning Section/Situation Analysis Unit. The JIC may answer questions regarding the amount of damage providing the answers have been vetted by the Planning Section.
- The JIS and JIC will be tested during periodic countywide emergency trainings and exercises. All assigned personnel and involved agencies are expected to participate.

Execution

The OA JIS will conduct operations through the Emergency Support Function #15 in a phased manner to effectively communicate messages from the CEOC Director and the CEOC to support local emergency response efforts.

To achieve the EOC Director's intent, the ESF #15 function is the Operational Area's oversight authority for all matters of public and emergency information. The ESF #15 will function as the lead for all public information operations during an event and as needed, may activate and operate the JIC in a phased manner while coordinating with the Public Information Officer and the CEOC Director to develop and deliver accurate, coordinated, consistent and timely messages for the Operational Area.

Phased Operations

Phasing is used in this plan as a methodology to describe the dynamic nature of how the OA JIS prepares, responds and recovers from an incident or emergency.

- ❖ **Level 0: Steady State** – This phase occurs when there is no specific threat or warning. The ESF #15 is not activated and the Joint Information System's efforts, through the Office of Emergency Management, focus primarily on prevention, planning, training and public preparedness. The desired end state is an all-hazards readiness to any threat. Phase 0 ends with the identification of a credible threat, warning or the occurrence of a no notice event.

- ❖ **Level 1: Increased Threat** – Phase 1 occurs in response to a credible threat within local jurisdictions or a threat within the Operational Area. During Phase 1, the ESF #15 may be activated by the CEOC Director. The JIC will be activated by ESF #15 or the CEOC Director on a full or partial basis. The focus of Phase 1 will be on gaining situational awareness, information coordination and preparing the public for the potential threat. The desired end state will be an informed JIC that has been activated and is prepared to receive and provide public information. Phase 1 ends when the threat is realized or the threat is abated.

❖ **Level 2: JIC Activation and Employment (3 sub-phases)** – Once an incident occurs, the JIC may be activated by the ESF #15 at the request of the CEOC Director. ESF #15 operations are separated into three sub-phases:

- ○ *Immediate Response* – Consists of activation of ESF #15, activation of the JIC, issuing of preliminary public protective action messaging (e.g. shelter in place, evacuation routes, shelter locations, etc.) and the initial development of an incident information plan.
- ○ *Form Information* – Consists of gathering information to develop a common picture of the incident and develop a consistent incident information plan and prepare a media briefing schedule.
- ○ *Sustained Response* – Consists of implementing the incident information plan, monitoring media information, responding to media requests, implementing rumor control and providing media briefings. During this phase, the JIC may also activate information websites and other public notification systems. The JIC will employ translation services to reach non-English speaking residents through multilingual mechanisms.

❖ **Level 3: Recovery** – Phase 3 occurs when major response activities are completed and operations focus on restoring services, continuing government operations, promoting economic recovery and restoring the incident area to pre-disaster conditions. The JIC may be employed to present recovery messaging and how residents and visitors can receive assistance. The JIC may deactivate and be reactivated to function on an as needed basis.

Activation

The OA JIC may be activated:

1. If two or more jurisdictions need information to be coordinated due to an event or emergency

2. As requested by the CEOC Director to coordinate information to support the County Emergency Operations Center.

3. Based on the impact of the incident

4. Based on the potential level of media attention

5. Based on the duration, response and recovery of an incident

The OA JIC's primary roles are to support the CEOC and incident. During emergency operations the OA JIC reports to the CEOC Director through ESF #15.

The OA JIC will be organized and staffed as determined by the size and requirements of the incident. Under the Incident Command System (ICS) the JIC is flexible and scalable. Incidents are typed in accordance with NIMS/SEMS based on the complexity of the incident. The OA JIC organization will maintain a core structure of functions but may increase or decrease in size based on the incident.

JIC Structure

For a large scale event, when multiple locations in the County are affected, an OA JIC, separate from the CEOC, is established at a location to be determined. State government agencies may have representatives at the JIC, along with local representatives from the affected area(s) of the emergency or disaster. Positions within the JIC have been adopted from FEMA and SEMS guidelines and Standard Operating Procedures (SOPs). Positions may be eliminated or updated, depending on the current communications field and the appropriate functions.

Below are examples of JIC structures based on size and feasibility. A large scale JIC may have positions filled from internal County workforce or may have to be filled from external partners within parallel disciplines. A smaller scale JIC could operate out of the CEOC or another facility with equivalent technological capabilities. Regardless of the size of the JIC, the minimum staffing for any JIC shall include the JIC Manager (or Assistant JIC Manager), Administrative/Support staff and one of four Assistant PIOs – Media Relations, Research & Writing, External Affairs or Special Projects.

Figure 1: Full JIC Activation
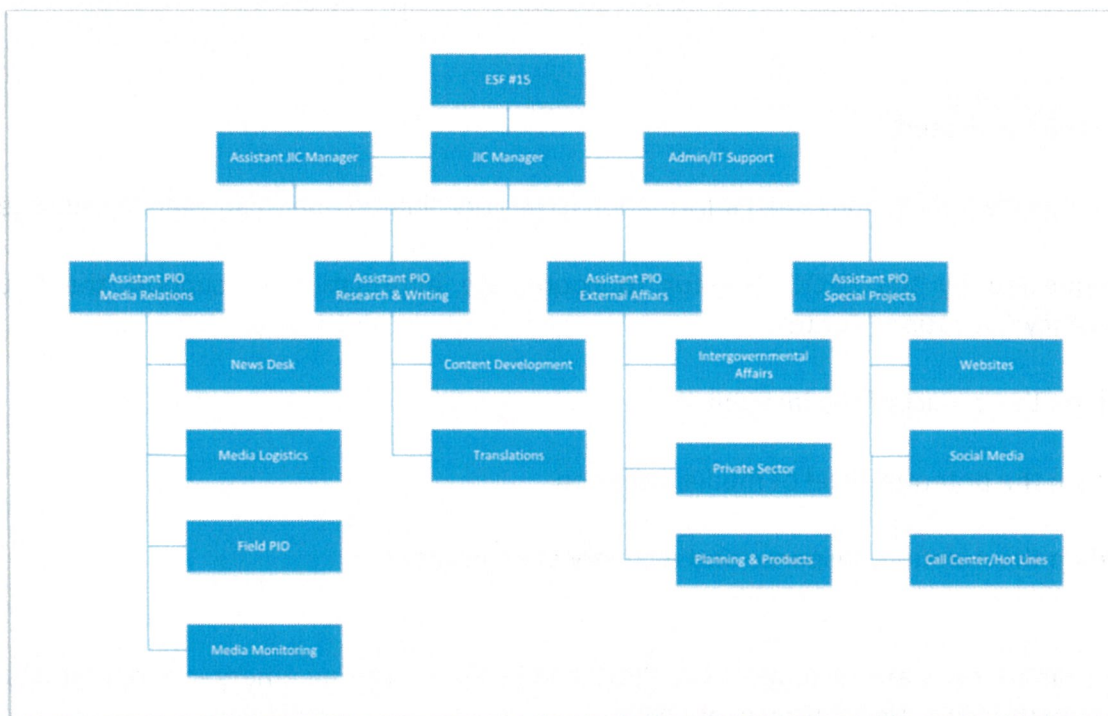
Figure 2: Smaller scale/Level 1 JIC Activation
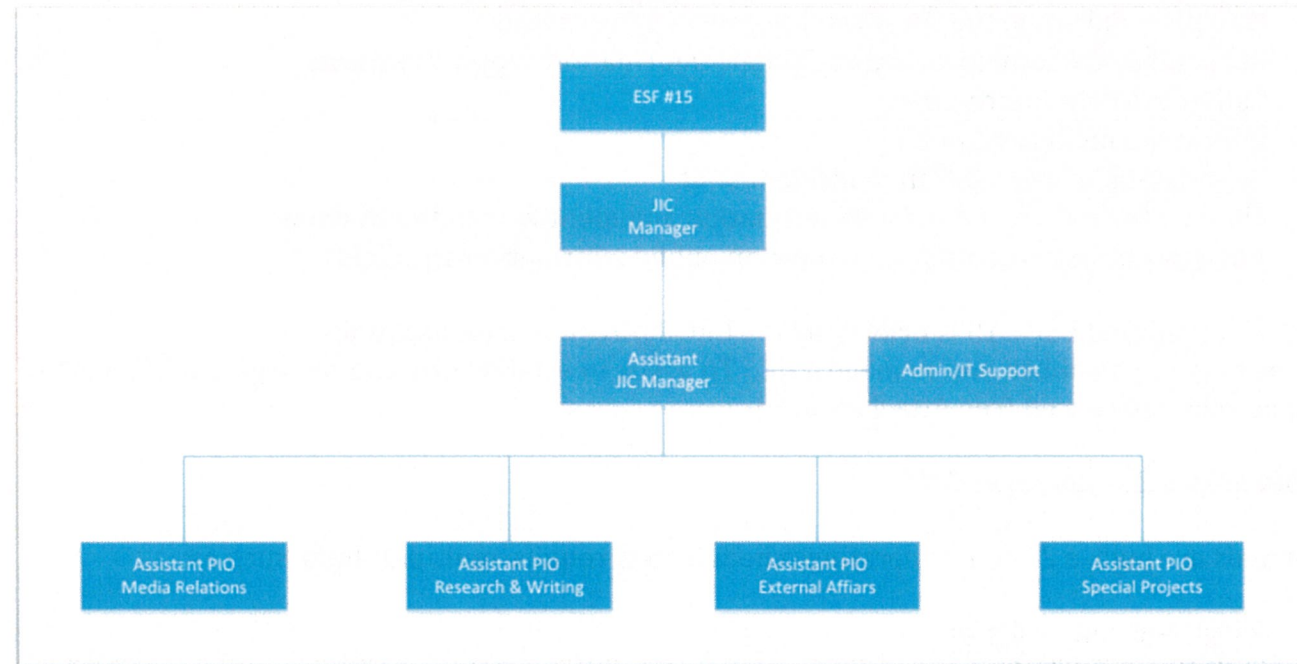
Roles and Responsibilities

