Mariposa County Joint Information System / Center Plan

September 30, 2011

I.   Purpose

Gathering, producing, and disseminating emergency information in a multi-agency response requires a well organized, coordinated process. Sharing this information and delivering pertinent information to the public as a collaborative effort is the Joint Information System (JIS). The Mariposa County Joint Information Center (JIC) is a physical location where Public Information Officers (PIO)s from organizations involved in incident management activities, utilize the National Incident Management System (NIMS) to work together in conjunction with the Emergency Operations Center (EOC) and/or the incident commander to provide critical emergency information, crisis communications, and public affairs support. The Mariposa County JIC serves as a focal point for the gathering, verifying, coordinating and disseminating of information to the public and media concerning incident response, recovery, and mitigation. The Mariposa County JIC structure is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident. The goal of the JIC is to "get the right information to the right people at the right time."

II.   Situation and Assumptions

A. Situation

   1. Many hazards may necessitate the activation of Mariposa County's Joint Information System (JIS), including civil disturbances, hazardous materials events, large-scale loss or shortage of essential public services, fires, floods, health emergencies, air pollution emergencies and severe weather events.
   2. Several agencies in Mariposa County such as Mariposa County Sheriff's Office, Mariposa County Fire Department, Mariposa County Human Services Department, and Mariposa County Health Department, may have established public information programs, personnel and/or protocols.
   3. Large emergencies or disasters may attract regional and national media representatives. These outside media representatives will have little or no knowledge of local media working relationships. As such, a clearly identified JIS and JIC are necessary.

B. Assumptions

   1. During emergency situations, the general public and media will demand information about the emergency situation and instruction on proper self-protection actions.
   2. The media, particularly television, internet, and newspapers, will perform an essential role in providing emergency instructions and the most current information to the public. Depending on the severity of the emergency (or the media's perception of the severity of the emergency) regional and national

media may also cover the story and demand information and comment from local officials.

3. Depending on the severity of the incident, telephone communications may be sporadic, interrupted or impossible. The JIS must be flexible enough to continue providing effective information during these situations.

4. A JIC operation will pool the assets so that each individual agency will have far greater resources than if it is functioning alone.

5. An activated JIC will disseminate information to the public faster, more accurately, more thoroughly, and with less risk of conflict.

III.   Scope

The Mariposa County Joint Information Center (JIC) will be established in conjunction with the Mariposa County Emergency Operations Center (EOC).

Under the EOC, the JIC is led by the event appointed Lead Public Information Officer (PIO). Lead PIOs are determined by the Incident or Unified Commander(s) and is based on jurisdictional authority for the incident and/or delegation of the jurisdictional authority of the incident.

The Lead PIO has four primary responsibilities:

- To gather and analyze incident data. This involves understanding how an Incident operates and developing an effective method for obtaining up-to-date information from appropriate Incident Sections.
- To verify information. That is, to serve as the source of accurate and comprehensive information about the incident and the response to a specific set of audiences.
- To coordinate a consistent message for each incident. This involves employing techniques for obtaining community feedback to provide response agencies with insight into community information needs.
- To disseminate the information to the public. The JIC will use various communication methods to meet the goals of timeliness and effectiveness.

The Lead PIO is also responsible for ensuring effective information flow and meets the expectations of various audiences when multiple organizations come together to respond to an emergency or to manage an event. The Mariposa County JIC is a centralized "communication hub" that serves to achieve communication goals of the incident.

IV. Pre-Incident Activities

A. Communication Strategy

A list of media agencies are established and maintained to ensure contact information is available for the incident. (*See: Appendix 1 – Media Contacts*)

It is critical to identify the types of information delivery systems to the public and to use the best strategy to meet the needs of the incident. Understanding media deadlines is critical for proper JIC function. Listed below are types of delivery systems available in Mariposa County:

- Posters
- Brochures
- Radio
- Television
- Newspapers
- Email
- Websites
- Social Media
- Community Meetings
- Incident Poster Boards
- News Conferences

Timelines, accuracy, and knowledge of the incident assure that the media will recognize the JIC as the source of information for the incident.

Allowing the media access to visual images, providing a location for interviews, and providing a spokesperson to get the message out is critical to success of the operation.

B. JIC Needs

1. Facilities

   a. Mariposa County Fire Training Room
   b. Mariposa County Human Services Conference Room
   c. Mariposa County Health Department Conference Room

2. Equipment and Supplies
   a. Television with local and national news capability
   b. AM/FM Radio

    c. Incident Radio (Scanner is sufficient)
    d. At minimum 4 phones with multi-line system, dedicated lines, and one phone with secured line.
    e. At minimum 4 internet capable computer systems with County LAN Access.
    f. At minimum 1 associated computer system must have Microsoft office capability including Microsoft Publisher
    g. Satellite Phones
    h. Cellular Phones
    i. FAX Machine
    j. Copy Machine
    k. Scanner
    l. Miscellaneous Office Supplies
    m. Crisis Communications Risk Communication Tool Kit
    n. Back up generator system for electric power to facility
    o. (*See: Appendix 2– JIC Operations, "Joint Information Equipment Checklist"*)

3. Developed Internet Capability

    a. Social Media

        i. Facebook
            1. Mariposa County Information for Emergencies and Disasters

        ii. Twitter
            1. @mariposacountyemergency

        iii. (*See: Appendix 3 – Internet and Social Media*)

    b. County Website

        i. Access to main website www.mariposacounty.org and the ability to alter main page with a pre-templated crisis communications page for incident information dissemination

    c. County Email Account

        i. MariposaCountyInformation@mariposacounty.org

Email Groups will be populated with all available emails for mass dissemination

d. Google Group Host
   (Mariposa County Emergency Group)

   i. Open to community members that would like to post available resources on internet for use by those with needs during a disaster

   ii. Open to community members that would like to post resource needs on internet during a disaster

C. Plan Development and Maintenance

Responsibility for the Mariposa County JIC/JIS Plan – including the appendices, checklists and notification lists – lies with the JIC Committee. The plan shall be maintained and kept current on the following schedule: (*See: Appendix 6 – MOU between JIC Participating Agencies*)

1. Review and update the JIC Plan and associated appendices every three years.
2. Resource inventories/database lists and checklists should be reviewed and updated annually.
3. Verify notification lists each year and submit any changes to the JIC Committee.

D. JIC Staff Composition

i. The JIC Primary Staff will be composed of Mariposa County public safety, emergency, human services and health personnel. In addition to the Mariposa County Chief Administrative Officer (CAO) and a Mariposa County Board of Supervisors representative, a primary and secondary (back up) agency representative from the following agencies: Mariposa County Fire Department, Mariposa County Sheriff's Department, Mariposa County Human Services, Mariposa County Technical Services, and the Mariposa County Health Department will be recruited and/or selected to be Public Information Officers for their respective agencies. (*See: Appendix 6 – MOU Between JIC Participating Agencies*)

ii. Specific to incident response, additional affected and co-response or stakeholder agency appointed PIOs may also integrate into the

JIC as deemed appropriate by the Lead PIO with approval from the Incident or Unified Commander(s).

iii. All appointed JIC Staff will compose a committee led by the appointed JIC Committee Chair and Vice Chair that will meet, at minimum, annually to discuss incidents, update information, review training completion, refresh JIC knowledge and send a test through the emergency information dissemination system. (*See: Appendix 6 – MOU Between JIC Participating Agencies*)

E. Training

i. All appointed JIC Staff will complete the following training as needed (available at www.training.fema.gov or through local courses):

Required training for the Command and General Staff:

• Introduction to the Incident Command System (ICS-100)
http://training.fema.gov/EMIWeb/IS/is100.asp

• ICS for Single Resources and Initial Action Incidents (ICS-200)
http://training.fema.gov/EMIWeb/IS/is200.asp

• Intermediate Incident Command System (ICS-300)
http://www.fema.gov/about/contact/statedr.shtm

• National Incident Management System (NIMS), An Introduction (IS-700)
http://training.fema.gov/EMIWeb/IS/is700.asp

Recommended courses:

• Basic Public Information Officers Course (G-290)
http://training.fema.gov/EMIWeb/EMICourses/E388.asp and
http://www.fema.gov/about/contact/statedr.shtm

• Advanced Public Information Officer (E-388)
http://training.fema.gov/EMIWeb/EMICourses/E388.asp

• Advanced Incident Command System (ICS-400)
http://www.fema.gov/about/contact/statedr.shtm

• National Incident Management Systems (NIMS), Public
Information Systems (IS-702)
http://training.fema.gov/EMIWeb/IS/is702.asp

• National Response Plan (NRP), An Introduction (IS-800)
http://training.fema.gov/EMIWeb/IS/is800a.asp

ii. All appointed JIC Staff will be expected to be proficient in those skills and qualities necessary to create, apply, and distribute information via tactile and/or electronic methods.

F. Exercise Schedule

i. The exercise schedule will consist of Notification tests conducted annually as a component of the JIC Committee annual meeting.
ii. Participation as a JIC/JIS component in functional, full-scale, and table top exercises as developed, where the JIC is a testing component.

V.   Procedures Overview

A. Activation and Demobilization

i. Criteria

1. The opening of or the potential to open the Emergency Operations Center

2. During those events where public information is paramount to mitigation and the responding agency is requesting assistance in disseminating information

ii. Partial Activation (*See: Appendix 2– JIC Operations*)

1. Notification and Information Dissemination

   a. Only those persons and resources necessary to assist in Activation Criteria (2) above will be contacted by the requesting agency

   - May include providing information to JIC committee participants for rapid dissemination only, i.e., AFFECTED AGENCY (creates info) ► JIC AGENCY #1, JIC AGENCY #2, JIC AGENCY #3, etc. ► PUBLIC (This process multiples the dissemination point enhancing message delivery speed.)
   - May include single information blast thru public information components and officers as deemed acceptable by releasing agency, JIC committee, and collaborative agencies

2. Demobilization

   a. All participants will track personnel time cost per incident for possible future reimbursement. *Not all incidents are reimbursed, particularly small scale, local incidents. Participation in partial activation is voluntary, though highly encouraged.

iii. Full Scale Activation

1. Notification

a. All JIC participants assemble at designated location immediately and/or at a pre-established time

b. The Lead PIO notifies the Incident Commander or Unified Commander that the JIC is functioning

c. The Lead PIO notifies the media that the JIC is functioning and provides contact information to include an email address and direct phone number **for media only (*See: Appendix 2– JIC Operations*)**

d. The JIC receives information from the Lead PIO

e. The Lead PIO assigns the JIC Manager position

2. Information Gathering

a. The Lead PIO gathers information thru all available channels and verifies the information with the Incident Commander / Unified Command before updating the JIC.\

b. The Lead PIO ensures an appropriate timeline for message creation, approval, and delivery is received from IC/UC and relayed to the JIC.

c. The Lead PIO delivers all created messages and seeks approval from the IC/UC.

d. The Lead PIO conveys approval from IC/UC to JIC.

e. The JIC Manager ensures all activities related to message creation, message dissemination and rumor control are accomplished in a timely and efficient manner given the situation, circumstances, and staffing levels available to the JIC.

f. The JIC Manager, dependent on operational periods and event, will determine the need for a constantly open JIC versus scheduled openings.

g. The JIC Manager will relay logistical needs, i.e., needs for supplies, personnel, etc… through the Lead PIO.

3. Message Creation

   a. A universal message is created and agreed upon by the JIC

4. Message Dissemination

The message dissemination process is dependent largely on the population one is trying to reach and the urgency by which one is trying to reach them. There are several methods to disseminate messages and each situation or event will determine which methods, as one or in combination with others, will work best.

