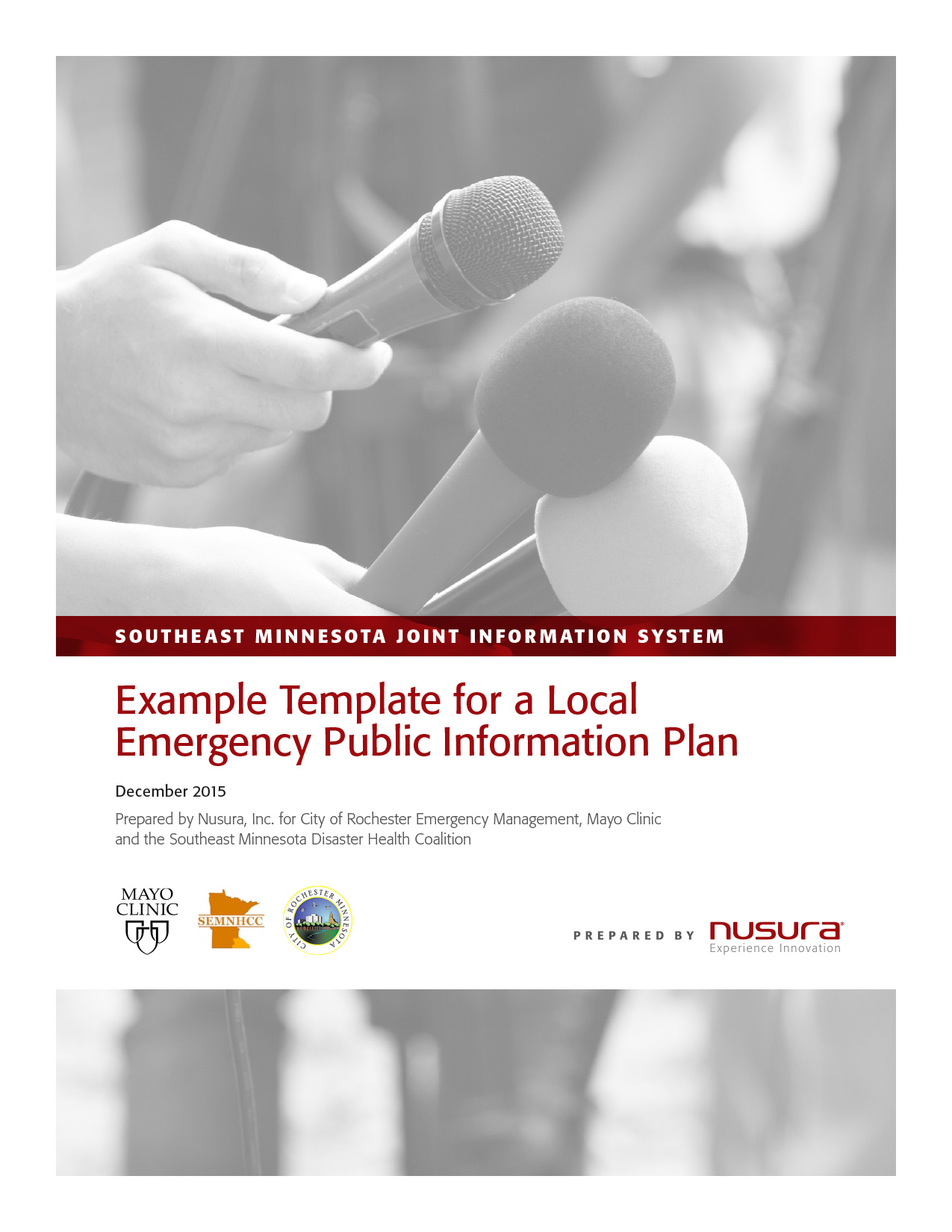
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**Example Template for a Local Emergency Public Information Plan**

The following pages include an example outline and template for a local emergency public information plan. Southeast Minnesota (SEMN) organizations/jurisdictions may use all or part of this document to develop or enhance their current crisis communications plans. *[Text in italics may provide useful language to incorporate directly into planning document(s).]* The content is based on national standards, and reflects good practices identified in existing local emergency public information plans in the Southeast Minnesota region.

A shared outline/template can serve as a starting point for planning. It can be a useful guide for addressing specific topics during the planning process and for monitoring progress. It can help jurisdictions create plans that are compatible and consistent. However, every local emergency public information plan should be appropriate to the specifics of the jurisdiction. As jurisdictions adapt this outline/template, they should integrate the content with their other emergency plans, operational processes and procedures, functions, roles, authorities, and policies. Local emergency public information plans should reflect available resources, and account for staffing, facilities, and equipment. Local plans should also integrate regional expectations and/or guidelines for coordination, when available.