ESF #15

ESF #15 is responsible for developing and releasing public information about the incident to the media, incident personnel and other appropriate agencies and organizations as approved through the proper channels.

ESF #15 may appoint as many assistants as necessary, and the assistants may also represent assisting agencies, jurisdictions or other response partners (such as private sector and non-governmental organizations).

ESF #15 is appointed by the CEOC Director to support the information needs of the response; establish, maintain and deactivate the JIC; and represent and advise the CEOC Director on all public information matters relating to the incident.

Responsibilities:
- Support public information needs of the CEOC
- Obtain approval from CEOC to disseminate public information products
- Advise Command on public information issues and concerns.
- Attend all Command Staff briefings and meetings
- Share information gathered at Command Staff briefings and meetings with JIC Staff.
- Work closely with the Liaison Officer, Safety Officer and Intelligence Officer

- Coordinate operational mission assignments with the JIC Manager
- Establish and equip the OA JIC and oversee its operations
- Respond to the local jurisdiction's public information support requests
- Gather incident information
- Inform the media and public
- Provide public information to incident staff
- Monitor the media, correct misinformation and identify trends and issues
- Analyze public perceptions and develop public information strategies

When the appointed ESF #15 is briefed by the CEOC Director, several actions must be taken to establish and manage a JIC. To assist in establishing and managing a JIC, a Job Aid should be referenced (see Attachment A).

Establishing a 24-hour schedule

If demands are high, a 24-hour operating schedule may require multiple shifts, such as:

> Shift A – 6 a.m. to 6 p.m.
> Shift B – 6 p.m. to 6 a.m.

In the event a 24-hour schedule is required, an Assistant ESF #15 will be assigned to perform the ESF #15 responsibilities when he or she is not present. The Assistant ESF #15 has all of the responsibility and authority of the ESF #15.

Demobilizing a JIC

The CEOC Director determines when to deactivate the JIC based on the recommendation of ESF #15. This decision would usually be made when media and public interest has diminished or when recovery and mitigation operations are complete. To assist ESF #15 with demobilization activities, continue referencing Attach. A.

JIC Manager

The JIC Manager is selected by the ESF #15 to supervise the daily operations of the JIC; execute plans and policies, as directed by the ESF #15; and provide direction to the Assistant PIOs to ensure that all functions are well organized and operating efficiently. The JIC Manager should possess public affairs, crisis response, JIC and management or leadership experience.

Responsibilities:

- Assume all responsibilities of ESF #15, as needed
- Supervise all JIC operational and administrative activities
- Ensure proper organization of the JIC
- Coordinate internal JIC information flow

- Set JIC staff work hours and daily operating schedule
- Maintain unit log
- Respond to the local jurisdiction's public information support requests
- Advise ESF #15 and IC/UC about recommended public information strategies
- Assess and assign JIC staff to appropriate roles
- Provide training or coaching to JIC staff as needed
- Coordinate with Logistics Section Chief to obtain equipment, supplies and other resources for the JIC

Administrative Support/IT

The Administrative/IT Support Unit reports to the JIC Manager and/or ESF #15 to provide administrative and clerical support for JIC operations during an emergency event. Additionally, this unit is responsible for obtaining and maintaining all documentation records including operational files and communication materials, as well as providing or coordinating IT support to units.

Responsibilities:

- Assists ESF #15 and JIC Manager in providing overall admin and clerical support for JIC operations
- Submits requests to the CEOC Logistics Section to secure the necessary JIC equipment and office supplies needed for operations
- Assists JIC Manager in contacting JIC partners and PIOS to staff JIC
- Serves as a scribe to update verified information on status boards
- Serves as the documentation unit for JIC operations and maintains records, paperwork and files and copies of all versions of communications materials
- Assists with answering main JIC lines and routing them to appropriate unit leads, takes messages and returns calls as directed by JIC Manager
- Submits requests to the CEOC Logistics Section for water, food and other supplies for staff
- Works with IT support to provide technical support for JIC
- Assists with distributing final approved materials to JIC units
- Assists with clerical and work processing tasks as requested by JIC Manager
- Serves as a runner

Assistant PIO (APIO) for Media Relations

The APIO for Media Relations is assigned by ESF #15 or the JIC Manager to coordinate the release of information to the media.

Personnel selected for this position should possess experience in public information, crisis response, JIC operations, management and ICS, as well as have demonstrated skills in interacting with the media.

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 multi-lingual capabilities
- Maintain and update media lists
- Identify misinformation or rumors

Assistant PIO for Research and Writing

The APIO for Research and Writing is assigned by the ESF #15 or JIC Manager to manage the product development responsibilities of the JIC. Personnel selected for this position should possess some public information, journalism, photography, videography, web management, desktop publishing, ICS and JIC experience. Selected personnel should be able to work with a variety of software, work quickly, accomplish tasks with minimal direction and function efficiently in a high-stress environment.

Responsibilities:

- Produce written news releases, media advisories, public service announcements, fact sheets and other publications
- Route to ESF #15 for approval of all documents, photos, video and other materials
- Establish and manage incident information on website
- Take and disseminate news photos and video of the incident
- Produce and gather graphics and logos for the incident

Assistant PIO for External Affairs

The APIO for External Affairs is assigned by the JIC Manager to monitor the community's concerns regarding the incident, advise the PIO about community information needs and coordinate release of information to the public.

Personnel selected for this position should possess community relations, crisis response, JIC, operations, management and ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should have experience identifying different public/stakeholders, and using interviews to ascertain community knowledge, attitudes and behaviors. This position will also need to consider developing materials in a variety of languages for the different communities within the OA.

Responsibilities:

- Coordinate with local jurisdiction PIOs to determine the information needs of the community
- Assist the local jurisdiction to develop and coordinate community outreach programs
- Establish contact with influential local community members that can provide feedback about how the response is being perceived
- Determine the need for and format of community meetings
- Canvass the local community for feedback and to disseminate incident information
- Develop posters, flyers, newsletters and other community outreach materials in applicable languages
- Inform the public of volunteer opportunities
- Respond to community inquiries

Assistant PIO for Special Projects

The APIO for Special Projects is assigned by the ESF #15/JIC Manager to manage website content, call center content and other projects assigned by the ESF #15 or JIC Manager. Personnel selected for this position should possess website design and call center experience.

Responsibilities:

- Develop and manage OA incident information for websites
- Manage call center accounts and content
- Coordinate with key partners and subject matter experts
- Manage other special projects as assigned.

Types of JICs

NIMS defines six different types of Joint Information Centers.

JIC Type	Description

Incident	Typically, an incident-specific JIC is established at a single, on-scene location in coordination with Federal, State, tribal and local agencies. An incident JIC provides easy media access, which is key to success. This is the most common style of JIC.
Virtual	A virtual JIC is established when a physical co-location is not feasible. It connects PIOs through e-mail, cell/landline phones, faxes, video conferencing, internet-based information systems, etc.
Satellite	A satellite JIC is smaller in scale than other JICs. It is established primarily to support the incident JIC and to operate under its direction. A satellite JIC is not independent of the incident JIC. A satellite JIC is typically located closer to the scene.
Area	An area JIC supports multiple-incident ICS structures that are spread over a wide geographic area. It is typically located near the largest media market and can be established on a local, state or regional basis
Support	A support JIC is established to supplement the efforts of several incident JICs in multiple states. It offers additional staff and resources outside of the disaster area.
National	A national JIC is established when an incident requires Federal coordination and is expected to be of long duration (weeks or months) or when the incident affects a large area of the country

Plan Maintenance

The Chief Executive Office – Office of Emergency Management (OEM) is responsible for the maintenance, update and dissemination of this JIS/JIC plan. The OEM will work with a JIS/JIC working group to evaluate and modify the plan as needed to adhere with changes in policy, procedures and after any after action report that specify lessons learned from JIC activations and/or exercises.