The four main message disseminating tactics are as follows:

a) web based

- email messaging
- social media (facebook, twitter)
- web page information
(*See: Appendix 3 – Internet and Social Media*)

b) off the grid

- Sandwich Boards
- Bullhorn and Car
- Flyers on bulletin boards
    – Post office
    – Entrance stations
    – Markets
    (*See: Appendix 8 – Community Posting Locations*)
- Fax and/or email via Tourism
    – Hotels
    – B & B's
    – Restaurants
- Simple Message into Rumor Mill (the more simple, the less likely it will be distorted.)
- Radio Scanners: Purposefully broadcasting a public service message over frequently scanned public service frequencies, i.e., Sheriff Dispatch, Fire Dispatch, and Ambulance Dispatch. Usually only considered for extreme events.

- Cal-Trans Electric Signs: located on roadways and in affected communities.
- Ham Radios: Pre-coordinating with HAM Radio groups to establish a plan to deploy HAM Radio Operators to the affected community and Operations Center during emergency events.
- Phone Tree: One person calls two people, two people call four people (like cell division)
    - Community
    - School
    - Churches
- Flyer to go Home from School with Students: Slow, but effective - unless the word "shot" is on it and a child has a sharpee pen.
- Door-to-Door
    - First Responders
    - Police Auxiliary
- Radio PSA's – Public radio stations will convey emergency information when requested.
- Fax Blast: Pre-programmed fax numbers work well as an avenue to disseminate messages over a large group.
- Via City/County Government Agencies: Provide the information to government employees and ask that they share the information with as many people as possible (friends, family, acquaintances) – again, the message must be simple to avoid twisting the information into misinformation.
- Dedicated emergency radio frequency AM/FM: Public must be pre-educated and/or signage displayed throughout the affected area.
- Text message blast: Sending text message over cell phone numbers.
- Electronic Message Boards: Used at schools, fairgrounds, stadiums, etc…

c) by phone

- 966-1133 - When emergency events occur, information is recorded on the line so that the community can call to receive updates. When there are no emergencies, the line has recorded community information from Health, Fire, and Sheriff.
- Answering phone inquiries

- Reverse 911 / Code Red (Sheriff's Office Only)

d) by media

- press releases
- press briefings
- posting information on local television community bulletin boards

(*See: Appendix 4 – Message Development*)
(*See: Appendix 5 – Community Outreach*)

5. Rumor Control

   a. Media
   b. Community

6. Demobilization

   a. As new information decreases and / or becomes stagnant, the JIC Manager in consultation with the Lead PIO may begin releasing active personnel following the event established demobilization processes.

   b. During events where multiple operational periods exist over an extended period of time, and the information continues to change and/or requires frequent rumor control tactics, a change in shift between JIC members may be necessary. The oncoming shift will be briefed by the outgoing personnel respective to their job functions. The outgoing personnel will be demobilized following the event established demobilization processes.

B. Additional Considerations

1. High profile and large events may require additional staff beyond the trained JIC personnel. Requests for additional assistance will be made by the JIC Manager to the Lead PIO. The Lead PIO will then request personnel through the IC/UC. A resource request must include the following information:

   i. Quantity of personnel requested
   ii. Time they will be needed

      iii. Location to report to
      iv. How long they will be needed
      v. What **type** of skills they MUST have (example):
1. typing >40wpm
2. computer graphics
3. web programming
      vi. What type of skills desired for the incident (example):
1. specific trade knowledge
2. technical specialist
3. research proficient

2. It is ultimately important to create a span of control environment of 3-7 personnel per 1 supervisor with 5 personnel to 1 supervisor being the optimal ratio. When additional personnel are added, the original JIC members should be placed into Team Leader positions specific to the task they are assigned (examples are included, however, it is not absolutely necessary to fill all positions and/or the JIC manager may create additional positions as determined to be necessary):

      i. Research and Rumor Control Team Leader
      ii. Media Operations Leader
      iii. Logistics Team Leader
      iv. Internet Information Team Leader
      v. Flier/Brochure Team Leader
      vi. Community Posting Team Leader

C. Integrating with Federal Support
(this section taken from the FEMA *Basic Guidance for Public Information Officers* publication)

Federal support in an incident will operate under the standard operating procedures of Emergency Support Function (ESF) #15. Under the title of External Affairs, ESF #15 integrates and coordinates the functional areas of public affairs, community relations, State, tribal, local, and territorial affairs, the private sector, and congressional affairs. ESF #15 is led primarily by staff from the U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA), but may also be led by personnel from other Federal agencies during specific response scenarios.

During an incident or planned event that requires a coordinated Federal response, DHS/FEMA will contact the affected State, tribal, or

local jurisdictions to identify their public information needs. Based on this information, DHS/FEMA and ESF #15 will support State, tribal and local communications plans with staff and other resources, which may include:

- satellite trucks;
- communications equipment;
- items for a media center such as TVs, computers, podiums, microphones, etc.; and
- personnel

DHS/FEMA encourages Federal, State, tribal, and local entities to work in partnership to ensure effective and efficient emergency information is produced and disseminated. The Department encourages co-locating with the incident JIC, as it facilitates coordination, cooperation, and unified messaging between the Federal government's ESF #15 functions and their counterparts with State, tribal, and local agencies. The following diagram shows the ESF #15 organizations and functions at the field level (figure 3). Each of the six divisions that make up ESF #15 are represented by their own organizational chart; the structure for the JIC and Planning and Products sections are shown, but they are all a part of one large organizational chart that makes up ESF #15. Each division resides in the Joint Field Office (JFO), but the JIC could co-locate with a State-operated JIC if it is not part of the JFO.
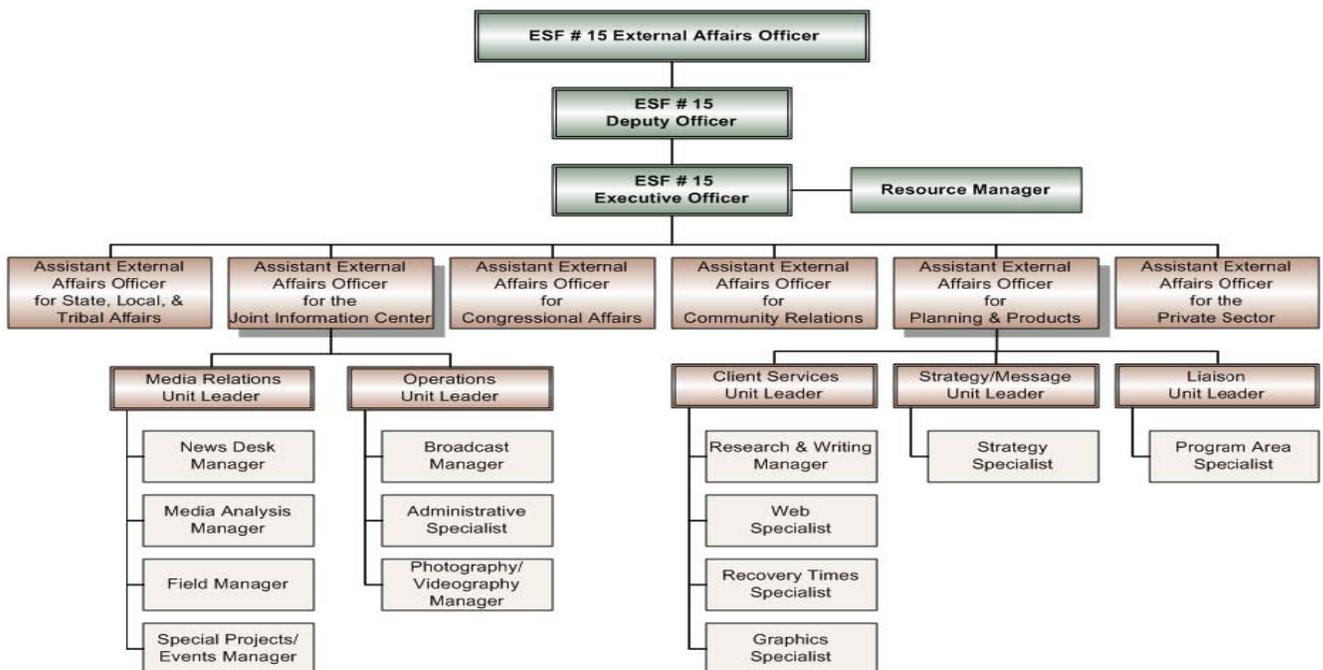
Communications protocols:

Pre-identified incident communications protocols are established and ready for use during large scale incidents and incidents requiring a coordinated Federal response. Two primary tools are described below.

National incident communications conference line (NICCL): The NICCL was created to be a single source of coordination for DHS with all other Federal agencies. It can work as a call-in conference or as an open line that can be monitored 24 hours a day for the exchange of information and updates. It is primarily for Federal-to-Federal information sharing but can also include communicators from the primarily impacted State and local community. Specifically, the NICCL:

- is used for transmission and exchange of information primarily targeted to support senior State and local officials;
- originates with DHS Public Affairs and is an executive call to discuss happening events and their agencies' roles, activities, and response; and
- is typically conducted twice daily, but it could be staffed 24 hours a day and used as an open line for information dissemination if required by an incident.

State incident communications conference line (SICCL): The SICCL was created primarily to bring States together to share information and discuss issues that have an effect on all of them following an incident. This line is typically used during a multiple State disaster such as a hurricane where impacted States may request support from other States. The SICCL is not a 24/7 line. Instead, it is a scheduled conference call, which would be set up as needed to address issues. In summary, the SICCL is:

- used for the transmission and exchange of information primarily targeted to State and local communicators; and
- typically activated with a multiple State incident, and there is need for cross border coordination.

D. Roles and Responsibilities of JIC/JIS

1. *Incident Command / Unified Command*: Appoints the PIO and requests activation of a JIC as soon as possible during those events that will require public information gathering and dissemination. Shares the incident information on a priority basis that all information will be updated continuously

through the event. Approves or suggests changes to created material and messages from the JIC in a timely manner.

2. *Lead Public Information Officer*: Supports the information needs of the response by serving as the liaison between command and the JIC. Establishes, maintains, and deactivates the JIC. The lead PIO also represents and advises the Incident Command / Unified Command on all public information matters relating to the incident.

3. *JIC Manager*: Supervises the operations of the JIC. Executes plans and policies as directed by the Lead Public Information Officer. The JIC Manager provides direction to team leaders to ensure that all functions are well organized and operating effectively.

4. *Research and Rumor Control Team Leader*: Gathers, analyzes and verifies information from all parts of the JIC and Incident by performing the following as needed –

   a. Monitors and analyzes media
   b. Displays information for use in the JIC
   c. Participates in developing consistent messages for the incident and provides information documents to the Media Operations Leader for dissemination
   d. Supports the development and modification of communications and outreach strategy
   e. Assumes the responsibility of JIC Manager as needed

5. *Media Operations Leader*: Disseminates information to the public and ensures that all of the following are performed –

   a. Prepares speakers prior to interviews
   b. Conducts news conferences and town meetings
   c. Sends approved press releases to the media
   d. Implements community outreach activities

6. *Logistics Team Leader*: Participates in development and implementation of the JIC by providing the resources needed to accomplish the JIC goals by ensuring the following –

   a. Identify service/support needs
   b. Prepare and implement plan for mobilization, communication, and demobilization

     c. Provide all support and service requirements needed to facilitate effective and efficient JIC management

     d. Provide facilities, transportation, supplies, equipment, maintenance, food, communication, and computers for the JIC

7. *Internet Information Team Leader*: Disseminates and updates approved information through the following internet based devices –

     a. Mariposa County Website
     b. Mariposa Emergency Facebook Page
     c. Mariposa Emergency Twitter Account
     d. Mariposa County Emergency EMAIL Bank

8. *Flier/Brochure Team Leader*: Creates documents for distribution to the public including community bulletin board fliers, brochures, and posters.