**Planning Process Checklist**

* Engage the whole community of stakeholders who will be responsible for executing the plan in the planning process [e.g. jurisdiction/organization Public Information Officer (PIO), executive officers, Emergency Operations Center (EOC) leadership, etc.]
* Align the plan with other local emergency plans, operational procedures, authorities, etc.
* Integrate the plan with regional coordination guidelines/expectations
* Disseminate and train organization/jurisdiction staff on the plan
* Exercise the plan to validate good practices/process, and identify gaps or inadequacies

In addition to this sample plan, jurisdictions can review the following resources for additional best practices:

* Attachment D. Emergency Public Information. Federal Emergency Management Agency, Department of Homeland Security. <https://www.fema.gov/pdf/plan/5-ch-d.pdf>
* Emergency Public Information and Warning. Centers for Disease Control and Prevention, Department of Health and Human Services. <http://www.cdc.gov/phpr/capabilities/capability4.pdf>
* National Response Team (NRT) Joint Information Center Model: Collaborative Communications During Emergency Response. U.S. National Response Team. <http://www.nrt.org/Production/NRT/NRTWeb.nsf/AllAttachmentsByTitle/SA-1084_NRT_JIC_Model/$File/Updated%20NRT%20JIC%20Model_4-25-13.pdf?OpenElement>
* Writing a Public Health Crisis and Emergency Risk Communication Plan. Texas Department of State Health Services. <https://www.dshs.state.tx.us/riskcomm/documents/Risk_Communication_Plan.pdf>
* Crisis Emergency Risk Communication: 2014 Edition. Centers for Disease Control and Prevention, Department of Health and Human Services. <http://emergency.cdc.gov/cerc/resources/pdf/cerc_2014edition.pdf>
* Field Operations Guide & Emergency Operations Plan. ECHO Minnesota <http://www.echominnesota.com/in-an-emergency/state-agencies-emergency-responders>
* A Guide for Public Alert and Warnings for Dam and Levee Emergencies. Mileti, D. & Sorenson, J. US Army Corp of Engineers. <http://silverjackets.nfrmp.us/Portals/0/doc/WarningGuidebook_USACE.pdf?ver=2015-08-10-213008-520>

## **[Jurisdiction/Organization] Emergency Public Information Plan**

## **Purpose**

This section states what this plan is intended to do, for and by whom. For example:

[*The purpose of this emergency public information plan is to provide a framework for how the (organization/jurisdiction) provides accurate, coordinated, timely, and accessible information to audiences, including governments, media, the private sector, and the public, including people with disabilities and others with access and functional needs, and individuals with limited English proficiency, in times of crisis or disaster.]*

## **Emergency Public Information Objectives**

*[The underlying motivation for emergency public information is to enable the public to make informed decisions to protect their safety, well-being, property and economic security. While emergency alert and warning messages enable the public to make informed decisions about life-safety actions, ongoing emergency public information enables the public to make informed decisions about steps toward recovery.]* This section states the objectives of the organization/jurisdiction’s emergency public information. It will form the basis for executing the guidance and policies in the plan. Objectives may reflect the Federal Emergency Management Agency’s (FEMA) Target Capability List and Core Capabilities (<http://www.fema.gov/media-library/assets/documents/29225>).

[*Specific objectives may include:*

* *Provide timely, accurate and helpful information to the public, partners, media and other audiences during crises. (All information should be coordinated through the local incident command structure.)*
* *Alert the public of threatening and impending emergency incidents.*
* *Develop clear messaging that will enable the public to protect their lives, well-beings, property, quality of life and economic stability.*
* *Respond to crises effectively (e.g., accurate verification, timely notifications, rapid assembly of crisis teams, rapid response to rumors).*
* *Provide* current details *to the public* *about the type, scope, location, and magnitude of an emergency when it benefits the public’s well-being.*
* *Accurately describe the emergency response efforts of public safety authorities when appropriate.*
* *Ensure that emergency public information is disseminated in accessible formats based on local demographics.*
* *Collaborate at a regional-level on the development and dissemination of consistent messaging.*
* *Foster coordination and collaboration, all public information staff within (organization/jurisdiction) work within a single Joint Information Center (JIC), if activated.]*

## **Situation**

This section describes the planning environment and general circumstances in which an emergency may arise. It lists threats and hazards for which the public information team needs to prepare. This section can note the types of emergency incidents (e.g. those identified in a Hazard Vulnerability Analysis) that would require activation of the plan and the public information response organization.