Appendix B: JIC Job Aids

JOB AID 1 – ESTABLISHING THE INITIAL RESPONSE

STEP	ACTION	☑
1.	Check in and obtain initial briefing from CEOC Director.	☐
2.	Establish a dedicated phone line and website for providing information and managing telephone and e-mail inquiries from the media, stakeholders and general public.	☐
3.	Establish a dedicated phone line and website for providing information and managing telephone and e-mail inquiries from the media, stakeholders and general public.	☐
4.	Use gathered facts to answer inquiries.	☐
5.	Activate the following positions as needed: ☐ 1. Use dedicated phone to answer calls from media, stakeholders and public. 2. Record names, phone numbers and organization of the callers; also note date/time of calls, nature of inquiries and deadlines for receiving additional information. (See Query Record in Appendix D.) 3. Use approved news releases and gathered facts to answer media calls. (See Sample Documents in Appendix D.) ☐ **Rapid Response Specialist** 1. Gather verified incident information from sources throughout the response organization. (See ICS Form 209 in Appendix C.) 2. Provide this information to the assistants handling inquiries and writing news releases. ☐ **Content Development Specialist** 1. Assemble gathered facts into two or three sentences that answer who, what, when, where, why and how of incident. (See Sample Documents in Appendix D.) **NOTE:** Answering the "why" and "how" at many incidents is difficult or impossible to accomplish (e.g., these facts may only come out after an investigation). 2. List remaining facts and information in bullet form. (List responding agencies, type and amount of equipment, etc.) **NOTE:** News releases should be only one page in length. If there is a need for additional information about specific topics, then a separate fact sheet should be made. 3. Spell check and edit news releases and give to PIO for editing, approval and routing to the IC for final approval. 4. Give approved news releases to Media Relations Assistant. 5. Distribute news releases to news media and other requestors. 6. Develop three key messages as soon as information is gathered.	☐
6.	Call for more assistance, preferably people trained in public information, JIC and ICS operations. Make requests for additional resources via the Logistics Section.	☐

JOB AID 2 – ESTABLISHING a JIC

STEP	ACTION	☑
1.	Conduct transition meeting with initial CEOC Director.	☐
2.	Appoint someone experienced as APIO/JIC Manager.	☐
3.	Appoint someone experienced as APIO for Media Relations	☐
4.	Appoint someone experienced as APIO for Research and Writing	☐
5.	Appoint someone experienced as APIO for External Relations	☐
6.	Appoint someone experienced as APIO for Special Projects.	☐
7.	Use the OA Joint Information System/Center PLAN to ensure all PIO responsibilities are being performed Gather Incident Data → Inform the Public → Analyze Public Information (cycle)	☐
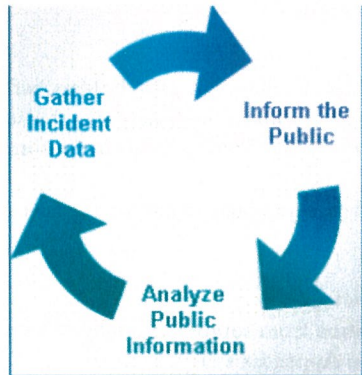
JOB AID 3 – Demobilizing a JIC

STEP	ACTION	☑
1.	Receive Demobilization Plan from Planning Section Chief (PSC) or Demobilization Unit Leader.	☐
2.	Brief personnel regarding demobilization. Debrief appropriate personnel prior to departing incident: • CEOC Director • PSC • LSC • Agency representatives	☐
3.	Supervise demobilization of unit, including inventory, return and storage of equipment and supplies.	☐
4.	Forward all Section/Unit documentation to PSC or Documentation Unit Leader.	☐
5.	Supervisors to complete alll the necessary personnel related documentation; all individuals complete Check-out Sheet	☐
6.	Notify media and other stakeholders when JIC will demobilize, whether virtual JIC website will continue to be updated and which agency or organization PIOs to contact for any future inquiries or updates.	☐

JOB AID 4 – Developing the Operating Schedule

STEP	ACTION	☑
1.	Conduct transition briefing between shifts.	☐
2.	Review Self-Assessment Survey completed by new JIC staff members and assign to appropriate roles and work hours.	☐
3.	Coordinate with PSC regarding Daily Meeting Schedule (ICS Form 204) of Command and General Staff briefings and meetings.	☐
4.	Coordinate with the APIO for Information Products to set deadlines for writing, approval and dissemination of all information products.	☐
5.	Coordinate with the APIO for Media Relations and Speaker Support Specialist to set the schedule of media briefings, community meetings, media/VIP tours and other JIC events, including deadlines for speaker preparation.	☐
6.	Gather Command Message(s) for the APIO for Information Products from the PIO and UC.	☐
7.	Coordinate with ESF #15 and JIC staff on messages and strategies for reaching target audiences.	☐
8.	Deliver media analysis to ESF #15.	☐
9.	Ensure preparation for news briefings.	☐

JOB AID 5 – Producing the Status Board

STEP	ACTION	☑
1.	Contact PSC or Situation Unit Leader to obtain latest ICS Form 209 Status Summary.	☐
2.	Meet with key response positions and post obtained information in the JIC.	☐
3.	Display current news releases, fact sheets and incident news clips in physical JIC on status board or data projectors and/or in virtual JIC website for Command and JIC staff to view.	☐
4.	Display non-incident/morale boosters – other news, sports, comics, local restaurant menus, etc.	☐
5.	Coordinate with Planning Section to identify high-traffic locationsfor status boards in the SEOC visible to other ESFs.	☐
6.	Update boards as needed, including after each Operations Briefing.	☐

JOB AID 6 – Validating Rumors

STEP	ACTION	☑
1.	The Rapid Response Specialist receives rumor from someone in other response position (e.g., Media Relations Specialist or Community Relations Specialist). NOTE: Rumors can be received by anyone from many different means – by field workers through interaction with the public, by other JIC members who work with the media, etc. Intake of rumors to the JIC may be via telephone, face-to-face interaction, via ICS Form 213 General Message and any other means.	☐
2.	The Rapid Response Specialist documents received rumor and all amplifying information on JIC Query Record (See Appendix D).	☐
3.	The Rapid Response Specialist seeks out appropriate response organization subject matter expert to validate/invalidate received rumor (e.g., Situation Unit Leader (SITL) for collected incident data or LNO for list of assisting agencies).	☐
4.	The Rapid Response Specialist records validated fact on Rumor Query Record.	☐
5.	The Rapid Response Specialist provides copies of completed form to the following JIC personnel: • APIO for Research and Writing (to correct any previously released or draft information products, to correct any information posted to incident website and for filing in JIC records); • APIO for Media Relations (for dissemination to the media); and • APIO for External Relations (for dissemination to the public).	☐

JOB AID 7 – Providing Media Briefing

STEP	ACTION	☑
1.	Secure a space for the event.	☐
2.	Provide and set up chairs, tables and lectern.	☐
3.	Set up microphone and public address system, if necessary.	☐
4.	Set up supporting graphic material near spokespersons.	☐
5.	Set up overhead projector, televisions/VCRs and/or computers for supporting visuals.	☐
6.	Ensure State logo is prominently displayed	☐

Emergency Support Function (ESF) #15 – Public Information/External Affairs

Mission: The ESF #15 is responsible for directing and managing the overall JIC operations and providing prompt and organized responses to the news media as well as coordinating all public information efforts out of JIC.

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

Signature: _____ Initial: _____

Fax: _____

Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Report to the SEOC and receive appointment from SEOC Manager.		
Read this entire job action sheet, review EOC and JIC org charts and put on vest.		
Obtain situational briefing from CEOC Director.		
Establish JIC and contact agencies involved to send a representative to JIC.		
Review initial objectives with CEOC Director, including deadlines.		
Develop message objectives and identify restrictions in content of news release and public information from CEOC Director.		
Assign and Instruct JIC Manager to call down PIO staff, make assignments and complete JIC staff org chart.		
Intermediate (Operational Period 2-12 Hours)	**Time**	**Initial**
Attend meetings with SEOC command team and report information back to JIC. Instruct JIC Manager to oversee/ manage JIC operations while in SEOC meetings/briefings.		
Ensure all information for release has been verified. Obtain approval from the SEOC Manager.		
Review and approve all final media and public information developed by JIC Unit Leads before public release/distribution.		
Obtain regular briefings and situational reports from 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 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 and public information materials.		
Extended (Operational Period Beyond 12 Hours)	**Time**	**Initial**
Assess media and public information needs during a prolonged event.		
Continue to receive regular briefings from JIC Manager and Unit Leads.		
Continue to attend SEOC command team meetings/ briefings as needed.		