9. *Community Posting Team Leader*: Posts approved fliers, posters, and brochures as needed in pre-designated community locations.

(*See: Appendix 2– JIC Operations*)

VI. Event Procedures Detailed

A. Verify the situation

    i. Get the facts
    ii. Obtain information from additional
    iii. Ascertain information origination and determine credibility
    iv. Review and critically judge all information
    v. Determine whether the information is consistent with other sources in other communities/cities
    vi. Determine whether the characterization of the event is plausible
    vii. Clarify information through subject matter experts (SMEs) if necessary
    viii. Attempt to verify the magnitude of the event and human impact

B. Notification
    i. Conduct JIC Participant's notification and relay determined JIC location

C. Assess and Activate

    i. Continue to gather and check the facts
    ii. Determine who is being affected by the crisis. What are their perceptions? What do they want and need to know?
    iii. Determine what the public should be doing.
    iv. Activate plan to join Joint Information Center (JIC) or begin emergency communication operation
    v. Activate crisis Web site, hotlines and approved materials and fact sheets.
    vi. Activate spokesperson(s)
    vii. Activate media monitoring
    viii. Activate Internet monitoring
    ix. Monitor what is being said about the event. Is the information accurate?

D. Organize Assignments

    i. Determine the current priorities
    ii. Identify subject matter experts
    iii. Decide whether communication should operate 10, 12, 20 or 24 hours a day
    iv. Develop a preliminary assessment of event length

E. Prepare Information

    i.   Determine special populations
    ii. Prepare initial media statement
    iii. Develop event Q&A
    iv. Draft and obtain approval on initial news release
    v.   Confirm media contact list

F. Release Information

    i.   Distribute news release to media contacts via E-mail or blast fax
    ii. Staff hotline (if applicable)
    iii. Upload media materials produced to date to your Web site
    iv. Ensure spokesperson(s) are standing by for potential media inquiries
    v.   Distribute media materials to partner/stakeholder organizations. Establish regular briefing schedule and protocols with them
    vi. Establish regular briefing schedule and protocols for working with the media

G. Update Information

    i.   Send follow-up release with additional event information and details of any scheduled news conferences/media briefings
    ii. Create additional materials including fact sheet and media advisory for news conferences/media briefings, as necessary
    iii. Conduct news conference
    iv. Secure place and determine time
    v.   Notify media of scheduled news conference
    vi. Gather information addressing unanswered journalist questions
    vii. Disseminate additional information
    viii. Send additional information to media, as available
    ix. Continue to monitor media coverage

H. Post-Event Phase

    i.   Obtain feedback and conduct crisis evaluation
    ii. As soon as feasible following a crisis, conduct an evaluation of the organization's response
    iii. Compile and analyze media coverage
    iv. Conduct a "hot wash" (an immediate review of what went right and what went wrong) to capture lessons learned
    v.   Share results within your agency
    vi. Determine need for changes to the JIC/JIS Plan and the crisis and emergency risk communication plan
    vii. Determine need to improve policies and processes
    viii. Institutionalize changes with appropriate training

ix. Revise crisis plan policies and procedures based on lessons learned

x. Conduct public education

1. Once the crisis has subsided, you may need to carry out additional public education activities. Ask the following questions:
   a. What are the public's perceptions and information needs related to the crisis?
   b. Do you need to focus on "worried well" (psychosomatic) individuals and other mental health messaging?
   c. Do you need to update your community on the crisis status through town hall meetings, flyers or other outreach activities?

xi. Measurement

1. Include several benchmarks and measurement devices to evaluate the JIC work and compare them to the original goals and objectives. Keep in mind that these measurement devices are more likely to be quantitative rather than qualitative and can be used in order to conduct an effective evaluation.

2. <u>Sample Measurement</u>:

   - Time measured from information receipt to initial dissemination.
   - Amount and quality of media coverage (i.e., were the messages consistent and did they come across in coverage?)
   - Number of calls to the hotline or number of hits on the Web site.
   - Quality of documented feedback from target audience (i.e., were the majority of people informed and calm or ill-informed and panicked?).
   - Number of stakeholders/partners communicated with and quality of relationship.
   - Web site hits or visits via other social networks.

3. All measurements and feedback must be documented and submitted to the Event Planning Section as the event closes so that the good practices and improvement needs may be documented accordingly in the After Action Review and Improvement Plan Process.

List of Appendices

Appendix 1 – Media Contacts

Appendix 2– JIC Operations

Appendix 3 – Internet and Social Media

Appendix 4 – Message Development

Appendix 5 – Community Outreach

Appendix 6 – MOU Between JIC Participating Agencies

Appendix 7 – Confidentiality and HIPPA

Appendix 8 – Community Posting Locations

Appendix 9 – EMAIL Group Contact List

Appendix 1

Media Contacts

MEDIA - ENGLISH

CONTACT NAME	FACILITY	PHONE # /FAX #	E-MAIL	MAILING ADDRESS
MARIPOSA:				
MARIPOSA GAZETTE DEADLINE: PRIOR WEEK - WEDNESDAY 5 PM	**MARIPOSA GAZETTE**	OFFICE - 966-2500 FAX - 966-3384	mariposagazette@sti.net mariposagazette@mariposagazette.com	P.O. BOX 38 MARIPOSA
SIERRA SUN TIMES DEADLINE: SAME DAY	**SIERRA SUN TIMES**	OFFICE - 742-4136 NO FAX	sst@goldrushcam.com	
SIERRA MOUNTAIN TIMES	**SIERRA MOUNTAIN TIMES**		editor@sierramountaintimes.com	
DODIE HARTE, OWNER DEADLINE: 15TH MONTH - PRIOR MONTH	**YOSEMITE HIGHWAY HERALD**	OFFICE - 962-7425 FAX - 962-7717	kseaton@yosemitehwyherald.com	P.O. BOX 462 BIG OAK FLAT, 95305
FOOTHILL EXPRESS DEADLINE: FRIDAY BEFORE NEXT PUBLISHING DATE WHICH IS 1ST & 3RD THURSDAY OF MONTH - SEE WEBSITE FOR 2011 DEADLINE DATES	**FOOTHILL EXPRESS**	OFFICE - 878-0300 FAX - 878-0400	djwick@foothillexpress.com djwick@lakedonepedro.net	5695 DONKEY LANE COULTERVILLE, 95311
DISCOVERER **LAKE DON PEDRO**	**DISCOVERER** **LAKE DON PEDRO**	OFFICE - 852-2312 FAX - 852-2771		
MERCED:				
MERCED SUN STAR	**MERCED SUN STAR**	OFFICE - 722-1511 FAX - 384-2226	hvanderveen@mercedsun-star.com	3033 G ST., 95340 P.O. BOX 739 MERCED, 95341
KAMB 101.5 FM	**KAMB 101.5 FM**	OFFICE - 723-1015 FAX - 723-1945	sally@hrvr.com kamb@celebrationradio.com	90 E. 16TH ST. MERCED, 95340
KUBB COUNTRY - 96.3 FM	**KUBB COUNTRY - 96.3 FM**	OFFICE - 383-7900 FAX - 723-8461		510 W. 19TH ST. MERCED, 95340

12/22/2011

MEDIA - ENGLISH

CONTACT NAME	FACILITY	PHONE # /FAX #	E-MAIL	MAILING ADDRESS
KABX 97.5 FM	KABX 97.5 FM	OFFICE - 723-2191 FAX - 383-2950		1360 W. 18TH ST. MERCED, 95340
TUOLUMNE:				
SONORA UNION DEMOCRAT	SONORA UNION DEMOCRAT	OFFICE - 532-7151 FAX - 532-5139 NEWSROOM - 532-6451		84 S. WASHINGTON ST. SONORA, 95370
MADERA:				
SIERRA STAR	SIERRA STAR	OFFICE - 559-683-4464 FAX - 559-683-8102	editorial@sierrastar.com	P.O. BOX 305 OAKHURST, 93644
KAAT - 103.1 FM	KAAT - 103.1 FM	OFFICE - 559-683-1031 FAX - 559-683-5488		40356 OAK PARK WAY OAKHURST, 93644
FRESNO:				
FRESNO BEE	FRESNO BEE	OFFICE - 559-441-6111 OR 800-877-3400 FAX - 559-441-6434	www.thefresnobee.com	1626 E ST. FRESNO, 93786
KFSN - CHANNEL 30	KFSN - CHANNEL 30	OFFICE - 559-442-1170 FAX - 559-233-5844 PR - 559-266-5024		1777 G ST. FRESNO, 93706
KSEE 24	KSEE 24	OFFICE - 559-454-2424 FAX - 559-454-2496		5035 E. MCKINLEY AVE FRESNO, 93727
KMPH - CHANNEL 26	KMPH - CHANNEL 26	OFFICE - 559-252-5900 FAX - 559-454-2496		5111 W. MCKINLEY AVE FRESNO, 93727

12/22/2011

MEDIA - ENGLISH

CONTACT NAME	FACILITY	PHONE # /FAX #	E-MAIL	MAILING ADDRESS
KAIL TV UPN 53	KAIL TV UPN 53	OFFICE - 559-299-9753 FAX - 559-299-1523		1590 ALLUVIAL AVE. CLOVIS, 93611
FRESNO:				
KGPE - CHANNEL 47	KGPE - CHANNEL 47	OFFICE - 559-222-2411 FAX - 559-490-0097 PR - 559-225-5305		4880 N. 1ST ST. FRESNO, 93726
KMJ RADIO 580 AM	KMJ RADIO 580 AM	OFFICE - 559-490-5800 FAX - 559-490-5878		1071 W. SHAW AVE. FRESNO, 93711
KISS COUNTRY - 93.7 FM	KISS COUNTRY - 93.7 FM	OFFICE - 559-490-5800 FAX - 559-490-4123		1071 W. SHAW AVE. FRESNO
STANISLAUS:				
MODESTO BEE	MODESTO BEE	OFFICE - 578-2028 800-776-4237 FAX - 578-2207	mrandazzo@modbee.com	1325 H ST. MODESTO, 95352
KVIN 92.0 AM	KVIN 92.0 AM		theriver@KRVR.com	CERES
SACRAMENTO:				
SACRAMENTO BEE	SACRAMENTO BEE	OFFICE - 916-321-1000 OR 916-321-1020 FAX - 916-321-1109	metro@sacbee.com	2100 Q ST. P.O. BOX 15779 SACRAMENTO, 95852

12/22/2011

MEDIA - SPANISH

CONTACT NAME	FACILITY	PHONE # /FAX #	E-MAIL	MAILING ADDRESS
FRESNO:				
KFTV - CHANNEL 21 (SPANISH)	KFTV - CHANNEL 21 (SPANISH)	OFFICE - 559-222-2121 FAX - 559-222-2890		3239 W. ASHLAN AVE. FRESNO
KNSO TELEMUNDO 51 (SPANISH)	KNSO TELEMUNDO 51 (SPANISH)	OFFICE - 559-252-5101 FAX - 559-252-2747		30 RIVER PARK PLACE WEST SUITE 200 FRESNO, 93720
KSJV 91.5 FM RADIO BILINGUE	KSJV 91.5 FM RADIO BILINGUE	OFFICE - 559-455-5777 FAX - N/A	www.radiobilingue.org	5005 E. BELMONT AVE. FRESNO
KMMM 107.1 FM RADIO AMOR	KMMM 107.1 FM RADIO AMOR	OFFICE - 559-497-1100 FAX - 559-497-1125		1110 E. OLIVE AVE. FRESNO
LA BUENA 105.1 FM	LA BUENA 105.1 FM	OFFICE - 559-497-1100 FAX - 559-497-1125		1110 E. OLIVE AVE. FRESNO
RADIO GUADALUPE	RADIO GUADALUPE	OFFICE - 559-454-1300 FAX - 559-453-2430		2125 N. BARTON AVE. FRESNO, 93703