This section may also include an overview of population data, such as a list of primary and secondary languages spoken by residents. U.S. Census Data (www.census.gov) is a helpful resource for collecting information on local populations.

1. **Planning Assumptions**

This section outlines key assumptions made by the plan developers. For example:

*[The concepts in a plan are based on assumptions that reflect a realistic approach to the problems likely to be encountered during an incident. Planning assumptions include:*

* *Incidents can occur with or without warning, at any time of the day or night, and can affect multiple communities at the same time.*
* *The sequence of events in an emergency or crisis is not predictable and will require a flexible* response.
* *People’s initial belief is “it is not happening to me.” People do not automatically act on warnings and seek confirmation before taking action. (Local jurisdiction) residents turn to television, radio, the NOAA radios, and the internet (esp. social media) a majority of the time to receive emergency preparedness and response information.*
* *The public needs timely and accurate information regarding disasters. This information is needed before, during, and after disasters.*
* *Crisis communication priorities, strategies, and operations will vary based on the threat, hazard, or incident anticipated to impact the organization/jurisdiction.*
* *Timely release of information increases trust, and prevents the spread of rumors, speculation or misinformation in the press or social media.*
* *At the onset of an emergency or a crisis, the entire picture and details may not be known.*
* *All agencies and organizations involved in disaster preparedness and response in (local jurisdiction) maintain the capability to provide information to the public at some level. Many of these agencies/organizations maintain capabilities and procedures for coordinating the release of emergency public information and perform the activity on a regular basis.]*

## **Concept of Operations**

This section provides a general plan of action for how to conduct emergency public information in an emergency. *[The Concept of Operations, also known as “ConOps”, describes policies, protocols, and a sequence of activity. Topics may include:]*

**Organization and Assignment of Responsibilities**

This section describes the organization and assignment of responsibilities for emergency public information. The section may start by defining the JIC as a centralized location, whether physical or virtual, where staff can perform emergency public information activities.

This section should then include an organizational chart for JIC Operations (seeSample JIC Organizational Chart). Every organization/jurisdiction will have a slightly different structure for JIC operations, depending on its resources and how emergency public information functions within the larger emergency response organization. Generally, the structure should reflect the necessary functions required to conduct emergency public information activities successfully.

The organizational chart should be scalable and modular, facilitating the ability to expand and contract depending on the specifics of the incident. Not all roles need to be activated for every. response.

JIC roles/functions often include:

* *[Lead PIO*
  + *The Lead PIO is responsible for the development and execution of the strategic approach to public information.*
* *JIC Manager*
  + *The JIC manager manages operations of the JIC.*
* *Information Gathering and Analysis*
  + *The information gathering and analysis process includes social and traditional media monitoring and analysis, as well as sharing information on trends, and rumors and misinformation. The process often includes regional coordination or coordination with other public information partners to gather situational awareness.*
* *Information Coordination and Production*
  + *Information Coordination and Production includes developing timely, accessible messages, and written or visual products that reflect key messages.*
* *Information Dissemination*
  + *Information Dissemination includes sharing messages with the public and media, including via press conferences and community town hall meetings. Dissemination often includes community outreach and coordination with elected officials, and is responsible for message accessibility.*
* *Administration and Logistics*
  + *Administration and Logistics includes the administrative and logistics tasks necessary to support JIC operations, such as documentation, facility set up for JIC operations or a press conference, etc.]*

In addition to the organizational chart, this section should also list the roles/functions and responsibilities for each.[[1]](#footnote-1) It is valuable to define the roles and responsibilities so staff have clear expectations of how to coordinate their efforts and work together during an emergency.

In order to establish a functional JIC, there are a few things to consider when developing a JIC organizational structure:

* At least one of the functions/roles in the JIC structure should be designated as liaison to operational elements (e.g., command staff, planning section, and/or operations section, and public information staff in the field). In many cases the Lead PIO (or JIC Manager) also coordinates directly with the Incident Commander (or EOC Manager).
* Multiple functions within the JIC may need to coordinate on specific activities, such as rapid response/rumor control, media relations, and public inquiries. It is important to address these responsibilities in the descriptions of the different roles/functions.
* Many JICs now include a liaison or designated staff member that supports each function in creating and disseminating messages that are accessible to people with disabilities and others with access and functional needs. This position may support translation or interpreter requests, coordinate with support organizations that serve people with disability and others with access and functional needs, review materials for language that reflects 3rd grade reading level, or edit for jargon, among other areas.
* It can be helpful for large-scale incidents to designate a lead for each of the functional responsibilities of the JIC (e.g., Information Gathering and Analysis).
* The needs of the whole community, including people with access and functional needs (e.g., individuals with limited English proficiency, with auditory, or with visual limitations), must be taken into consideration when selecting where and how to disseminate messages.