	Time	Initial
Continue to verify and approve all information for public release.		
Observe all 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 JIC operations with JIC Unit Leads and staff.		
Demobilization/System Recovery	Time	Initial
As need for media response decreases, ensure that JIC PIO staff return to their normal jobs by combining or deactivating positions.		
Instruct 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 debriefings.		
Conduct Post-event Evaluation.		
Document/Tools • Los Angeles County Operational Area JIS/JIC Plan • Supplemental background info/ materials. • Emergency Public Information Annex • JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list • PIO call-down lists • DOC/EOC/ communications directories • EOC Org Charts • Key Contact Lists • Field Maps		

JIC – JIC Manager

Mission: The JIC Manager is responsible for overseeing the operations of the JIC and staff. This includes oversight of functional units and ensuring information is shared among units. The JIC manager is also charged with managing the JIC and acts as ESF #15 when the ESF #15 attends CEOC command briefings.

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

Signature: _____ Initial: _____

Fax: _____

Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the CEOC Director.		
Obtain situational briefing.		
Read this entire job action sheet, review JIC Org Chart and put on vest.		
Review JIC operations objectives, including deadlines.		
Begiun with staff call down list, making assignments and completing the JIC Org Chart.		
Assign Admin Support staff to support JIC and assist with JIC set up and workstations.		
Instruct Admin support to hand out RC material packets, preloaded flash drives, etc.		
Post important key contact numbers and relevant operational information on white boards, etc.		
Maintain managerial oversight of JIC Unit Leads and operations.		
Provide guidance and support to JIC Unit Leads on roles and responsibilities.		
Obtain regular reports from each JIC Unit Lead to report back to CEOC.		
Hold briefings with all JIC Unit Leads and staff at least every hour.		
Ensure that Admin/ IT Support unit assigns scribe to capture all crucial information that has been verified or updated on status boards.		
Intermediate (Operational Period 2-12 Hours)	Time	Initial
Maintain managerial oversight of JIC Unit Leads and operations.		
Manage and oversee JIC.		
Provide direction to staff as needed.		
Assess flow of operations and determine if staff reassignments need to be made based upon unit productivity and effectiveness.		
Obtain regular reports from each JIC Unit Lead and provide all reports to the CEOC.		
Determine additional public informational needs based upon main JIC Unit Leads, rapid response unit, etc.		
Extended (Operational Period Beyond 12 Hours)	Time	Initial
Assess JIC operational needs during a prolonged event.		
Continue to obtain verified information and provide updated briefings to staff if		

necessary.		
Continue to receive updates from each JIC Unit Lead and report back to JIC personnel.		
Evaluate the effectiveness of information distribution and consider less traditional methods if needed.		
Continue to assess operations flow and determine if staff reassignments are necessary.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques for all staff.		
Observe JIC staff for signs of stress or atypical behavior. Make reassignments as necessary.		
Continue to review informational reports as needed.		
Document activities and provide reports to CEOC.		
At shift change, provide detailed status report and written materials to replacement staff. Evaluate JIC operations.		
Demobilization/System Recovery	**Time**	**Initial**
As need for media response decreases, ensure that JIC operations staff return to their normal jobs by combining or deactivating positions.		
Instruct Admin/ IT Support to assist in deactivation procedures and ensure return of all equipment and supplies, including all assigned incident command equipment.		
Coordinate release of final briefings and reports from each JIC unit.		
Brief CEOC Director regarding any problems, outstanding issues, and follow-up requirements		
Preparing 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 as needed.		
Conduct post-event evaluation.		
Document/Tools - Emergency Public Information Annex - Thumb drives with JIC and Risk Communication Documents - Supplemental background info/ materials. - PIO call-down lists - JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list - CEOC communications directories - CEOC Org Charts - Key Contact Lists - Field Maps - Equipment and supplies list		

JIC – APIO for Media Relations

Mission: The APIO for Media Relations is responsible for assessing, monitoring and managing all media needs. The APIO for Media Relations is also responsible for organizing and assigning staff to the following units: News Desk, Media Logistics, Field PIO and Media Monitoring.

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

Signature: _____ Initial: _____

Radio Title: _____ Fax: _____

Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/ instruction from JIC Manager.		
Obtain situational briefing from JIC Manager.		
Read this entire job action sheet, review JIC Org Chart and put on vest.		
Review media objectives with JIC Manager, including deadlines.		
Work with JIC Manager to establish frequency of the release of information and/or media briefing sessions.		
Prioritize and assign tasks and activities to work team members for News Desk, Media Logistics, Field PIO, and Media Monitoring.		
Oversee work team members to ensure that tasks are carried out and review work progress.		
Instruct Media Logistics to establish a secured media phone and notify news media about phone line for media only.		
Ensure that Media Logistics promptly answers and returns all media calls and logs media calls, inquires and requests on media log. Media Logistics should update and maintain media contact numbers, if necessary.		
Consult with Research/Writing Branch to develop media advisories, releases, talking points, and press packet materials and obtain approvals from the JIC Manager.		
Review release of information to media with the JIC Manager.		
Assign and deploy Field Specialists to assist local PIOs to manage on-site media in the field, if necessary.		
Prepare and provide status reports on media activities, including JIC and field operations as needed to JIC Manager and staff.		
Intermediate (Operational Period 2-12 Hours)	**Time**	**Initial**
Work with the JIC Manager 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 that the Field PIO receives copies of all current and updated media advisories, releases, talking points, and all other public information materials that are being distributed.		

	Time	Initial
Instruct Media Logistics to set up briefing area for news conferences under the direction of the JIC Manager.		
Obtain approval from the JIC Manager to release of information to media as needed.		
Distribute approved information to the news media, JIC staff, and Field Specialists via fax, email, hardcopy, press packets, etc.		
Work closely with the Field PIO to obtain and provide situational reports from the field.		
Provide direction and guidance to Field PIO on handling on-site media at field locations, including approving release of information as appropriate.		
Extended (Operational Period Beyond 12 Hours)	**Time**	**Initial**
Work with ESF JIC Manager to assess media needs during a prolonged event and organize resources to fulfill those 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 JIC Manager.		
Continue to provide informational updates to news media as needed.		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to JIC Manager.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		
Document media activities and media requests on log form.		
At shift change, provide detailed status report and all written materials to replacement staff.		
Evaluate Media Relations Unit operations.		
Demobilization/System Recovery	**Time**	**Initial**
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 incident command equipment.		
Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report.		
Brief ESF JIC Manager with the final status reports upon deactivation of position.		
Submit media logs, contact lists, and any other status documentation to JIC Manager.		
Participate in or provide information for after-action debriefings.		
Conduct post-event evaluation.		
Document/Tools - Supplemental background info/ materials. - External drives with JIC and Risk Communication Documents - JIC staff org chart, Job Action Sheets, & Roles/Responsibilities lists - SEOC communications directories - Field Maps - Media Contact Lists - Access to press conference equipment and supplies		

JIC - APIO for Research and Writing

Mission: The APIO for Research and Writing is responsible for overseeing the gathering of information, the verifying and updating of information, and content development that could be adapted for media materials and other communication vehicles such as Web, Call Center scripts, and other non-traditional communications. The APIO for Research and Writing is also responsible for organizing and assigning staff to the following tasks: Research/ Content Development, Rapid Response and Translations.