12/22/2011

Appendix 2

JIC Operations

Primary Contacts

Agency	**Name**	**Contact Information**
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other

Notification Contact Information   **NOT FOR PUBLIC DISTRIBUTION**

Alternate Contacts

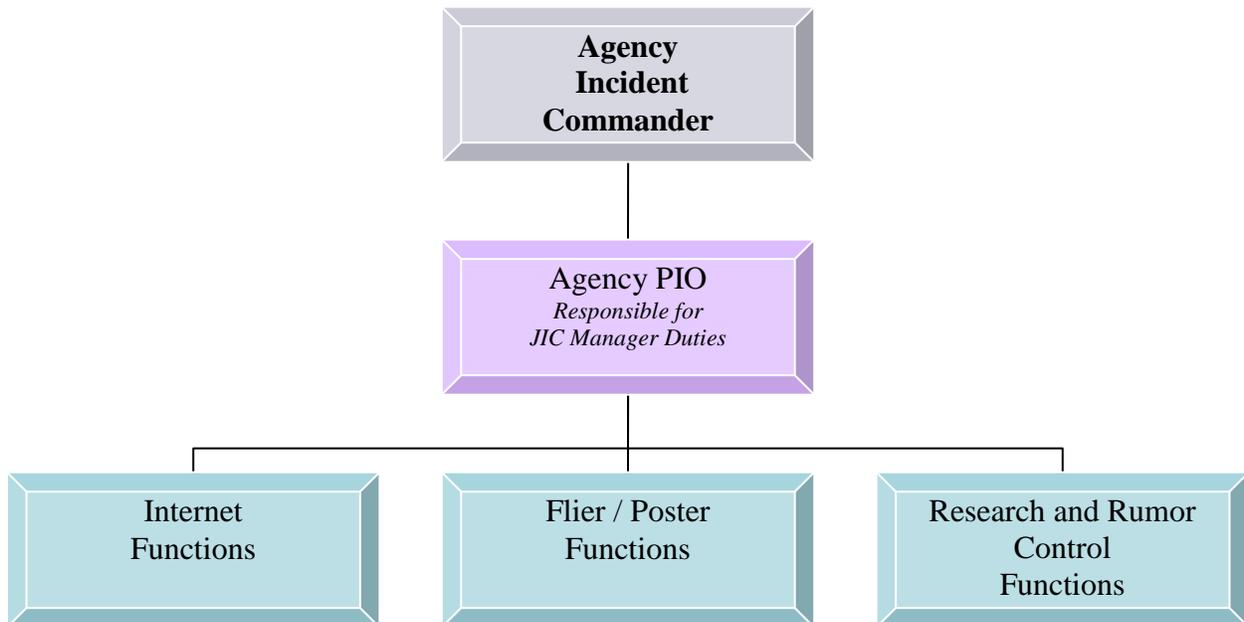| Agency	Name	Contact Information
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other
		Office Cell Home Other

Dedicated Phone Listings

phone number for EOC to contact JIC	###-###-####
phone number for MEDIA ONLY to contact JIC	###-###-####
phone number for public calls to call center	Not developed at this time

Organizational Chart
Partial Activation

Partial Activation is considered when an agency, as a result of an unusual occurrence, an escalating situation, or intense media coverage, requests assistance from assigned JIC staff, through their respective agencies, to aid the agency in notifying the public and/or disseminating information rapidly into the community.

Assistance should only be requested for the following reasons:

1. Information must reach the community expediently to preserve health, life, environment, and/or property **AND**
2. The requesting agency's personnel and/or information delivery resources are overwhelmed and unable to complete the tasks in an expedient manner

```
                    ┌─────────────────┐
                    │    Agency       │
                    │   Incident      │
                    │   Commander     │
                    └─────────────────┘
                            │
                    ┌─────────────────┐
                    │   Agency PIO    │
                    │ Responsible for │
                    │JIC Manager Duties│
                    └─────────────────┘
            ┌───────────────┼───────────────┐
    ┌───────────────┐ ┌───────────────┐ ┌───────────────────┐
    │   Internet    │ │ Flier / Poster│ │ Research and Rumor│
    │   Functions   │ │   Functions   │ │     Control       │
    │               │ │               │ │    Functions      │
    └───────────────┘ └───────────────┘ └───────────────────┘
```

Organizational Chart
Full Activation

Full activation requests all pre-designated JIC participants provide services to the JIS relevant to the incident response and mitigation. Full activation occurs as a result of the following situations:

1. The opening of or the potential to open the Emergency Operations Center (EOC). **AND/OR**
2. During those events where *public information is paramount* to mitigation and the responding agency is requesting assistance in disseminating information rapidly through the JIC network.

```
                    ┌──────────────────┐
                    │     Incident     │
                    │   Command -      │
                    │    Unified       │
                    │    Command       │
                    └──────────────────┘
                              │
        ┌──────────────┐      │
        │   Incident   │──────┤
        │     PIO      │      │
        └──────────────┘      │
                    ┌──────────────────┐
                    │   JIC Manager    │
                    └──────────────────┘
                              │
```

| Internet Information | Research and Rumor | Media Operations | Logistics | Flier / Brochure | Community Posting |
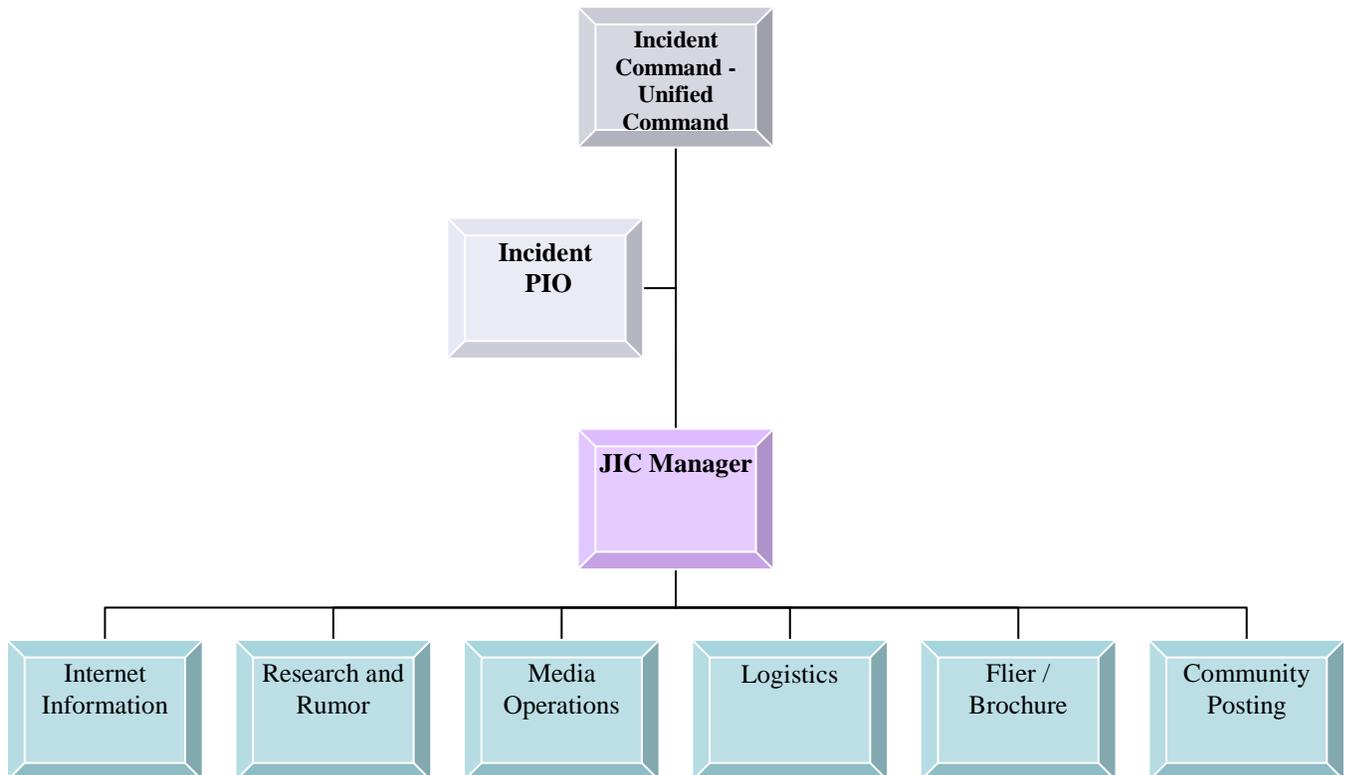
JIC/JIS Staff Meeting Checklist

Date: ____/_____/_____   Time: _____:_____

Staff member	Accomplishments or Assignments
1. Lead PIO	
2. JIC Manager	
3. Research and Rumor Control	
4. Media Operations	
5. Logistics	
6. Internet Information	
7. Flier / Brochure	
8. Community Posting	
9. Other: _____	
10. Other: _____	
11. Other: _____	
12. Other: _____	
13. Other: _____	
14. Other: _____	

Lead PIO
Daily Checklist

❑ Receive briefing from off-going shift (if applicable);

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

❑ Monitor JIC's activities to ensure information strategies are being followed;

❑ Maintain high level of understanding of current situation and response operations by attending incident / unified command post briefings;

❑ Receive approval from incident / unified commander on all information released from the JIC;

❑ Ensure staff in JIC work with the necessary people to obtain the most current information;

❑ Provide incident / unified commander with timely information about external perceptions, concerns and needs regarding the incident and response;

❑ Ensure the speakers for news briefings are well-prepared by the JIC beforehand;

❑ Ensure all the hard work done by the members of the JIC is well documented and delivered to the appropriate places;

**JIC / JIS Manager
Daily Checklist**

❑ Receive briefing from off-going shift (if applicable);

❑ Develop and monitor information operations in support of overall response efforts;

❑ Maintain high level of understanding of current situation and response operations by briefing with lead agency PIO;

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

❑ Monitor any request identified by the incident / unified commander of JIC as "special" (e.g., VIPs, special interest, local issues);

❑ Ensure necessary work space, materials, equipment and personnel are available or requested;

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

❑ Ensure all the hard work done the members of the JIC is well documented and delivered to the appropriate places;

❑ Complete daily log (ICS 214);

❑ Gather staff time sheets, review and submit.