This section may also include public information responsibilities prior to an emergency or general responsibilities for all staff, such as:

* *[Public information staff are responsible for developing collaborative relationships, open and transparent communications, and active coordination with other personnel operating within the organization/jurisdiction.*
* *Part of the normal, day-to-day responsibilities of organization/jurisdiction includes:*
  + *Monitoring threats and hazards to mission, operations, communities; and,*
  + *Taking the appropriate steps to mitigate the potential effects of threats and hazards.*
* *Organization/jurisdiction staff are trained and capable of performing their normal operational roles and responsibilities. In a crisis or emergency, they are expected to continue to perform these roles, as much as is made possible by the nature of the situation, coordinating and maintaining consistency with the organization’s/jurisdiction’s emergency response plans, messaging templates and other resources.]*

**Emergency Public Information Operations / Sequence of Operations**

The second part of a Concept of Operations (ConOps) outlines the typical sequence of emergency public information operations. Generally, operations include:

### ***Threat Assessment and Initiating Emergency Public Information***

### Emergency Public Information begins with a clearly defined strategy to identify threats to public safety and well-being, and triggers for initiating Emergency Public Information, including early alert and warnings. Examples of individuals who may have responsibility to monitor for and identify threats may include:

* Watch desk duty officers, 911 dispatch centers, or others emergency response/management groups, and
* Communications professionals (e.g. social media monitors for individual organizations).

This section may also articulate examples of threats that should trigger dissemination of initial alert and warning messages, and initiate notification and activation of the organization.

### ***Notification and Activation***

This section should describe the notification and activation process so the organization is able to respond to an emergency or crisis in a timely and effective manner. Consider:

* How will the Lead PIO, or lead staff person responsible for emergency public information, be notified of the emergency incident? Through which source(s)?
* Who has the authority to activate the JIC and/or this plan? What steps does the Lead PIO take to notify staff to support JIC operations? Is approval necessary? What technology does the Lead PIO use for notification?
* What policies should be taken if a threat is communicated or identified by communications team?

***Initial Alert and Warning***

*[Alert and warning messages are time sensitive and an initial alert may be issued before the JIC has a chance to establish formal operations. Many alert/warning channels can be utilized to deliver emergency information. These channels vary in their speed of message delivery, effectiveness in reaching different groups of people, and degree to provide understandable messages.[[2]](#footnote-2) Channels include siren outdoor warning system, the Emergency Alert System (EAS), NOAA All-hazards Weather Radios, media outlets, emergency notification systems (Code Red, Everbridge, and the like for sending phone, text, email, etc.), websites, and social media forums (Twitter, Facebook, Instagram, etc.) Alert and warning messages can instruct the public to take the necessary precautions for their safety and well-being, and/or provide protective actions to help mitigate damage caused by the incident.]*

This section describes criteria for when to send an initial alert to the public. Jurisdictions/organizations should consider including the following:

* Procedures for sharing alert and early warning information with the entire team (jurisdiction, etc.) to promote a common operating picture.
* Alert and Warning message log to document messages that have already been issued, and identify those that need to be amplified by ongoing communications.

This section should also list methods for alerts and warning. Every organization/jurisdiction will have a different set of tools to issue alerts and warnings. Commonly used tools include the following:

* Federal Communications Commission Emergency Alert System;
* Local radio stations; and Television.
* National Weather Service (NWS) Alerts and Forecasts;
* Outdoor warning sirens;
* Public address systems;
* Emergency Notification System (ENS) (e.g. Reverse 911, Everbridge Code Red);
* Integrated Public Alert and Warning System (IPAWS);
* Organization’s/Jurisdiction’s website; and
* Social Media (e.g. Facebook and Twitter).

A jurisdiction/organization should list its specific methods. Since the initial alert may precede JIC operations, this section should also list the entity(s) or individuals that have access and authority to issue initial alerts. This section may also include procedures for issuing an alert or reference the location of more detailed procedures and for communicating with the whole team (e.g. organization/jurisdiction) about what messages have been disseminated, what messages should be amplified by ongoing communications.

Ongoing alert and warning processes and authorities may be addressed under the Information Dissemination section below.

### ***Establishing a Joint Information Center***

This section describes the process of establishing the JIC. A JIC is a central location, physical or virtual, that facilitates emergency public information operations, including message coordination and dissemination. The JIC may support agency communications (small incidents) or coordinate communication activities (complex incidents involving multiple organizations.)