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

Signature: _____ Initial: _____

Radio Title: _____ Fax: _____

Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the JIC Manager.		
Read this entire job action sheet, review JIC Org Chart and put on vest.		
Obtain situational briefing from the JIC Manager.		
Review initial message/content objectives with the JIC Manager, including deadlines.		
Prioritize and assign research and content/message activities to work team members.		
Oversee work team members to ensure tasks are carried out for Research/ 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 Branch and to draft content that can be used for media releases, advisories, key messages, talking points and other news media materials.		
Consult with Special Project Branch and ESF to draft event-specific materials such as Fact Sheets, FAQs, and content that can be modified for Key Partners, employee communications, Web, and Call Centers/Hotlines.		
Obtain final approvals and sign off from the JIC Manager on all content.		
Ensure that all materials are translated in appropriate languages.		
Intermediate (Operational Period 2-12 Hours)	**Time**	**Initial**
Continue to check-in with the JIC unit 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 JIC Manager on all new and revised media and public materials before distribution begins.		
Provide updated materials and information to other key JIC Units as necessary.		
Provide status updates the JIC Manager.		
Work with appropriate translations vendor of translations staff to ensure all public		

	Time	Initial
information materials are translated.		
Coordinate with a printing company to get materials printed, if necessary.		
Keep a file of all final approved written materials, including all pervious versions.		
Evaluate the effectiveness of unit operations and make necessary adjustments.		
Extended (Operational Period Beyond 12 Hours)	**Time**	**Initial**
Assess Research and Writing needs during a prolonged event.		
Continue to provide updated materials and information as necessary.		
Continue to provide regular status updates to the JIC Manager.		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to JIC Manager.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.		
At shift change, provide detailed status report and all written materials to replacement staff.		
Evaluate Research and Writing unit operations.		
Demobilization/System Recovery	**Time**	**Initial**
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 JIC Manager with the final status reports upon deactivation of positions.		
Submit all final materials and any other status documentation to JIC Manager.		
Participate in or provide information for after-action debriefings as requested.		
Conduct post-event evaluation.		
Document/Tools - Supplemental background info/ materials. - Flash drives with JIC and Risk Communication Documents - JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list - PIO call-down lists - CEOC communications directories - CEOC Org Charts - Key Contact Lists - Field Maps - Message Map Templates and Fact Sheets		

JIC – APIO for Special Projects

Mission: The Special Projects Branch is responsible for handling and distributing information to social media and web-based partners. The APIO for Special Projects is responsible for managing key partner information, employee communications, and ensuring that accurate information is posted on Web pages and Call Centers/ Hotlines.

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

Signature: _____ Initial: _____

Radio Title: _____ Fax: _____

Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the JIC Manager.		
Read this entire Job Action Sheet, review JIC Org Chart and put on vest		
Obtain situational briefing from the JIC Manager		
Review initial Special Projects objectives with the JIC Manager, including deadlines.		
Prioritize and assign tasks and activities to work team members for Social Media, Web pages, 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 areas such as Web and Call Center/ Hotlines.		
Instruct Key Partners to obtain contact list for Key Partners, PIO lists and other necessary contacts.		
Consult with Research/ Writing Lead and JIC Manager to draft necessary materials for Special Project unit.		
Obtain content from the Research/Writing Lead to use for key partners, Web and Call Center/ Hotlines.		
Provide status reports to JIC Manager and provide regular updates to staff.		
Review release of information for all Key Partners, Web and Call Center materials with the JIC Manager for approval.		
Intermediate (Operational Period 2-12 Hours)	**Time**	**Initial**
Work with Research and Writing Lead to obtain updated materials for Special Projects Branch.		
Distribute new/ revised materials to ey Partners, Web and Call Centers/Hotlines with approval by the JIC manager. 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.		
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.		

	Time	Initial
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 communications for misinformation, rumors, etc. and report any findings back to Rapid Response and JIC units.		
Provide information to Rapid Response to correct any inaccurate or misinformation.		
Work with Rapid Response and team members to distribute corrected information.		
Extended (Operational Period Beyond 12 Hours)		
Work with JIC Manager to assess Special Project needs during a prolonged event.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to JIC Manager.		
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 Branch as necessary.		
Continue to provide regular status updates to JIC Manager.		
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 Branch operations.		
Demobilization/System Recovery	**Time**	**Initial**
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 JIC Manager with the final status reports upon deactivation of position.		
Submit all final materials and any other documentation to JIC Manager.		
Participate in or provide information for after-action debriefings as requested.		
Conduct post-event evaluation.		
Document/Tools • Supplemental background info/ materials. • Flash drives with JIC and Risk Communication Documents • JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list • CEOC/DOC communications directories • Field Maps • Key Contact Lists		

JIC – APIO for External Relations

Mission: The APIO for External Relations is to coordinate public information activities with the affected jurisdictions, state agencies responding to the incident and federal agencies assisting with incident response. The External Relations Branch monitors the communities' concerns regarding the incident and incident response and coordinates public meetings. Units include Intergonvernmental Affairs, Private Sector and Planning & Products.

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

Signature: _____ Initial: _____

Radio Title: _____ Fax: _____

Telephone: _____ Cell/Pager: _____ Email: _____

Immediate (Operational Period 0-2 Hours)	Time	Initial
Receive appointment/instruction from the JIC Manager.		
Read this entire Job Action Sheet, review JIC Org Chart and put on vest		
Obtain situational briefing from the JIC Manager		
Review initial External Relations objectives with the JIC Manager, including deadlines.		
Prioritize and assign tasks and activities to work team members.		
Oversee work team members to ensure tasks are carried out.		
Ensure that the liaisons are in contact with their assigned entities.		
Instruct Key Partners to obtain contact list for key partners, PIO lists and other necessary contacts.		
Consult with Research/ Writing Lead and JIC Manager to draft necessary materials for Special Project unit.		
Obtain content from the Research/Writing Lead to use for public meetings.		
Provide status reports to JIC Manager and provide regular updates to staff.		
Review release of information.		

Intermediate (Operational Period 2-12 Hours)	Time	Initial
Work with Research and Writing Lead to obtain updated materials for External Relations Branch.		
Distribute new/ revised materials to Liaisons.		
Respond to Jurisdiction requests and inquiries in a timely manner.		
Monitor public concerns and respond accordingly		
Coordinate local jurisdictions to schedule public meetings		

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 communications for misinformation, rumors, etc. and report any findings back to Rapid Response and JIC units.		
Provide information to Rapid Response to correct any inaccurate or misinformation.		
Work with Rapid Response and team members to distribute corrected information.		
Extended (Operational Period Beyond 12 Hours)		
Work with JIC Manager to assess needs during a prolonged event.		
Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.		
Observe work team members for signs of stress or atypical behavior. Document and report concerns to JIC Manager.		
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 External Affairs Units as necessary.		
Continue to provide regular status updates to JIC Manager.		
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 External Relations Branch operations.		
Demobilization/System Recovery	**Time**	**Initial**
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 JIC Manager with the final status reports upon deactivation of position.		
Submit all final materials and any other documentation to JIC Manager.		
Participate in or provide information for after-action debriefings as requested.		
Conduct post-event evaluation.		
Document/Tools • Supplemental background info/ materials. • Flash drives with JIC and Risk Communication Documents • JIC staff org chart, Job Action Sheets, & Roles/Responsibilities list • CEOC communications directories • Field Maps • Key Contact Lists		

Appendix C: JIC Facility and Equipment Recommendations

A. OVERVIEW

The JIC should present a comfortable and professional working environment that is conducive to complete and thorough staff work. It should have sufficient space and facilities to accommodate the assigned staff, and allow them to work without functional impediments, and should be capable of presenting a positive image to visitors and media representatives. The center should be air-conditioned and equipped with functional lighting. It should be ADA compliant, should be equipped with ramps instead of elevators, and have fully accessible floors. All necessary communications, IT staff, and support equipment should be in place and functional at the time of activation. The center should be a fully automated, on-line facility with a computer available to each member of the center staff. Audio-visual and display equipment necessary to support the mission is a mandatory requirement.

The JIC should have sufficient capacity to interface with the media. These can take the form of briefing rooms, press conference rooms, or interview facilities. Again, these spaces and facilities serve a functional mission to provide information to the media, but they also should be professional in nature so as to create confidence in the mission and viability of the JIC Staff, as well as the messages being promulgated from the center. These facilities should be able to accommodate senior elected or appointed officials when it is necessary for them to conduct press conferences or address the media.

B. FACILITY RECOMMENDATIONS

The following facility features are considered desirable recommendations to support JIC operations.

- Square footage – 4,000 square feet
- Reasonably ready road access from major thoroughfares
- Helicopter pad within three minutes driving distance
- Exterior area and interior security with a controllable entrance
- Backup electrical generator capability with ten days of reserve fuel
- Individual cubicles for each section and branch
- Individual central office of the PIO
- Separate area/room for support equipment (copiers, etc.), and supplies
- A large well-appointed media briefing/press conference room with raised dais and podium
- An area with the capability of serving food to the assigned staff.
- Controlled, designated parking for all dignitaries, staff members, media, with overflow facilities.

- Auxiliary (Backup) generator with thirty days fuel supply, hardwired to identified circuits.

EQUIPMENT RECOMMENDATIONS:

This section lists and describes the equipment recommended to support the JIC. It is divided into the equipment recommended to support the permanent JIC facility, and the equipment recommended to support a temporary/field JIC facility. As equipment requirements may be dependent on the situation, additional support equipment above and beyond these lists may be necessary to ensure successful and effective JIC operations. It is incumbent on all concerned to identify any and all additional equipment requirements to the JIC Manager/Logistics & Liaison as soon as practicable.