Joint Information Center
Equipment Checklist

X	Item	Department
	Batteries – Multiple sizes	
	Binder clips, various sizes	
	Binders	
	Clipboards	
	CD's or memory sticks	
	Dry erase markers and eraser	
	Easels	
	Extension cords with three prongs, (4) 20-foot	
	File folders	
	Flip chart paper, (4) Pads	
	3-Hole Punch	
	JIC forms and plan, printed and electronic	
	Name tags	
	Paper clips	
	Paper pads	
	Pens/pencils	
	Printer paper	
	Push pins	
	Radio, AM/FM	
	Two way radios	
	Staplers	
	Scissors	
	Tablets	
	Tape, masking, blu, duct	
	Time/date stamp	
	TV and VCR/DVD with antenna and cable cord	
	Video Tapes for recording or digital recording device	
	Whiteboard	
	Laptop computers with LAN Capability	
	Copier/Printer	
	Copier/Printer toner and ink cartridges	
	Digital cameras, still and video	
	Phones: (1) direct line to EOC and (1) Media access only	
	Phone and DSL Cords/cables	
	Power surge protectors	
	Password book	
	Other:	
	Other:	
	Other:	
	Other:	
	Other:	

JIC/JIS INFORMATION RELEASE APPROVAL FORM

Attach Document

Please keep with draft and original release at all times

____ News Release	____ Media Advisory	____ Flyer
____ PSA	____ Fact Sheet	____ Backgrounder
____ Alert	____ Talking Points	____ Other _____

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

Version (circle one):

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

Approval Parties (obtain approval from all applicable agencies):

JIS Member	CIRCLE ONE			SIGNATURE	DATE
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
	OK to release as is	Make changes and release	Make changes and reroute		
Lead PIO	OK to release as is	Make changes and release	Make changes and reroute		
Incident / Unified Command	OK to release as is	Make changes and release	Make changes and reroute		

UNIT LOG	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators	5. Unit Leader (Name and Position)		6. Operational Period

7. Personnel Roster Assigned		
Name	ICS Position	Home Base

8. Activity Log	
Time	Major Events

9. Prepared by (Name and Position)

ICS Form 214

Appendix 3

Internet and Social Media

Creating an Emergency Response Web Site

Most County Governments already have Web sites. Crisis sites, also commonly referred to as dark sites, take on the look and feel of the current Web site, but include special information needed to keep the public, media, partners, and stakeholders informed and updated during an emergency situation.

The framework for a crisis site is created in advance; however, the actual content will depend on the situation at hand. The site itself is designed to lay dormant (not visible to someone visiting your site) until an emergency occurs, at which time it is immediately activated.

When to Post Information
- Emergency information should be posted within one to two hours of activating the JIC for the event.
- Update as frequently as information changes. This could be hourly.

What Information to Include on your Home Page
- Letter from the Event Spokesperson – to acknowledge the event with empathy.
- News about the situation.
- Resources – informational documents, whether original or reached via a link.
- Links – including links to lists, information pages, or home pages of emergency providers if they are updating their websites or have information pertaining to the emergency.
- Emergency contact information – including emergency hotline numbers for the following, as dictated by the nature of the emergency:
    - Cal-EMA
    - CDC
    - Red Cross
    - Immunization information
    - CHP
    - Other hotlines as relevant

Linkage Strategy
Focusing primarily on populating your site with links to already existing material and Web sites, will help get emergency information to the public as quickly as possible. Documents and Web sites should be pre-approved to speed the posting process.

Additional Information to Include

The following categories of information might be necessary in an emergency, and should be evaluated for inclusion as either resources or links:

General Information/Fact sheets:

- Fact sheets on the nature of the disaster.
- Evacuation Information.
- Air safety.
- Food and water safety.
- Other safety tips specific to the nature of the crisis.
- Health precautions.
- Medical repercussions.
- Pertinent hazmat information.
- Helping children to cope.
- Pets and the emergency.
- Recovery: coping in the aftermath of the disaster.
- Cleaning up in the aftermath of the disaster.

Assistance Information:

- Shelter arrangements.
- Where to go for assistance.
- FEMA/Department of Insurance.

Keep in mind that you may want to set up a ListServ on your site so that visitors can sign up to receive updates on information. It is also possible to develop your Web site so that emergency alerts go directly to the site once issued, saving time on updates.

Template Format

Although the nature and the scope of emergencies might change, to keep the Web site simple, one format can be used and then tailored to meet the given priorities of an emergency.

Language Strategy

Although, in principal, all Web-based emergency materials should be available as soon as possible in all key languages in your area, this isn't always practical given constraints of time and manpower. Therefore, an early priority needs to be established in determining which language groups are most immediately affected and have Web access during the crisis. Having template materials translated in advance is extremely important and obtaining pre-approval of an outside translation firm is also highly recommended.

De-activation of your Emergency Web Site

Rather than removing the site when the emergency is no longer present, we recommend revising the Web site and the links to reflect a shift from the emergency phase into the recovery phase. This recovery phase might last as long as a year and the Web site will continue to require regular updating and management in order that it stay relevant. A post-emergency team to oversee the continued Web development should be established either in advance, or at the time that hourly stand-by operations are discontinued.

Social Media

Social media is the use of technology to share information through online networks to stimulate interaction, conversation, and constant communication like never before. Social media encourages information sharing and interactivity and has become an impactful and cost-effective tool for communicating with target audiences. Social media allows you to communicate quickly and efficiently with target audiences to up-to-date information.

Social media can take many forms including Internet forums, instant messaging, podcasts, videos and blogs. Social networks, which are organized systems for communicating and connecting with people online, are one of the most used forms of social media. Examples of social networks include:

- Facebook
- Twitter
- YouTube
- LinkedIn

Sample Outreach Using Social Networks:

Social networks are extremely popular and often used daily by network members.
- Monitor your social networks regularly to ensure that accurate and credible information is being delivered.
- Post links to social networks on your home page and/or crisis site page to drive traffic to your social networking site.
- Post regular updates about the current situation so that followers receive real-time information.
- Post current press releases, videos, podcasts, fact sheets and FAQs on social networks to educate people about relevant information.
- Promote local or statewide hotline numbers regarding crisis on social networks.
- Use social networks to address questions and concerns about current situation.
- Design and post ecards on social networks so that visitors can share them and disseminate information about the crisis.
- Include links to partner Web sites on social networks.

EMAIL BLASTING

The method of email blasting is the process of sending to pre-designated email addresses an email with the emergency information attached and a request that the email recipient forward the email to all personal contacts. Applied and analyzed surveys have proven email blasting as an effective device in providing urgent information in a timely manner – even during power outage situations.

The JIC will have a designated email address account:
MariposaCountyInformation@mariposacounty.org
The account will store email groups as outlined below. Email messages created for an emergency event can be sent to the group email lists en masse as deemed necessary by the JIC. (Ref: Appendix 9 – Email Group Contact List)

Recommendations for sending an email message:

The message subject should include an indication as to the level of urgency of the message: i.e., EMERGENCY, or URGENT, or "NAME OF INCIDENT" INFORMATION ONLY. Thereby enhancing the speed at which the individual receiving the email will respond to the request.

Emergency messages should be reserved for immediate life, health, environment, and property preservation.

Urgent messages should be reserved for unaffected community awareness of a life, health, environment, and/or property threat.

Information Only messages should be used for regular updates of a situation. This message will usually coincide with operational periods, updates to the 966-1133 information line, and website alterations.

EMAIL GROUPS

Advocacy	Employment	Recreational
Building and Construction	Flu Crew	Religious Organizations
Clinics	Hotels, B&Bs, and Vacation Rentals	Red Cross Shelters
Clubs	Local Events	Response Agencies
Community Members	Local Press	Restaurants
Counseling	Mariposa County Offices	Schools
County Supervisors and County Counsel	Miscellaneous	Veterinarians
Daycares	Physicians	Volunteers
Dentist's Offices	Other, please specify	Other, please specify

Information Distribution Request

Emergency   *Urgent*   *Information Only*

1.   Attach Document Message
2.   Check all that apply:

Advocacy		Employment		Recreational	
Building and Construction		Flu Crew		Religious Organizations	
Clinics		Health Department Staff		Red Cross Shelters	
Clubs		Health Officers		Response Agencies	
Community Members		Hotels, B&Bs, and Vacation Rentals		Restaurants	
Counseling		Local Events		Schools	
County Supervisors and County Counsel		Local Press		Veterinarians	
Daycares		Mariposa County Offices		Volunteers	
Dentist's Offices		Miscellaneous		Other, please specify:	
Other, please specify:		Physicians		Other, please specify:	

3.   Deadline to send: Immediate Next Operational Period   With updates

4.   Additional information for email text to include:

5.   Attach information to be distributed and write file name or location of information.

Location of file (if applicable):_____

Appendix 4
Message Development

Developing Your Messages

During a crisis or emergency, it is important that your media spokespersons not just "wing it" when it comes time to relay important information about the event. It is critical that you take some time to prepare and develop key media messages.

To be useful, key media messages must:

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

Consider the following when creating your initial communication to your audiences:

For the general public, **present a short, concise and focused message** (6th-grade level). It's difficult in a heightened state of anxiety or fear to take in copious amounts of information. Get the important facts out first. In time, the public will want more information.

Cut to the chase. State *relevant information only* at this time. Do not start with massive amounts of background information. Do not spend a lot of time establishing yourself or your organization. One sentence should be enough.

Acknowledge uncertainty. Sounding more confident than you are rings false, sets you up to turn out wrong, and provokes debate with those who disagree. It is better to say what you know, what you do not know, and what you are doing to learn more.

Give positive action steps, instead of negatives (i.e., "In case of fire, use stairs," "Stay calm," are positive messages. Negative messages are "Do not use elevator" and "Don't panic.")

Repeat the message. Repetition reflects credibility and durability. Correct information is correct each time you repeat it. Reach and frequency, common advertising concepts, tell us that your message is more apt to be received and acted upon as the number of people exposed to the message (reach) and the number of times each person hears the message (frequency) increase.

Create action steps in three's or rhyme, or create an acronym. There are ways to make basic information easier to remember (e.g., "stop/drop and roll."). Three is not a magic number, but in an emergency, you should expect someone to absorb three simple directions. Research indicates that people will more likely memorize and recall somewhere between three and seven bits of information. It makes sense during the stress of an emergency to ask your audience to remember fewer bits of information. For example, Anthrax is a bacterium that is treated with antibiotics. Anthrax is not transmitted from person to person. Seek medical care if you believe you have symptoms of anthrax: fever, body aches, and breathing problems.

Use personal pronouns for the organization. "We are committed to ..." or "We understand the need for..."

Be careful about speculation. Try to stick to the known facts. Keep in mind that too much speculation weakens your credibility, but also recognize that people want answers. Concentrate on describing the steps in place to get the facts and help the audience deal with the uncertainty while that process goes on.

Treat emotion as legitimate. In a crisis, people are right to be fearful and miserable. Both emotions are at risk of slipping into denial, or escalating into terror or depression, or receding into apathy. To help people bear their feelings, it is important to respect their feelings.

Establish your own humanity. Express your feelings and wishes: "I wish we could give you a more definite answer." Touch upon your family and your reactions to the crisis.

Offer people things to do. Self-protective action helps mitigate fear. Helping victims and their families helps mitigate misery. Giving people things to do will help prevent denial.

Avoid

Technical jargon

- Instead of saying "people may suffer morbidity and mortality," say, "people exposed may become sick or die."
- Instead of "epidemic" or "pandemic," say "outbreak" or "widespread outbreak."
- Instead of "deployed," say "sent" or "put in place."
- Instead of "correlation" say "relationship" (avoid using "cause").

Unnecessary filler – Save background information for news releases or fact sheets.

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

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

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

Humor – Seldom is humor a good idea. People seldom "get the joke" when they are feeling desperate. Humor is a great stress-reliever behind closed doors. Anyone who has responded to emergencies knows that sometimes-inappropriate humor acts as a coping mechanism. Be careful

not to offend others responding to an emergency, even behind closed doors. Be especially sensitive when speaking to the public. One person's attempt at humor may be another's insult.

Special Populations

Generally speaking we refer to a group as a "special population" if it has characteristics that are different and unique from the general population. From a communication perspective, there are challenges in communicating with this group during an emergency. Limitations or disadvantages of special populations might be due to a physical or mental handicap, language barriers, income gaps and other factors. Following are some examples of special populations that are commonly found in California and tips for communicating with these groups.