This section highlights tasks that JIC staff should perform after JIC activation. Tasks

may include:

* Creating a JIC staffing plan for more than 24 hours or multiple operational periods (Attachment 2),
* Holding a JIC briefing (see Attachment 3 for a sample briefing agenda),
* Discussing initial messaging and JIC priorities, and
* Developing an initial plan for media management (e.g. will the JIC operate a media hotline? What is the goal for an initial statement? How will the JIC manage interview requests?).

This section should also list general resources necessary to operate the JIC. A more thorough list of JIC supplies or location requirements can be included as an attachment. *[At the onset of activation, and throughout the response to the incident, the JIC should determine whether the information needs of the incident will exceed the resources of the jurisdiction/organization. This information should be reported to the sponsoring agency along with a request for more resources as appropriate.*]

The plan should include what entities (e.g. the logistics section in the EOC) can receive requests for additional resources, if necessary. If any approvals or authorities are required to obtain resources, including mutual aid, they may be described in this section.

### ***Information Gathering and Analysis***

Once the JIC is established, the focus turns to carrying out general JIC operations. The plan should outline how basic JIC operations will be performed. This section explains how the JIC will maintain open lines of communication, monitor, and gather information from multiple sources, including:

* The Emergency Operations Center
  + Communication lines are often maintained via Command Staff briefings, or direct coordination with planning or operations sections.
* The Incident Command Post
  + Open lines are maintained via the PIO in the field.
* Other response agencies and their websites and social media accounts (e.g., this may include other jurisdictions/organizations within the region, communications directors from businesses impacted by the emergency, or state/federal external affairs teams)
* News outlets’ reporters, websites and social media accounts
* General public’s websites
* Elected officials, their websites and social media accounts
* Technical specialists and subject matter experts
* Utilities representatives, their websites and social media accounts
* The National Weather Service and other weather services
* Social media, including Twitter, Facebook, Instagram, YouTube, etc.

This section should then address the jurisdiction’s/organization’s process for verifying information. For example, any information from the media should be first vetted and verified through official emergency response authorities.

*[Information Gathering and Analysis is responsible for aggregating information collected and then analyzing it to identify trending topics, rumors, and misinformation.]* This section should include a process for reporting information to other sections and leadership within the JIC.

This section may outline criteria for escalating urgent information gathered from sources. For example, the jurisdiction/organization may opt to direct requests for medical attention on social media to 911 dispatch.

And finally, this section may also address general coordination with other organizations and agencies not staffing the JIC. It may be helpful to include how the JIC will collaborate with JICs in other jurisdictions, or regional coordination centers or online platforms, when activated.

### ***Information Coordination and Production***

This section should detail the tasks related to producing timely, coordinated, accessible, and accurate messages. Functions may include:

* Drafting key messages about the incident for approval.
* Obtaining approval from appropriate authorities (i.e. Incident Command).
* Developing written, visual, or other materials that are consistent with approved messaging, such as press releases, social media posts, talking points, etc.
* Translating and/or making written products available in alternative formats.
* Developing graphics, maps, or other design products to support messaging.
* Creating materials for public or media events, such as press conferences or community town hall meetings.
* Writing website updates.

This section describes processes for producing information, as well as resources available (e.g., pre-established contracts with translation companies).

Additionally, it may be helpful to consider including:

* A process for reviewing facts in statements or website updates.
* A process for engaging subject matter experts to review technical information.
* Requirements for copy writing/editing.
  + For example, all JIC press releases must be reviewed by a copy writer/editor before being shared with the public/media.

### ***Information Dissemination***

This section should outline processes and methods for disseminating information to the public, media, and other stakeholders throughout the course of the incident. It should also address ongoing alert and warning processes and authorities, as well as processes and authorities for message approval. For some jurisdictions/organizations, the responsibility and process for issuing initial and subsequent alerts are different.

Additionally, it may be helpful to consider including processes for:

* Approving information before it is disseminated.
* Updating the jurisdiction’s/organization’s website, and ensuring 508 compliance.
* Posting to social media and coordinating with social media monitoring in Information Gathering and Analysis.
* Correcting rumors or misinformation.
* Selecting a spokesperson(s) to speak with the media (e.g., during interviews or at a press conference).

Generally, the function of Information Dissemination includes media coordination and management. This section should describe how the JIC will coordinate with and provide information to the media. For example:

* The JIC will establish a news desk or media hotline to receive inquiries from the media. The pre-designated phone number for that line is XXX-XXX-XXXX. The phone number will be included on all media advisories.
* If high call volume is expected, the JIC will record a voicemail with a summary of facts and sound bites about the incident.
* The JIC will maintain a media inquiry log (see Attachment 4 for an example) and will aim to follow up on inquiries within 30 minutes of receiving a request.