PERMANENT FACILITY EQUIPMENT RECOMMENDATIONS:

- **COMMUNICATIONS EQUIPMENT**
  - Telephones (one for each JIC staff member)
  - Speaker phone capability
  - Satellite phone capability
  - Fax capability
  - Scanners capability (programmed to emergency services frequencies)
  - PA systems capability
- **COMPUTERS AND COMPUTER RELATED EQUIPMENT**
  - Computers and wireless computer capability

  For Lead PIO, Gathering, Dissemination and Field Groups:

  - Laptop computers, with Bluetooth, Wi-Fi, wired network capability
- **PRINTERS**
  - Network based laser printers/copiers/fax
  - Large scale printer for maps, graphic displays
  - Color laser printer
- **WIRED AND WIRELESS NETWORK**
  - High speed internet connection
  - Server
  - Network cables
  - Wired router

- Wireless router (802. 1g or n)

- ○ **SUPPORT/OTHER EQUIPMENT.**
    - Auxiliary (backup) generator capability and fuel supply
    - Desks, chairs, and computer stations (for each member/position of the JIC Staff)
    - Stackable chairs (for surge capacity)
    - Copying machines (with collating, stapling, and two-sided copying capabilities)
    - Fax machines with preprogrammed broadcast fax capable
    - Dry erase/magnetic display boards
    - Maps and map display boards – sufficient to cover the OA
    - Portable public address system
    - Group/Unit designator signs
    - Flip charts/with pens, paper, and easel
    - Administrative supplies. (pens, paper, etc.)
    - ICS/NIMS vests with pockets for position title and checklists – **One for Each JIC Position.** Color-coded by Group/Unit.)
    - Position binders with checklists in plastic covers – **One for Each JIC Position.** Color coded by Group/Unit.)
    - Software: Office XP, Adobe Professional, Explorer, and others as required
    - Food and water preparation and storage capacity
    - Microwave oven
    - Hand Tools – **One** basic set

For the Briefing Unit:

- Lecterns
- Audio/video multi-media projector
- Public address system.
- Screens

For the Media Monitoring Unit:

- Desktop computer with related equipment
- TV receiver/monitors with headphone outputs
- Headphones

- Digital video recorders with necessary cables
- National Weather Service/NOAA Weather Alert Radios with batteries and AC power

Appendix D: Media Contacts

DAFN Specific Media:

	Name	Type	Contact Name	Email	Phone Number	Stakeholder Served
1	Disability Matters	Radio Show	Joyce Bender		1-866-472-5788	DAFN
2	Janet's Planet LA	Radio Show	Janet Neal		(310) 672 - 3700	DAFN
3	Los Angeles Radio Reading Service	Radio Show	Kelvin Reese	laradioreading@gmail.com	818–345–2874	DAFN
4	Mother Love	Radio Show	Kennedy Rogers	Kennedy@themotherloveshow.com	626-798-5848	DAFN
5	Joni and Friends Disability Center	Radio Show			818-707-5664	DAFN
6	20 DE MAYO	News Paper	Abel Perez, Editor/Publisher		(626) 401-0425	Spanish Language
7	AL-AKHBAR NEWSPAPER	News Paper	Samer Saba, Editor-in-Chief	alakhbarusa@yahoo.com	(626) 852-2722	Arabic Language
8	AL ARAB Weekly - Deadline: Every Monday	News Paper	Mohammed Kakati	arablosangeles@gmail.com	(818) 244-2722	Arabic Language
9	AL BORDE - Hispanic Media Group	News Paper	Martha De La Torre, Publisher		(323) 837-4058	Spanish Language
10	ARMENIAN LIFE MAGAZINE, USA	News Paper	Appo Jabarian, Publisher / Executive Editor		(818) 241-5777	Armenian Language
11	ARMENIAN OBSERVER	News Paper	Oshin Keshishian Editor / Publisher		(323) 467-6767	Armenian Language
12	ARMENIAN REPORTER, THE	News Paper		news@reporter.am	(818) 955-9933	Armenian Language
13	ASBAREZ ARMENIAN DAILY	News Paper	Apo Boghikian, Editor / Publisher	asbareznews@asbarez.com	(323) 284-9222	Armenian Language
14	BALITA MEDIA	News Paper	Rhony Laigo, Editor	editor@balitamedia.com	(818) 552-4503	Tagalog Language
15	BEIRUT TIMES	News Paper	Michelle Absi, Publisher / Editor	4beirut@gmail.com	(626) 844-7777	Arabic Language
16	BIEN	News Paper	Jytte Madsen, Publisher / Editor-in-Chief	biendk@aol.com	(818) 366-4100	Danish Language
17	CALIFORNIA EXAMINER	News Paper		calexaminer@aol.com	(323) 344-3500	Tagalog Language
18	CAM – NEWS	News Paper	Richard Nhim, Editor	cam-news@hotmail.com	(562) 987-4532	Cambodian Language
19	CHINA PRESS	News Paper	Xiaodong Liu, Editor	reporter@cpwc.com	(626) 281-8500	Chinese Language
20	CHINESE AMERICAN DAILY NEWS	News Paper	Catherine Shih, Managing Editor		(626) 281-8989	Chinese Language
21	CHINESE DAILY NEWS	News Paper	Phillip Yee, City Editor		(323) 268-4982	Chinese Language
22	CONTACTO MAGAZINE	News Paper	Jesus Hernandez Cuellar, Editor / Publisher	newsroom@contactomagazine.com	(818) 241-4073	Spanish Language
23	EASTERN GROUP PUBLICATIONS, INC.	News Paper	Gloria Alvarez, Managing Editor	editorial@egpnews.com	(323) 341-7970	Spanish Language
24	EL AVISO	News Paper	Jose Luiz Ruiz, Editor-in-Chief	elaviso@aol.com	(323) 586-9199	Spanish Language
25	EL CLASIFICADO	News Paper	Alicia Garcia, Editor	elclasificado@elclasificado.com	(323) 278-5310	Spanish Language
26	EL COLOMBIANO	News Paper	Ben Bustillo, Editor / Publisher		(818) 361-3020	Spanish Language

27	EL SALVADOR DIA A DIA	News Paper	Eber Huezo, Editor	diaadianews@yahoo.com	(323) 674-8549	Spanish Language
28	EPOCH TIMES Chinese Newspaper (Daily)	News Paper	Jaclyn Xu, General Manager Debora Cheng, Chief Editor / Senior Reporter	laept@epochtimes.com	(626) 401-1828	Chinese Language
29	FACT MAGAZINE - Monthly - Kalidescope Weekly Deadline: 15 of month First Friday; Weekly: deadline on Friday - Wed. publish	News Paper	Alex Durmashkin, Publisher	factrussia@sbcglobal.net	(818) 377-2100	Russian Language
30	HOLLYWOOD CHRONICLE/ LA CHRONICA	News Paper	Tracey Alexander, Publisher / Editor	hollywoodchron@aol.com	(323) 464-0515	Spanish Language
31	HOY	News Paper	Reynaldo Mena, Editor-in-Chief		(213) 237-3001	Spanish Language
32	IMPACTO USA	News Paper	Jose Fuentes-Salina, Editor		(562) 499-1415	Spanish Language
33	JAPANESE DAILY SUN	News Paper	Ty Makino, Editor / Publisher	jps753@aol.com	(213) 617-3670	Japanese Language
34	KOREA CENTRAL DAILY, THE	News Paper	Sungchan Kim, Editor in Chief		(213) 368-2500	Korean Language
35	KOREA TIMES, LOS ANGELES EDITION	News Paper	Kijun Kwon, Managing Editor	info@koreatimes.com	(323) 692-2000	Korean Language
36	KYODO NEWS	News Paper	Hirotaka Sunada, Bureau Chief		(213) 680-9448	Japanese Language
37	LA OPINION	News Paper	Monica Lozano, Publisher Luis Alvarez, Metro Editor	editorial@laopinion.com	(213) 896-2011	Spanish Language

Appendix E: Forms (SAMPLE)

Joint Information Center
Public Call Sheet

Date: _____ Time: _____ Call Taker:_____

Caller's Name:_____

Caller's organization (if applicable): _____

Phone Number: (Home) _____ (Cell)_____ (Work) _____

Email Address:_____

Information Requested:

_____

_____

_____

_____

_____

Action Taken:

_____

_____

_____

_____

    ❑ Refer to (check as appropriate):

        o Agency PIO (Name and Agency): _____

        o JIC Internal Dissemination Unit Leader: _____

    ❑ Complete

Serial/Control Number: _____

Joint Information Center
Media Call Sheet

Date: _____ Time: _____ Call Taker: _____

Media Outlet: _____

Reporter: _____

Phone Number: (Desk) _____ (Cell) _____

Fax Number: _____ Email Address: _____

Deadline for information: _____

Information Requested:

_____

_____

_____

_____

_____

Action Taken:

_____

_____

_____

_____

_____

❑ Refer to: (check as appropriate)

    o Agency PIO (Name and Agency): _____

    o JIC Internal Dissemination Unit Leader: _____

❑ Complete

Serial/Control Number: _____

JIC 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 _____

Date: _____   *Time:* _____

Document Title: _____

Document Prepared By:

_____   _____ _____

Name   *Agency*   *Title*

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

Approval Parties: (Please obtain approval from all applicable agencies in order.)