Limited Literacy

Ninety million Americans, approximately 45 percent of the adult population, are functionally illiterate. This means they are unable to comprehend printed information. When communicating with individuals with limited literacy, be sure to:
- Make sure all information (oral or written) is at a low literacy level (i.e., 6th grade level.).
- Advocate that TV news not only post important phone numbers but also announce them slowly and repeat them frequently for people who cannot read the screen.
- Consider holding public forums where information can be passed on through word-of-mouth, rather than in a written form.

Homeless

Millions of Americans are homeless and lack access to basic methods of communication – televisions, newspapers, radios, etc. When communicating with the homeless, be sure to:
- Disseminate emergency information as flyers or public notices that can be posted in public areas.
- Notify homeless shelters about the emergency and what needs to be done to ensure safety to the general public.

Immigrants and Non-English Speakers (Limited English Proficiency)

More than 35 million adults in the United States speak a primary language other than English. In California, 40 percent of adults speak a language other than English at home. When communicating with non-English speakers, be sure to:
- Have translation services identified in advance of an emergency so materials and information can quickly be translated if an event occurs.
- Identify spokespersons who can address non-English speakers.
- Include non-English messages on emergency hotline numbers.
- Include non-English print, television and radio media on your media distribution lists.
- Be sure that materials targeting non-English speakers take into consideration any cultural sensitivities, including tone, words or phrases used.

Visually Impaired

There are an estimated 12 million blind or visually impaired people living in the United States. Of this number, approximately 1 million are legally blind, which is defined as having a clinically measured visual acuity of 20/200 in the better eye with best correction, or a visual field of 20 degrees or less. When communicating with visually impaired individuals, be sure to:

- Advocate that TV news not only post important phone numbers, but also announce them slowly and repeat them frequently for people who cannot read the screen.
- Identify a Braille translation service so emergency materials can be prepared in Braille.

Hearing Impaired

One in ten Americans is affected by hearing loss or deafness. There are varying degrees of hearing impairment ranging from inability to hear specific sounds to complete deafness. When communicating with the hearing impaired, be sure to:

- Encourage local TV stations to broadcast all news and emergency information in a format that enables hearing impaired individuals to read captions.
- Secure a sign-language interpreter for news conferences, public forums or other events where emergency information is being communicated.

Disabled

A disabled person is someone who has a physical or mental impairment that substantially limits one or more major life activities. When communicating with individuals who are disabled, be sure to:

- Collaborate with local organizations and government offices that assist disabled persons.
- Prepare and disseminate messages that provide information on resources available to help people with mental and physical disabilities in terms of shelter access, transportation and support services during an emergency or event.

Elderly

An elderly person is defined as someone who is 60 years of age or older. Some elderly persons might have hearing or vision problems and others might use a cane or wheelchair. When communicating with the elderly, be sure to:

- Collaborate with local organizations and government offices that assist elderly persons.
- Prepare and disseminate messages that provide information on resources available to help the elderly in terms of shelter access, transportation and support services during the emergency or event.
- Encourage elderly persons to keep a list of emergency contacts and medications so this information is easily accessible in the event of an emergency.

Children

There are nearly 74 million children under the age of 18 living in the United States. More than 9 million live in California. Children are highly inquisitive and intuitive and need to be given information on a consistent basis. When communicating with children, be sure to:

- Recognize that children have information needs just like any other segment of the population. Provide age-appropriate, child-friendly materials in easy-to-understand terms that can be absorbed by children.
- Identify schools, child care organizations and others that serve children to disseminate information.

Worksheet: Special Populations

When developing crisis and emergency risk messages, be sure to consider the following items that will help prepare communication to special populations:

Limited Literacy

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

_____

_____

Homeless

☐ Have you identified strategic locations where information can be posted in an emergency?
☐ List of homeless resources in my area:

_____

_____

Immigrants and Non-English Speakers (Limited English Proficiency)

Do you have a list of languages widely spoken in your area? Please list:

_____

_____

☐ Have you identified a language service you can use in an emergency? If so, please list:

_____

_____

☐ Do you have in-language spokespersons identified in your list of potential
☐ List of other resources needed for reaching immigrants or non-English speakers (limited English proficiency):

_____

_____

Visually Impaired

Have you identified a Braille language service to help prepare emergency materials? If so, please list:

_____

_____

☐ List of other resources needed for reaching the visually impaired:

_____

_____

Hearing Impaired

☐ Have you contacted TV news stations and encouraged them to broadcast all news and emergency information in open caption format?

☐ Have you identified a sign-language interpreter for news conferences, public forums or other events where emergency information is being communicated? If so, please list contact information.

_____

_____

☐ List of other resources needed when communicating with the hearing impaired:

_____

_____

Disabled

☐ Have you included local organizations and government offices that assist people with physical and mental disabilities?

☐ List of other resources needed when communicating with the disabled:

_____

_____

Elderly

☐ Have you included local organizations and government offices that assist elderly persons?

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

☐ List of other resources needed when communicating with the elderly:

_____

_____

Children

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

_____

_____

Sample Key Messages for a Confirmed Event
[Insert County], California

Use the following as a template when developing specific key messages in your county in the event of a confirmed crisis.

1. Response

There has been a confirmed [insert crisis event] in [insert location]. We are working with federal, state and local agencies to take the appropriate steps to ensure the health of residents, employees and others in the affected area.

    a. **Empathy**
    Our thoughts are with the victims and their families.

    b. **Scope**
    At this time it is unclear how widespread this situation may be. We are working with federal, state and local authorities to determine the extent of the situation.

    c. **[Insert county] actions**
    We are working with federal, state and local authorities to ensure that all who have been affected are receiving appropriate services.

2. Risk

The risk to residents in [insert county] is [insert information on risk].

3. Action

The public can play a key role in helping authorities to be alert for additional events or emergencies.

    a. **Be alert**
    If you see an unattended or suspicious package in a public place, call 911 or local law enforcement for additional instructions.

    b. **Seek medical treatment in case of exposure**
    [insert information on recommended actions specific to crisis event].

    c. **For more information**
    For more information on chemical, biological or radiological agents go to www.bepreparedca.ca.gov or http://www.bt.cdc.gov/agent.

Worksheet: Customizing Your Messages

During a crisis or emergency, it is important that your media spokespersons be prepared to relay important information about the event. Use the steps below to develop your key messages for a crisis event.

Step 1:

Determine Your Audience:
- Relationship to event.
- Demographics (age, language, education, culture).
- Level of panic/outrage.

Purpose of Your Message:
- Give facts/update.
- Rally to action.
- Clarify event status.
- Address rumors.
- Satisfy media requests.

Method of Delivering Your Message:
- Print media release.
- Web release.
- Spokesperson (TV or in-person appearance).
- Radio.
- Other (e.g., recorded phone message).

Step 2:

Use the message map below to construct your message with the following components:

Message Map		
Key Message 1	*Key Message 2*	*Key Message 3*
Response	**Risk**	**Action**
Confirm knowledge of the event.	*Let the public know of the risks involved with the current event.*	*Let people know that the public can play a key role in helping keep themselves and their families safe.*
Supporting Fact 1-1	*Supporting Fact 2-1*	*Supporting Fact 3-1*
Express empathy.		*Persuade the public to follow directions.*
Supporting Fact 1-2	*Supporting Fact 2-2*	*Supporting Fact 3-2*
Provide scope of the event.		*Encourage people to seek medical treatment, as needed.*
Supporting Fact 1-3	*Supporting Fact 2-3*	*Supporting Fact 3-3*
State actions being taken by your organization.		*State who to contact for more information.*

Worksheet: Template Press Statement

FOR IMMEDIATE RELEASE

CONTACT: [name of contact]
PHONE: [number of contact]
Date of release: [date]

Two-three sentences describing what happened and expressing empathy on the
situation.

_____

_____

_____

_____

Two-three sentences describing what is currently happening in response to the event.

_____

_____

_____

_____

 Two-three sentences listing protective actions for community and actions that will be
taken in the
 future.

_____

_____

_____

_____

 Contact information, ways to get more information and other resources.

_____

_____

_____

_____

Appendix 5
Community Outreach

Worksheet: Conducting a News Conference

If properly conducted, a news conference can be one of the best ways to update media following a crisis. A news conference should be scheduled only when necessary – when the news is important enough to affect large populations, and when it is appropriate to disseminate urgent information to a group of reporters at one time. Consider the following items when planning and implementing your press conference.

Plan Date, Time and Location (It is advisable to plan the news conference two to four hours after a crisis has occurred, depending on the severity.)

☐ Have you given the media as much advance time as possible?
☐ Have you planned the news conference in a safe venue close to the site of the emergency?
☐ Is the venue safe for the media and does not interfere with recovery and evacuation efforts?

Invite Key Members of the Media to Attend By Sending Out a Media Advisory

☐ Have you made sure the media advisory gives the date, time and location of the conference, the subject to be discussed, the names of the people who will be speaking and a list of languages in which materials will be provided?
☐ Have you placed follow-up calls before the conference to remind reporters about the event?

Prepare the Room

☐ Have you made sure your news conference site includes staging, chairs, podium and microphones and checked to ensure all equipment is working properly?
☐ Have you arranged the room so that reporters can easily get their stories without having to move about?
☐ Is your department/organization's logo clearly visible on the front of your podium or behind the speaker?
☐ Do you have a backup plan for possible glitches?

Provide Media Materials

☐ Have you prepared media kits including any news releases, speaker names or additional materials that will help reporters write their stories?

Be Prepared

☐ Have the main spokespersons rehearsed the key messages developed for the crisis and are they ready to answer questions?
☐ Have you made sure your spokespersons know what the most important information is and how to stay focused, even if asked questions that concern other issues?

☐ Have you discussed in advance which key points will be made by each spokesperson?
☐ Have you designated a moderator in advance of the news conference to keep the conference on schedule, establish ground rules and field reporters' questions?
☐ Have you set a clear end time for the news conference?
☐ Have you made a Spanish-speaking or other appropriate language spokesperson available at the press conference and have you referenced that in your media materials?

Be Thorough

☐ Have you made sure all questions are answered during the news conference? If a spokesperson does not know the answer to a question, make sure a member of the communication team finds the answer after the news conference and makes it available to the reporter at a later date. If possible, allow spokespeople to be available one-on-one with reporters following the conference to answer questions.
☐ Have you designated someone to ask questions during the news conference that reporters may not raise?

Monitor Attendance

☐ Have you asked reporters to check in? This will provide a list of who attended, and more importantly, who did not attend.
☐ For key media personnel who were not able to attend, have you offered them a phone interview with the spokespersons?

NEWS CONFERENCE CHECKLIST

Facilities: Conduct a walk-through before the event and the morning of the event.

_____Site satisfactory
_____Space adequate
_____Security available, if needed.
_____Accessible for physically disabled
_____Parking available
_____Outdoors — grounds in good condition
_____Visuals identified

Equipment: Test equipment before and on the day of the event. Allow time for replacement and know who to contact about equipment problems.

_____Microphone/amplifier
_____Podium
_____Platform/stage
_____Acoustics
_____Visual aids (equipment, screens, easel, charts, etc.)
_____Heat/air (where controls are/how to adjust them if necessary)
_____Video/audio recording equipment
_____Seating arrangements
_____Registration table –*one for press and one for guests*
_____Signage
_____Tables, Chairs
_____Table cloths
_____Logo (s)
_____Timer

Materials: These should all be prepared in advance.

_____Media Sign-in sheets- *name, address, phone numbers, email address, affiliation*
_____Name tags
_____Tent cards for press conference participants if needed
_____Posters
_____Press kits-*have them available at the sign in table for press*
_____Pads and pencils
_____Participant materials- *press kits, releases, etc*.
_____Agenda

Staffing and Set-up: Your staff should be professionally dressed and wearing name tags.