It may be helpful to include processes and resources for coordinating press conferences or briefings. For example, this section can outline pre-identified locations for press conferences, supplies that may be required, types of written materials to be provided to the media, procedures for media check-in, guidance for spokespersons, guidance for whoever is leading the press event, etc.

*[Information Dissemination often manages public inquires and community outreach, although, the latter may be a separate position within some JIC organizational structures.]*

This section should outline processes for establishing a public call center or coordinating with a pre-existing call center (e.g., 211 or 311). Through a designated call number, the jurisdiction/organization can provide information to the public, answer questions and concerns, and gather information from the public.

In addition to providing general information, call centers can be helpful reaching specific groups, such as families of victims or residents from an affected community.

If the jurisdiction/organization will stand up a call center for a specific incident, the plan may include processes for:

* Identifying a call center location and resources, including staffing and equipment.
* Ensuring the call center has adequate staff to manage predicted call volumes.
* Call center activation (e.g. who and how will the call center be activated)
* Leadership of call center and responsibilities for coordinating with the JIC and other response agencies.
* Providing call center messaging scripts.
* Managing long-term staffing needs.
* Ensuring redundancy if the primary call center is unavailable.

*[Community Outreach addresses how the jurisdiction/organization will convey public information and education to the public via engagement with the community. Community Outreach is involved in organizing community meetings, such as town halls.]* It may be helpful to include in the plan processes to reach rural or other geographically isolated populations, and people with disabilities and others with access and functional needs.

### ***Regional Coordination***

This section summarizes how the jurisdiction/organization will connect and collaborate with the SEMN JIS in an emergency. The JIC should designate someone to coordinate with regional PIOs to:

* Share information to ensure a common operating picture;
* Share key messages and emergency public information strategies to support coordinated messaging;
* Request or support mutual aid, when possible and as needed; and,
* Determine next steps and a plan for ongoing coordination.

Depending on the demands of the emergency, the SEMN JIS may establish an online platform for coordination, may designate a central point-of-contact to foster collaboration, and may hold periodic conference calls with JIS members. A designee from the JIC should participate in and contribute to any regional JIS efforts.

***Administration and Logistics***

This section addresses the administrative and general support requirements for the JIC upon activation, which may include:

* Supporting requests for resources, including staffing, equipment, facilities, supplies, etc.
* Collecting and archiving JIC records and documentation, such as:
  + Press coverage summaries and/or clips, public reaction and concerns, and a final chronology of events.
* Providing general administrative support, such as:
  + Checking in individuals into the JIC and verifying credential;
  + Note taking at JIC briefings;
  + Supporting IT and telecommunications, such as phone or fax, requests;
  + Making copies for press conferences; and,
  + Procuring food for JIC staff.

It may be helpful to include information on procurement procedures or policies, such as:

* If the EOC is activated, all resource requests must be made to the logistics section.
* The JIC has a purchasing limit of $X.XX. Any purchases expected to exceed the limit must be approved by \_\_\_.

If the JIC has pre-identified vendors to support JIC activities, it would be useful to include a list of vendors, products, services, and emergency contact information in the attachments to this plan. Vendors may provide call center software/hardware, web hosting services, subject matter expertise, staffing support, etc.

### ***Recovery and Deactivation***

This section describes the process for transitioning to recovery and deactivating the JIC once the emergency has been stabilized and the response and/or recovery efforts are winding down.

*[During the recovery phase and after deactivation, public information efforts continue. It is important to continue to monitor the media for any post-incident issues.]*

Once the JIC is deactivated, facilities should return to normal and documentation should be archived. The method of archiving should be addressed in this section.

## ***Plan Development and Maintenance***

This section outlines who is responsible for coordinating reviews, updates, and revisions of this plan. For example:

* *[(Position) is responsible for maintaining this Emergency Public Information Plan. Annually and after every incident or use of this plan in an exercise, (position) will:*
  + *Conduct a review of the plan, incorporating lessons learned and improvements, as well as best practices; and,*
  + *Approve a training and exercise schedule for public information staff that addresses updates to the plan.]*
* *[(Position) is responsible for providing opportunities for training and exercising to members of the public information team so they can better perform their functions in future emergencies. The training and exercise schedule will include at a minimum, (quarterly/annual) training opportunities.]*

## **Attachments**

Any tools or information that may be helpful to perform emergency public information activities may be included in the attachments. For example, in addition to the following sample attachments, a jurisdiction/organization may include a list of local authorities or policies related to public information, a list of vendors with emergency contact information, and/or JIC staff job aids or checklists clarifying and prioritizing responsibilities by role or function.