Research & Writing Unit Leader:

OK to release as is
Make changes & release.   Make changes & reroute.

_____

Signature   *Date/Time*

Gathering, Writing, Production, Analysis Group Leader:

OK to release as written.
Make changes & release.   Make changes & reroute.

_____

Signature   *Date/Time*

Public Information Officer:

OK to release as written.
Make changes & release.   Make changes & reroute.

Signature   *Date/Time*

Remarks:

Serial/Control Number: _____

Appendix F: Social Media Considerations

LESSONS LEARNED FROM MEDIA ACCESS AUSTRALIA

In order for people with disabilities to use social media it is first necessary to ensure that the consumer has access to assistive technologies that can provide assistance. Examples of assistive technologies can include a screen reader for a person who is blind, an on-screen keyboard for a person with a mobility impairment and the playback of captioned video for a person who is Deaf or hearing impaired. Most popular computers and mobile devices come with accessibility features built-in, or enable free accessibility tools to be downloaded and installed on the device. This chapter provides a summary of the accessibility features freely available on popular computer operating systems and mobile devices. Additional information can also be found in the Online Media section of the Media Access Australia website.

ACCESSIBILITY FEATURES IN POPULAR COMPUTER OPERATING SYSTEMS

The Microsoft Accessibility website, Microsoft.com/enable, has highlighted a variety of accessibility features that can be found in Microsoft products. Current versions of Windows such as Windows XP, Windows Vista and Windows 7 contain many accessibility features which can make computers easier and more comfortable to use. All three versions of Windows include tools that can assist people with a vision impairment such as the ability to adjust the desktop font, icon size and screen resolution, and to change the color theme, the Magnifier screen enlargement application and the Narrator screen reader program. For people who are hearing impaired there are accessibility features such as ShowSounds and SoundSentry, which present a visual equivalent of audio alerts and captioned video playback, and for people with a mobility impairment there are features such as ToggleKeys, which allows someone to press one key at a time instead of having to hold multiple keys to issue a command, and an on-screen keyboard. Although all current versions of Windows have these accessibility features, only Windows 7 provides a full-screen zoom feature in the Magnifier application and predictive text in the on-screen keyboard to assist people with a mobility impairment to type faster. The full-screen zoom component of Magnifier in Windows 7 may be limited depending on which version of Windows 7 is installed. Starter edition does not contain the full-screen zoom feature, but all other versions including Home Premium, Professional and Ultimate contain the feature. The full screen zoom is also not available if a High Contrast color scheme is in use, but this issue can be worked around by inverting a standard Windows 7 theme to create a similar effect. The other significant limitation to the Microsoft Windows platform is its built-in Narrator screen reader. Widely criticized as being ineffective for the needs of people who are blind or vision impaired, alternative screen readers are generally installed in Windows to compensate. One viable free alternative to Narrator Is the NVDA screen reader which provides significantly improved access to all currently supported versions of Windows. Commercial screen readers are also available.

The Apple accessibility website, apple.com/accessibility, has highlighted a variety of accessibility features that can be found in Apple products. The Mac OS X accessibility feature set has remained largely unchanged since the release of version 10.4 Tiger, with minor improvements up to the current

version 10.7 Lion. The Tools in Lion are similar to those found in Windows. Tools that can assist people with vision impairment include the ability to adjust the desktop font, icon size and screen resolution and change the color theme, the Zoom screen enlargement application, support for Braille displays and the VoiceOver screen reader program. For people who are hearing impaired there are accessibility features such as a visual equivalent of audio alerts and captioned video playback, and for people with a mobility impairment there is an on-screen keyboard feature.

MOBILE OPERATING SYSTEMS AND DEVICES

iOS devices including the Apple iPhone and the iPad As highlighted on the Apple accessibility website, recent versions of iOS found on the iPhone, the iPod Touch and all iPad models contain a number of accessibility features. These features include a simplified version of the VoiceOver screen reader, a zoom function, reversible color scheme and captioned video playback. The iPhone 4S also features Siri, a voice-activated assistive tool which people with a mobility or vision impairment have reported as beneficial. Other applications provide a wealth of additional accessibility features designed to support a range of disabilities related to vision, hearing, mobility and learning. One of the main complaints of iOS is that VoiceOver and zoom cannot currently be used at the same time which can make it difficult for low vision users, but a workaround can be created through enabling the 'triple click' feature for VoiceOver, then turning on zoom. This effectively allows the user to toggle between VoiceOver and zoom by pressing the home key three times. One of the benefits of using an iOS device is that most of the popular social media tools have their own app, and the apps are often compatible with the accessibility features of the device.

The Google Android operating system which runs on most non-Apple smartphones and tablet computers does not contain many accessibility features out-of-the-box, but audio feedback tools such as Kickback, SoundBack and the screen reader TalkBack can be quickly installed in devices running Android 2.0 or later. There are many other Android accessibility apps available for vision, hearing and mobility-related disabilities and these apps have recently been showcased in the CNET article How to make Android more accessible to disabled users.

However, while accessibility features can be added to Android devices, very few of the social media apps work with the accessibility tools. As such, Android devices are not recommended at this time as an effective way for consumers with disabilities to access social media.

FACEBOOK ACCESSIBILITY ISSUES

Prior to 2008, the Facebook website was generally considered inaccessible. However, through 2008 and 2009, Facebook worked in conjunction with the American Foundation for the Blind to improve the accessibility of Facebook. While significant improvements were made to the interface, there are still a number of accessibility issues with the primary Facebook website, www.facebook.com.

User feedback received by Media Access Australia and tests conducted by BITV-Test have confirmed that while improvements were made at the time, several years later there are a number of accessibility

issues currently in the primary Facebook website. These accessibility issues are most likely to affect people who have a vision or mobility impairment and include a CAPTCHA during the sign up process, difficulties with keyboard navigation and missing text alternatives. For Deaf and hearing impaired users, videos uploaded to Facebook directly do not support closed captions.

The instructions provided in this manual are designed to help overcome some of the key accessibility barriers and provide additional resources to help if the accessibility issues continue to prevent Facebook access. There is also a quick reference guide that can provide support for the most likely issues including keyboard shortcuts and contacting Facebook support directly.

OVERCOMING FACEBOOK ACCESSIBILITY ISSUES: TIPS AND TRICKS

The research conducted by Media Access Australia and feedback from Facebook users has provided a number of accessibility tips to help you get your Facebook account up and running.

Mobile Facebook website:

Many blind and vision impaired users have found the standard Facebook website challenging and have recommended using the mobile website as an alternative. The web address for the mobile site is m.facebook.com. You can sign up to the mobile website which provides basic Facebook functions through an HTML only interface. It is important to note though that while the mobile website is generally considered more accessible it only provides basic profile editing, messaging, Wall posts and friend searching options.

Facely HD app for iPhone, iPad and iPod Touch:

Media Access Australia has tested a number of Facebook apps, and based on our testing and user feedback, the Facely HD app is one of the best options for people using the VoiceOver screen reader on an iPhone, iPad or iPod Touch. While it has some minor quirks, it performs much better than the website in Safari or the standard Facebook website, and does a good job in reading out and navigating around the essential Facebook features. Facely HD can be purchased from the iTunes store for $0.99. An in-depth user review of Facely HD is available on the AppleVis website.

CAPTCHA issues on sign up:

Another issue highlighted by people who are blind or vision impaired is the use of the CAPTCHA during the sign up process. The CAPTCHA generally consists of one or two words which are difficult to read for people who are blind or vision impaired. There is an audio CAPTCHA that may be worth trying which appears if the visual CAPTCHA is unsuccessful, but many users have reported that this does not work very well depending on which device or web browser is being used for the sign up process. If you are unable to get past the CAPTCHA, Facebook provides specific support for assistive technologies. Their contact information is listed below.