_____Speakers
_____Staff on hand and in place-*station the greeter(s) appropriately*

_____Refreshments/ Water
_____Photographer

Before the Conference

_____Find credible spokespersons
_____Develop key messages
_____Choose an appropriate date
_____Choose a convenient time
_____Identify a site
_____Write a media advisory
_____Develop a media list
_____Fax the media advisory
_____Have your materials prepared
_____Have the site of the conference well prepared

Day of the Conference

_____Review key messages and news conference agenda prior to conference
_____Meet members of the press
_____PIO should introduce the speakers
_____Start promptly
_____Have additional people available to answer questions if needed

After the Press Conference

_____Consider sending thank you notes to the VIPs who attended
_____Distribute the press kit to key media who were unable to attend
_____Monitor the press coverage

Additional News Conference Tips

When to Hold a Press Conference

There are times when a press conference or media event is the best way to broadly deliver important information about your program to the press. They offer the potential for reaching multiple reporters from the broadcast, print, and trade press at a single event. Press conferences can be efficient and exciting. They heighten interest in the story and may even reinforce the natural competitiveness of the press, increasing the prospects of your story being covered. Consider the following points in deciding if you should hold a press conference:

- Is your story newsworthy, timely, and of interest to news-reporting organizations?
- Are there alternative means of delivering your message that would be equally or more effective?
- Does the press conference offer reporters special advantages, such as interesting visuals and hearing directly from experts, key officials, and other important figures?

Successful press conferences invariably involve a great deal of staff time and should not be undertaken without good reason. Even with a strong topic and story, it is not easy to secure press attendance.

How to Prepare Your Spokesperson for the Event

- It is good practice to have a primary spokesperson for your issue. That person should be well prepared for the event and ready to answer reporters' questions. To help your spokesperson:
- Develop a brief statement – under 10 minutes is a good rule-of –thumb – and a set of "talking points" that focus on your key messages.
- Consider using visual aids such as poster-size charts or overheads. If you produce visuals, they should be clear and easily understood, and visible from any point in the press area.
- Anticipate questions and prepare clear, brief answers.
- Provide the statement, "talking points," and Q&As to your spokesperson and anyone else who might be answering questions. (Note: Do not distribute talking points or Q&As; they are for internal use only.)
- Schedule a rehearsal. You may want to have several people there to give it the feel of the actual event, you may want to videotape it to assess and improve the presentation.
- Decide how questions will be handled. If more than one person in involved in the presentation, it is a good idea to have a moderator who is knowledgeable about the participants and can call on the best person to answer each question.

Before the News Conference

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

Choose an appropriate date for the press conference. Make sure your conference doesn't coincide with another news conference or community event.

Choose a convenient time for the press. The best time to schedule a news conference is 10:00 a.m. This allows time in the morning for the assignment editor to review the story options for the day and to assign a reporter to your event. Remember, TV and radio producers need time to edit the story for broadcast, and newspaper reporters need time to write. That's why the morning hours are preferable.

Identify a site for your news conference. Consider parking, security, and photo op needs. Remember that TV tells its story in pictures, so make your site as visually appealing as possible.

Write a media advisory using the "who, what, where, when and why" basics. Keep it brief — a media advisory is not a press release. Include crucial information such as directions, a map, where to enter the building, parking instructions, and what will be addressed at the news conference.

Fax and/or email the media advisory to your list of journalists. Fax it as early as two days before the event and then follow up with a phone call to confirm that it has been received by each newsroom. Fax it again the day before and the morning of the event. Be vigilant about making follow-up calls to sell your story to the assignment editor.

Have your materials prepared and ready to be distributed to the attendees. You should include a press release, a fact sheet and/or brochures, information on your organization, photos, graphs, charts, etc…

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

The Day of the Press Conference

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

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

Start the news conference no later than five minutes after the announced time. Have the speakers present and allow some time for questions and answers. Have the PIO facilitate the Q and A session.

Moderator Script Outline

Welcome to today's (this morning's/tonight's) news conference.

My name is:_____

We will be presenting information on:_____

With us today are:_____

We will begin today with brief statements by representatives of the Incident / Unified Command. Then we will open the floor to your questions.

Because of the on-going response needs, we will be available for _____minutes today.

Our next informational update will be provided at _____.

Following the news conference, staff of the Joint Information Center staff and I will try to help you with any further needs.

Media Sign-In Sheet

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

Public/Town Hall Meetings

The goal of a public or town hall meeting is to inform and/or mobilize a community. Meetings offer an opportunity to share information and possible courses of action. During the meeting the community should be encouraged to ask questions and share comments.

Location

- Hold the meeting in a public, comfortable setting that is easily accessible, well lit, and has adequate parking and seating, especially for persons with disabilities. Depending on the size of your expected audience, a stage and sound equipment may be helpful, but are not essential for the meeting.

Prior to the Meeting

- Create an agenda and set a beginning and ending time for the meeting. Meetings should last from one to three hours. For more information, see the sample agenda below.

- Announce the meeting in local media in advance, if possible. Distribute flyers to community members and groups interested in attending. Clarify that the meeting is not a formal public hearing, but rather a place to exchange information and comments.

- Consider partnering with community leaders to develop and publicize the meeting. Often credibility and trust are issues for multicultural communities, and people are more likely to attend and participate if they feel their representatives are involved.

- Be sensitive to special needs of community members. Consider translations for non-English speakers or sign language for hearing-impaired participants.

- Follow up with media closer to the meeting time to encourage attendance. Send a "media alert," which contains brief information about the meeting date, time, and topic, and/or make phone calls to key contacts.

Sample Agenda:

Time	Speaker	Activity	Purpose [not to be included in printed agenda]
6:00 p.m. – 6:05 p.m.	Spokesperson/ Moderator	Welcome and Opening Remarks	State the purpose of the meeting, outline the agenda and announce procedures for making statements.
6:05 p.m. – 6:20 p.m.	Spokesperson/Panelists	Opening Statement	Present preliminary findings and proposed courses of action. Distribute materials.
6:20 p.m. – 6:50 p.m.	All Participants	Interactive Discussion	Allow community members to ask questions and offer comments.
6:50 p.m. – 7:00 p.m.	Spokesperson/Moderator	Closing	Summarize meeting, list action items and announce where and when the transcript of the meeting can be obtained.

Conducting the Meeting

- Panelists can include Subject Matter Experts, community leaders, and safety and health agency officials. Panelists are not necessary, but can add credibility to the meeting.
- If using a panel and a moderator, the moderator should know the issues and be able to facilitate the discussion.
- Distribute materials, including fact sheets and other materials, for participants to take home.
- Prepare a transcript of the meeting, make the transcript publicly available and announce how it can be obtained.
- Consider audio or videotaping the meeting as a record so you can refer to it to refresh your memory on community concerns, if necessary.

Limitations of a Public Meeting

- It can intensify conflicts rather than resolve controversies. If public meetings have failed in the past, use an alternative method.

TOWN MEETING CHECKLIST

The following checklist should be used in setting up town meetings. Personnel from several units of the JIC (e.g., Lead PIO, Research, Logistics) will play some role in conducting this activity. Risk communication principles note exhibit hall-type town meetings are far more successful than traditional question and answer-type sessions. The PIO Assistant, with input from others, should coordinate for displays, as well as speakers to staff them. The media should be invited to town meetings.

1. Select the appropriate time for the exhibit/town meeting.

    NOTE: The end of the working day is best, although this may conflict with media newscasts. Tuesday and Thursday have proven to generate greater attendance.

2. Select an appropriate meeting format, i.e., open house, audio/visual presentation, panel discussion.

2. Select and schedule an appropriate location.

    NOTE: The location should be easily accessible, with plenty of parking, power and minimal background noise. Provide signage to the specific room.

4. Notify the community of the event with adequate advance notice.

5. Set up exhibits, schedule and conduct speaker preparation and give any assistance with materials for exhibits.

6.   Appoint a town meeting moderator, usually the Lead PIO.

Setting Up A Crisis Hotline

An effective way to answer the public's concerns is through a toll-free hotline. Consider the following when you are planning for toll-free number services or building your capacity in-house.

- Decide between rapid expansion of an existing phone number or a "new" toll-free number that is generated specifically for the emergency.
- Record and refer callers to the new or existing number on the 209-966-1133 recorded message.
- Consider creating hotline scripts in multiple languages so that diverse audience can understand the information. Particularly if the emergency will affect the tourist population. If the hotline is staffed, make arrangements to respond to questions from non-English speakers.
- The service must be able to respond to a large number of calls and operate extended hours.
- The toll-free number must be answered by trained staff that can reassure callers, provide requested information, and/or refer callers as needed. You may consider hiring an outside vendor or partnering with a company who can provide assistance.
- Pre-approved materials on multiple subjects should be easily accessible during an emergency. The following are concerns about pre-developed materials:
  – Materials must be specific to the emergency and the community impact.
  – They must be easy to read and understandable.
  – They must be available in multiple languages based on community needs.
  – They must be field tested for cultural sensitivity and preferences.
- Standards of performance and evaluation should be considered: customer satisfaction, response capacity, accuracy, etc.
- Call managers must be able to quickly integrate new information into their emergency responses.
- Consider using pre-recorded messages as a helpline after the crisis or when staff members are not available.
- Add TTY services for deaf and hearing-impaired or TDD.

966-1133   **NOT FOR PUBLIC DISTRIBUTION**

The pre-established emergency information recorded line can provide information to the public and is as current as the time the recording is created. The recorded message can be accessed by callers in Mariposa County and will support as many phone callers at once to the capability of the entire Sierra Tell phone system.

Once the message is created and approved, the following procedure must be followed to record the message:

***************************Deleted for Security***************************

It is important to record the current date and time of the message at the beginning of the recording so that those calling will know if there have been any updates since the last message.

Also, indicating when the next message update will be provided will prevent unnecessary calling by the public as they look for additional information on the event.

Appendix 6
Memorandum of Understanding between JIC Participating Agencies

Mariposa County Joint Information Center / System
Memorandum of Understanding

A. Mission

It is the mission of the Mariposa County Joint Information Center / System (JIC/S) to provide incident information, designed to support agency(s) having jurisdiction during a large scale event. In addition to the Mariposa County Chief Administrative Officer (CAO) and a Mariposa County Board of Supervisors representative, a primary and secondary (back up) agency representative from the following agencies: Mariposa County Fire Department, Mariposa County Sheriff's Department, Mariposa County Human Services, Mariposa County Technical Services, and the Mariposa County Health Department will be recruited and/or selected to be Public Information Officers for their respective agencies.

B. Scope

The scope of this document applies to all of Mariposa County, except federal lands.

C. Purpose

Incidents within Mariposa County require a standardized management system. All agencies, partners, and stakeholders agree to utilize the National Incident Management System and the California Standardized Emergency Management System for all multi-agency and/or multi-jurisdictional incidents to the varying degree possible.

The Mariposa County Joint Information Center (JIC) is a physical location where public information professionals from organizations and agencies in incident management activities work together in conjunction with the Emergency Operations Center (EOC) and or the Incident Commander to provide critical emergency information, crisis communications, and public affairs support. The Mariposa County JIC serves as a focal point for the gathering, verifying, coordinating, and disseminating of information to the public and media concerning incident response, recovery, and mitigation. The Mariposa County Joint Information System structure is designed to work equally well for small and large situations and can expand or contract to meet the needs of the incident. The goal of the JIC is to "Get the right information to the right people at the right time."

D. Terms

1. This agreement does not supersede, supplant nor is it intended to supersede or supplant any statutory responsibility on any party's part. A party may not and shall not claim or assert that it is relieved of any legal obligation by virtue of the existence of this agreement.