The examples included in this outline/template include:

1. Sample JIC Organizational Chart.
2. Sample JIC Staffing Plan.
3. Sample JIC Briefing Agenda.
4. Sample Media Inquiry Log.
5. Message Mapping Template.
6. Sample Rumor/Misinformation Control Log.
7. Sample Messaging/Document Approval Worksheet.

# **Sample JIC Organizational Chart**

The following org chart is an example of what a JIC organization looks like at full activation for a large-scale incident. JICs are scalable and flexible; certain functions may not be needed for every type of incident or planned event. Additional support for full-scale activations may also be available through the SEMN Joint Information System.

**Lead Public Information Officer (PIO)**

**JIC Manager**

**Information Gathering and Analysis**

**Information Coordination and Production**

**Administration and Logistics**

**Information Dissemination**

**Liaison Officer**

**Media Monitoring**

**Writer**

**Creative Services Specialists**

**Website Coordinator**

**Translator**

**Media Relations Specialist**

**Community Relations Specialist**

**Press Conference Coordinator**

**Spokesperson Support**

**Call Center Coordination**

**Documentation Specialist**

# **Sample JIC Staffing Plan**

This sample JIC Staffing Plan can be used by the Lead PIO and/or JIC Manager to log current JIC staffing or plan for future operational shifts. The form can be adjusted to reflect the functions needed to staff the JIC for a specific incident. For example, rows can be copied if multiple individuals will staff a position.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **JIC Staffing Plan** | | | | |
| **Incident Name:** | | **Operational Shift #:** | | |
| **Date/Time:** | | |
| **JIC Team** | | | | |
| **Leadership/Management** | Name/Title | Office Hours Phone | After Hours Phone | E-mail |
| **Lead PIO** |  |  |  |  |
| **JIC Manager** |  |  |  |  |
| **Information Gathering and Analysis** | | | | |
| **Lead:** |  |  |  |  |
| **Liaison Officer** |  |  |  |  |
| **Media Monitoring** |  |  |  |  |
| **Information Coordination and Production** | | | | |
| **Lead:** |  |  |  |  |
| **Writer** |  |  |  |  |
| **Creative Services Specialist** |  |  |  |  |
| **Website Coordinator** |  |  |  |  |
| **Translator** |  |  |  |  |
| **Information Dissemination** | | | | |
| **Lead:** |  |  |  |  |
| **Media Relations Specialist** |  |  |  |  |
| **Community Relations Specialist** |  |  |  |  |
| **Press Conference Coordinator** |  |  |  |  |
| **Spokesperson Support** |  |  |  |  |
| **Call Center Coordination** |  |  |  |  |
| **Administration and Logistics** | | | | |
| **Lead:** |  |  |  |  |
| **Documentation Specialist** |  |  |  |  |

# **Sample JIC Briefing Agenda**

This attachment provides a sample agenda and list of information to discuss during the JIC briefings. Briefings are generally led by the JIC Manager, Lead PIO, or designee. Administration and Logistics, or designee, takes notes during the briefing and any decisions discussed during the briefings.

|  |
| --- |
| **JIC Briefing Agenda** |
| 1. Brief incident description and status of individuals, assets, and services involved/impacted: |
| 1. JIC assignments and responsibilities: |
| 1. JIC shift and rotation schedule: |
| 1. Objectives for emergency public information response (should align with Incident Action Plan objectives for those entities that follow the Incident Command System): |
| 1. Description of current JIC efforts (may include a brief update from the leads for Information Gathering and Analysis, etc.): |
| 1. Immediate messaging needs and key messages: |
| 1. Immediate resource/logistics needs: |
| 1. Key themes/trending topics in media/social media; and rumors/misinformation requiring response: |
| 1. Summary of media/public inquiries: |
| 1. Virtual coordination tools (e.g., a conference call line), if necessary: |
| 1. Where/how will the JIC continue to coordinate (e.g., virtually or in person), and when the JIC will have its next briefing: |
| 1. Other topics: |

# **Sample Media Inquiry Log**

JIC staff assigned to the media hotline may use this log to record calls from the media.

|  |  |
| --- | --- |
| **Media Inquiry Log** | |
| **Person calling:** |  |
| **Date/time of call:** |  |
| **Organization:** |  |
| **Phone Number:** |  |
| **Email:** |  |
| **Address:** |  |
| **Inquiry/Rumor:** |  |
| **Deadline:** |  |
| **Person taking call:** |  |
| **Notes:** |  |
| **Reply made by:** |  |
| **Date/Time:** |  |
| **Reply:** |  |
| **Reply approved by:** |  |
| **Notes:** |  |

# **Message Mapping Template**

Jurisdictions/organizations may use message mapping to help identify messages in an emergency. Message mapping steps include:

**Step 1: Identify the audience** – This may include victims, victims’ loved ones, individuals who are directly affected, potential volunteers and donors, neighboring communities not directly impacted, elected officials, the media, access and functional needs populations, healthcare professionals, special interest groups, business community, etc.