Additional keyboard shortcuts:

The Facebook website has a number of additional keyboard shortcuts that let you quickly navigate between the Help, Home, Profile, Friends, Inbox, Notifications, Account Settings, Privacy and About sections. The keyboard shortcuts vary slightly between web browsers and a full list of commands can be found in the Quick Reference section.

Finding friends if you can't see their photo:

A number of people who are blind or vision impaired have provided tips on how to find friends if you are unable to see their photo. Firstly, when you search for a name, it is likely that the first search results will be people who live closest to you or with whom you have friends in common and are therefore more likely to be the correct person. There is also often information relating to the city and country where the person lives which can also be helpful. The biggest tip though is not to be afraid to Friend someone. If it turns out not to be your friend, they simply won't accept your request.

Adding a caption to Facebook photos For people who are blind or vision impaired, adding a caption to a photo will enable screen readers to read out information about the photo. To add a caption:

1) Go to your Home page.
2) Select the 'Photo' option.
3) Select the album that has the photos you wish to add captions to.
4) While viewing a photo, select the 'Add a caption' option located beneath the photo.
5) Enter the text you wish to use to describe the photo in the box provided.
6) Select the 'Save' button.

Caption support for Facebook video:

Unfortunately there is no support for captions when videos are uploaded to Facebook. People who are Deaf or hearing impaired have suggested that if you want to share a video, upload it to YouTube and caption it there, then put the link to the clip on your Wall. The video will then embed with the 'cc' icon highlighted in red.

Navigation landmarks:

While many accessibility issues are present on the Facebook website, here is some navigation help available if you are using a recent version of a screen reader and web browser. WAI-ARIA landmarks provide additional accessibility information, and the Facebook website has some WAI-ARIA landmarks set up. This means that a screen reader is likely to read out more information and provide additional help in navigating between the Facebook functions. Further information on WAI-ARIA and the screen readers that support it can be found on the Media Access Australia website.

YOUTUBE ACCESSIBILITY ISSUES

Since YouTube was first launched in 2005, the website has been criticized for its lack of accessibility. In particular, the criticism was focused on its challenging interface for keyboard users and its lack of captioned content. While keyboard issues remain with the website today, the captioning issue was addressed by providing playback support for closed captioned video allowing users to upload caption files in Subviewer (.sub) and Subrip (.srt) formats. While the inclusion of closed captions was a significant step forward in accessibility, it still required users to create their own captions. This issue was also addressed when YouTube announced in March 2010 the creation of an automated caption service. This allows users to upload their videos then submit them to Google for captions to be automatically generated using voice recognition software and then incorporated into the video approximately 24 hours later. While the quality of the captions is often inaccurate to the point of humour, the captions can be easily modified using a free caption editing tool.

The instructions provided in this manual are designed to help overcome some of the key accessibility barriers and provide additional resources to help with the issues which continue to prevent YouTube access. There is also a quick reference guide that can provide support for the most likely issues including links to accessible YouTube video portals, free captioning software and how to contact YouTube support directly.

While a number of web accessibility issues remain on the website, it is expected that as technology improves these will be resolved.

## OVERCOMING YOUTUBE ACCESSIBILITY ISSUES: TIPS AND TRICKS

The research conducted by Media Access Australia and feedback from YouTube users has provided a number of accessibility tips for watching YouTube videos, turning on captions and including captions in personal videos.

Accessible YouTube players People with a vision or mobility impairment who rely on a keyboard are likely to find the standard website www.youtube.com challenging. Fortunately there are a number of other YouTube portals that have been created that allow you to access the videos using keyboard shortcuts. YouTube alternative viewing portals include:

- Accessible YouTube
- Easy YouTube
- Accessible Interface to YouTube

Note that while all three YouTube players are accessible by keyboard, only Accessible YouTube provides support for closed caption playback.

Using YouTube on the iPhone, iPad and iPod Touch:

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Due to the lack of Flash support on its devices such as the iPhone, iPad and iPod Touch, playback of YouTube clips on these devices is mostly limited to the built-in YouTube app or the mobile YouTube website, m.youtube.com. User feedback has indicated that the YouTube apps in Apple and Android devices are far more accessible than the YouTube mobile website, and aside from some occasional quirks with comments, the YouTube app is an effective option.

CAPTCHA issues in creating a YouTube account

A major issue highlighted by people who are blind or vision impaired is the use of the CAPTCHA during the account creation process. The CAPTCHA generally consists of one word which is difficult to read for people who are blind or vision impaired. There is an audio CAPTCHA that may be worth trying but many users have reported that this does not work very well. If you are unable to get past the CAPTCHA, contact YouTube directly.

Turning on captions when watching videos:

If captions are available, they can be toggled on or off by selecting the 'CC' button. The button is located just under the bottom-right area of the video.

Requesting autocaptioning for your YouTube video:

YouTube has the ability to automatically caption videos that contain English using its own speech recognition software. While the captions may not be entirely accurate, it can save a lot of time and the file that contains the captions can be downloaded for editing. To request YouTube to caption your video:

1) Sign into your YouTube account. Instructions on how to create a YouTube account are discussed later in this manual.
2) Upload your YouTube video. Instructions on how to upload a YouTube video are discussed later in this manual.

In the Captions and Subtitles pane, select the 'Request Processing' option.

1) Periodically check to see if the captions have been added. The process generally takes 24 hours but may take longer.

Downloading YouTube captions for further editing:

Once your YouTube video has captions, you may wish to download the captions and use an editor to tidy them up.

To download the captions:

1) Sign into your YouTube account. Instructions on how to create a YouTube account are discussed later in this manual.

2) In the Captions and Subtitles pane, look for the track you wish to download. If you have used automated captions, it may be called 'English: Machine Transcription'. Select the Download button next to that track.

3) A file called 'captions.sbv' will be downloaded and saved to your device. This is a text file that contains the captions and timecode information which can be used in other captioning software

Creating or editing captions for YouTube video

If you wish to create captions for your video from scratch, or you would like to edit your existing YouTube captions, there are a number of free tools which can help:

• Overstream: a popular webbased captioning tool
• CaptionTube: a web-based captioning tool designed specifically for YouTube
• MAGpie: a free Windows application from the National Center For Accessible Media Tutorials on using Overstream and CaptionTube can be found at their respective websites.

Uploading captions to YouTube:

To upload a caption file to your video: 1) Sign into your YouTube account. Instructions on how to create a YouTube account are discussed below. 2) In the Captions and Subtitles pane, select the 'Add captions' option. 3) Select the 'browse' option and locate the captioned file. 4) Select 'Upload File'. There are additional tutorial videos in the Quick Reference section below.

TWITTER ACCESSIBILITY ISSUES

Given that Twitter is mostly text based, it should be a very accessible medium. However, the website of twitter.com has been widely criticised for its inaccessible interface. In research by Denis Boudreau published on Accessibilité Web, Twitter was rated as the worst website among the popular social media tools when assessed against the Web Content Accessibility Guidelines 2.0. Issues include inconsistent layout, lack of keyboard navigation options and font size issues. As a result, an alternative Web portal to Twitter was created independently to address the issues called Easy Chirp. A full list of the accessibility issues found on the main Twitter website and how Easy Chirp addresses them is available on www.easychirp.com/features.

OVERCOMING TWITTER ACCESSIBILITY ISSUES: TIPS AND TRICKS

The research conducted by Media Access Australia and feedback from Twitter users has provided a number of accessibility tips to help you get your Twitter account up and running.

Easy Chirp – an accessible website for using Twitter

If you are unable to use the main Twitter website due to its many accessibility issues, you may want to try using the Easy Chirp website www.easychirp.com. This website operates in a similar way to the main Twitter website but provides a more consistent layout, good keyboard navigation and better support for assistive technologies such as screen readers.

Mobile Twitter website

In addition to Easy Chirp, many blind and vision impaired Twitter users have recommended using the mobile website. The web address for the mobile site is m.twitter.com. This allows you to perform a limited number of Twitter-related tasks through a simplified interface.

Twitter apps for iPhone, iPad and iPod Touch Media Access

Australia has tested a number of Twitter apps and based on our testing, user feedback and reviews from AppleVis, there are many Twitter apps available for iOSbased devices. Apps include the main Twitter app itself, Twitterrific, Twittelator for iPad, Tweetosaurus, Tweetero and TweetListPro.

Accessibility hashtags

You can join in popular accessibility discussions by using the #a11y and #axs hashtags and participate in broader disability discussion using #disability.

Twitter support and contacting Twitter directly

Additional support can be found at the Twitter Help Center, support.twitter. com, which contains a large amount of tutorials and information on how to make the most of Twitter. It is also possible to contact Twitter directly.

Community support for consumers with disabilities on Twitter

Twitter can also be a useful tool for quickly sending a short message to organizations that support people with disabilities.