2. This agreement shall remain in effect for a period of one year from the date of execution of the last signatory party. The agreement shall renew thereafter annually. Any party may decline to renew at any time.

3. Each party, shall, at all times, be responsible for its own costs incurred in the performance of this Memorandum of Understanding. During Local, State, and/or Federal Declarations of Emergency, all associated costs incurred by County Government agencies will be provided in the incident preferred format to the appropriate parties for purposes of reimbursement, though reimbursement is not guaranteed.

4. A JIC Committee shall be established and composed of the agency representatives assigned to participate as primary and alternate JIC participants.

5. The JIC Committee Chair and Vice Chair are selected and appointed by the agency department directors the JIC represents and will be responsible for notifying members of the JIC, recording completed training by participants, leading the annual meeting, and working with participants to ensure all maintenance of established internet accounts and JIC equipment remain ready to use at all times.

6. The JIC Committee will meet at minimum once a year to review plans and procedures, practice technique, update contact, media, and stakeholder information, and address any concerns or complaints delivered since the last meeting.

7. The obligations and procedures established under this agreement shall be reviewed annually by the JIC Committee prior to the anniversary of the effective date of the agreement. After said review, the committee shall prepare a written report detailing the change(s) or modification(s). The report, in total or parts thereof, will be proposed for adoption amendments to this agreement and will be adopted only upon unanimous agreement by all signatories.

8. Any party may terminate its involvement in this agreement upon thirty (30) days written notice to the JIC Committee Chair.

9. Any grievance, protest or complaint by any part to this agreement with respect to this agreement shall be made in writing to the JIC Committee Chair who will then present the issue for discussion and resolution to the JIC Committee at the next regularly scheduled meeting.

By signing this document, you indicate your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

_____   _____
Mariposa County Supervisor Chair   **Mariposa County CAO**

_____   _____
Mariposa County Sheriff's Office   **Mariposa County IT Department**

_____   _____
Mariposa County Fire Department   **Mariposa County Health Department**

_____
Mariposa County Human Services Department

Appendix 7
Confidentiality and HIPPA

Confidentiality Policy

Joint Information Committee (JIC) participants are prohibited from:

1. Revealing or confirming health or medical information about an individual.
2. Supplying reporters or other media representatives with information that could lead to the revelation or confirmation of an individual's health or medical information.
3. Supplying reporters or other media representatives with information that identifies—or could lead to the identification of—clients or participants in DSHS programs if such identification is prohibited by constitutional, federal or state law or regulation or by protocol or procedure, unless proper approvals have been obtained.
4. Directly or indirectly contacting such above-described individuals, clients or participants on behalf of reporters or other media representatives seeking interviews or information, unless authorized by the Lead PIO.

In a rural community with a population less than 20,000 persons, it is possible that by releasing the age and sex of an individual there will be enough information to identify the individual locally. It is the purpose of the JIC to provide immediate and necessary information for community safety purposes, not to expound or embellish human interest stories for the media. For this reason, it will be the policy of the Mariposa County JIC to **not** release any personal, identifiable information specifically relating to the affected, whether injured, deceased, or unknown unless the release of such information is 1. Approved by the Incident / Unified Command and the Lead PIO **AND** 2. The release of information will contribute to the improvement of or mitigation of the current emergency as a life, health, and environment safety measure.

We understand, approve, and will follow the confidentiality policy:

JIC Committee Member Signatures:

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

NOTICE OF PRIVACY PRACTICES

THIS NOTICE DESCRIBES HOW MEDICAL INFORMATION MAY BE USED AND DISCLOSED. PLEASE READ IT CAREFULLY.

Medical information is personal, and we are committed to protecting it. Medical information is also very important to our ability to provide quality care, and to comply with certain laws. This Notice describes the privacy practices we follow regarding medical information.

We reserve the right to revise or change the terms of this Notice, and to apply those changes to all medical information.

Patient's Health Information Rights

1. Patients have the right to obtain a paper copy of this notice upon request.
2. Patients have the right to inspect and request a copy of their medical information, with certain exceptions. To inspect or copy their medical records, they must submit a request in writing. They may be charged a fee for copying, mailing or other supplies associated with their request.
3. Patients have the right to request additional restrictions concerning their information.
4. Patients may refuse to get notification by mail.
5. Patients may request an amendment of their information. To request an amendment, they must send a written request to Dr. Charles Mosher at Mariposa County Health Department. They must include a reason that supports their request. In certain cases, we may deny their request for amendment. If we deny their request for amendment, they have the right to file a statement of disagreement with the decision.
6. Patients have the right to request an "accounting" of disclosures we made of their medical information other than our own uses. This request must be in writing and state a time period, which may not be greater than six years.
7. They have the right to request that we communicate with them about medical matters in a certain way or location. For example, they can ask that we only contact them at work or by mail.
8. Patients have the right to be notified in writing of changes to the Notice.
9. Patients have the right to inquire and/or lodge a complaint about our management of their medical information, under the applicable laws. To do so, please contact the Mariposa County Health Department.

EXAMPLES OF HOW WE MAY USE OR DISCLOSE PATIENT INFORMATION

We may use medical information about patients to provide them with medical treatment or services. We may disclose private information about their care to other health care professionals. Different staff may be involved in making a copy of their medical records for a referral to an outside physician. We may also disclose information to their new provider.

The doctors, clinics or hospitals which get this information can use it **only** to:

- Help in deciding what care the patient needs; and
- Call patients to provide additional care instructions.

All of the healthcare entities who ask for and get this information are required by law to keep it confidential and use it only for the reasons listed above.

AS REQUIRED BY LAW

We will disclose medical information about a patient when required to do so by federal, state, or local law. For example, if we reasonably suspect child abuse, we are required by law to report it.

TO AVERT A SERIOUS THREAT TO HEALTH OR SAFETY

We may use and disclose medical information about a patient when necessary to prevent a serious threat to their health and safety, or to the health and safety of the public or another person. Any disclosure, however, would only be to someone who we believe would be able to prevent the threat or harm from happening.

PUBLIC HEALTH RISKS

We may disclose medical information about a patient for public health reasons. These generally include, but are not limited to the following:

- To prevent or control disease, injury or disability
- To report the abuse or neglect of children, elders and dependent adults
- To report reactions to medications, immunizations or problems with products

INMATES

If the patient is an inmate in a correctional facility or under the custody of law enforcement official, we may release information about them to the correctional facility or law enforcement official if necessary to provide them with health care, to protect their health and safety or the health and safety of others, either outside or inside the facility where the patient resides.

OTHER USES OF MEDICAL INFORMATION

Other uses and disclosures of a patient's medical information, not covered by this Notice or the laws that apply to us, will be made only with their written authorization. Patient's may revoke their written authorization at any time in writing.

Distribution List

Incident Name _____   **Operational Period (Date and Time)** _____

Date	Brochures #	Flyer #	DISTRIBUTION LOCATIONS
			49er Club
			49er Market
			5th Street Inn
			A Chu Chu Mi Massage
			Antique store by arts gallery
			Apple Tree Inn
			Art Gallery (downtown)
			Barber Shop (Jay)
			Bear Valley Store
			Best Hardware
			Best Western
			Bootjack Feed Store
			Bootjack Store
			Bountiful Closet
			Boutique by the Creek
			Bug Hostel
			Butterfly Cafe
			CASA
			Castillo's Restaurant
			Cathey's Valley Gas & Food (was Oaks)
			Cathey's Valley Post Office
			Century 21
			Chamber of Commerce
			Charles Street
			China Station
			Chocolate Soup
			Class Consignment
			Coast to Coast Hardware
			Coldwell Banker
			Comfort Inn
			Cooperative Extension Office/Ag Office
			Coulterville Community Center
			County Fire
			Cousin Jack's Music
			Curves
			Daily Real Estate
			Downtown on Boards
			Dr. Barnes DDS

			Dr. Debry DDS
			Dr. Platto
			Dr. Wieg DDS
			El Portal Community Center
			El Portal Post Office
			El Portal Store
			Environmental Health Lobby
			Exit Reality
			Fairgrounds
			Farm Advisor
			Fish Camp Post Office
			Fish Camp Store
			Foster True Value Hardware Store
			Fox's Restaurant
			Fremont House
			Fruit & Nut
			Greeley Hill Store
			Gym – Body Works
			H&R Block
			Happy Burger
			Head Start
			Heritage House
			High County Health Food Store
			Hornitos Post Office
			Human Services
			ICES
			Jantz Bakery
			John C. Fremont Administrative Office (already have)
			John C. Fremont Clinic
			John C. Fremont Emergency Room (already have)
			John C. Fremont Home Health
			John C. Fremont Hospital Admin.
			Kiwanis
			Skate Shop
			Lake Don Pedro Homeowners Association/Community Hall
			Library
			Liquor Store
			Mariposa Art Council
			Mariposa Behavioral Health
			Mariposa County Fairgrounds
			Mariposa County Fire Department Office
			Mariposa Family Medicine
			Mariposa Feed Store
			Mariposa Fire Safe Council
			Mariposa Fruit & Nut / Coffee

				Mariposa Fruit & Nut Company
				Mariposa Gazette
				Mariposa High School
				Mariposa Homes & Land Co.
				Mariposa Indian Health Clinic
				Mariposa Library 50 brochures, 50 bookmarks
				Mariposa Lodge
				Mariposa Lumberyard
				Mariposa Middle School
				Mariposa Photo
				Mariposa Physical Therapy
				Mariposa Post Office
				Mariposa Reality Estate
				Mariposa Safe Families
				Mariposa Shipping
				Mariposa TV
				Martha's Boutique
				Massage
				Master Gardeners (for the Farmers Market)
				Medical Supply (next to Pizza Plus)
				Merced River Water Shed
				Merco
				Merco Credit Union
				Midpines Post Office
				Midpines Store
				Miner Shack Video
				Miner's Inn Restaurant
				Motel 8
				Mother Lode Lodge
				Mountain Crisis
				Mountain Flowers
				Mountain Leisure Properties
				MPUD
				North County (Scope Substation, Community Clubs and Chamber)
				PD Quick Laundry
				Pine Tree Market
				Pioneer Market Admin
				Pioneer Market Store & Pharmacy
				Pizza Factory
				Pizza Plus
				Pony Express Coffee Shop
				Records Stationers
				Red Wagon
				Rite Aid
				River Rock Inn

			Rock shop 7th street
			Sal's Mexican Restaurant
			Savoury's Restaurant
			School District Office
			Senior Center
			Sheriff's Department
			Sheriff's Department Station in Coulterville
			Sherrie's Frame
			Shockley Designs
			Sierra Artist
			Sierra Auto
			Sierra Foothill Homes
			Spitzer's Physical Therapy
			St. Joseph's Catholic Church
			Stage Stop
			State Farm Insurance
			Sugar Pine Restaurant
			Super 8 Motel
			Synchronicity
			Tai Ji Quan
			Take and Bake Pizza
			Tea Shop
			Technique Computer
			Tenaya Lodge At Yosemite
			The Company Store
			The Fremont House
			The Oaks (Cathey's Valley gas station)
			The Vault
			Top Shoppe
			Triangle Market
			True Value Hardware
			Veteran's Affairs
			Visitors Center
			Wawona Community Center
			West America Bank
			WIC
			Wieggle Jewelry
			Windows of the World
			Wine Store
			Woodland Store
			Yosemite Bank
			Yosemite Gifts
			Yosemite Liquor
			Yosemite Medical Clinic
			Yosemite Medical Supply

| | | | Total |

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Document Completed By: _____ (Posting Unit Leader)