**Step 2: Identify the common, overarching concerns of the audience** – In this step, attempt to identify what the audience needs and wants to know. Needs and wants may include the following:

* What is the most important information to share?
  + For example, evacuation routes, shelter in place, boil water before drinking, etc.
* What will be the most pressing issues?
  + For example, power outages, sheltering, loss of loved ones, recurring terrorist attack, etc.
* What will be the most pressing questions?
  + What do I do?, where do I go?, what is government doing?, etc.

**Step 3: Develop 3 key messages that address the concerns of the audience –** These 3 messages are what go in the first set of boxes. Messages should be brief, concise, and written at a 3rd grade reading level. Messages should parallel any emergency public information objectives.

**Step 4: List supporting facts for each key message -** These facts should support and elaborate on the message.

**Step 5: Finalize and distribute the message maps –** In consultation with subject matter experts and JIC staff, message maps should be approved by leadership and shared with staff, all relevant partner organization, and jurisdictions.

# **Message Mapping Template (continued)**

**TOPIC:**

**Audience:**

**Question:**

|  |  |  |
| --- | --- | --- |
| ***Key Message 1*** | ***Key Message 2*** | ***Key Message 3*** |
|  |  |  |

|  |  |  |
| --- | --- | --- |
| ***Supporting Fact 1-1*** | ***Supporting Fact 2-1*** | ***Supporting Fact 3-1*** |
|  |  |  |
| ***Supporting Fact 1-2*** | ***Supporting Fact 2-2*** | ***Supporting Fact 3-2*** |
|  |  |  |
| ***Supporting Fact 1-3*** | ***Supporting Fact 2-3*** | ***Supporting Fact 3-3*** |
|  |  |  |

# **Sample Rumor/Misinformation Control Log**

The JIC plays a critical role in watching for trending misinformation and rumors in the media, and on social media, assessing their validity, sharing them with JIC leadership, and determining an appropriate response. Once a JIC member identifies a rumor, he/she may use this log to record information about the rumor or misinformation.

|  |  |
| --- | --- |
| **Rumor/Misinformation Log** | |
| **INCIDENT NAME:** |  |
| **DATE/TIME LOG EMTRY PREPARED:** |  |
| **LOG ENTRY PREPARED BY:** |  |
| **Description of rumor/ misinformation:** |  |
| **Sources of rumor/ misinformation:** |  |
| **Prominent user(s) perpetuating the rumor/misinformation (with contact information):** |  |
| **Approximate duration of time rumor/ misinformation has been circulating:** |  |
| **Background on rumor’s validity:** |  |
| **Source of verification:** |  |
| **Description of JIC’s planned response to rumor/ misinformation:** |  |
| **Notes:** |  |

# **Sample Messaging/Document Approval Worksheet**

# Depending on the jurisdiction’s/organization’s policies, internal approval of messaging may be required. The following form is a sample approval worksheet. Whoever is listed on this form would approve information before it is released to the public or media. The form should be attached to the approved document, like a cover page.

|  |  |  |
| --- | --- | --- |
| **Public Information Message/Document Approval** | | |
| **Message/Document description:** | | |
| **Contact** | **Phone/Email** | **Approval Date/Time** |
| Command | | |
|  |  |  |
|  |  |  |
| PIO(s) | | |
|  | | |
|  |  |  |
| Subject Matter Experts | | |
|  |  |  |
|  |  |  |
| Other Coordination (if needed) | | |
| *Local* |  |  |
| *Regional* |  |  |
| *State* |  |  |
| *Federal* |  |  |

1. Sample areas of responsibility for each functional area in a JIC are outlined in the SEMN JIS Regional Guidance Document. [↑](#footnote-ref-1)
2. Language and cultural barriers can impede emergency warning and communication. Emergency Community Health Outreach (ECHO) is a Minnesota resource helping government and other responder overcome language and cultural barriers to better serve this segment of the population in an emergency. ECHO staff is available 24x7 to receive and manage activation and service requests via Minnesota State Duty Officer. [↑](#footnote-ref-2)