

Mesa County Joint Information Center/System Plan



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I. PURPOSE

The Mesa County Joint Information Center (JIC) is a physical location where public information officers from organizations involved in incident management activities, utilize the National Incident Management System (NIMS) to work together in conjunction with the Emergency Operation Center (EOC) and/or the incident commander to provide critical emergency information, crisis communications, and public affairs support. The Mesa 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 Mesa 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 Mesa County Communications Officers Association (MCCOA) will be available for staffing and managing the JIC. The goal of the JIC is to “get the right information to the right people at the right time.”

II. SCOPE

The Mesa County Joint Information Center/System (JIC/JIS) will be established in conjunction with the Mesa County Emergency Operations Center (EOC).

Under the Incident Command/Unified Command System (ICS/UCS), the JIC is led by the Lead Public Information Officer (Lead PIO) whose jurisdiction has authority for the incident. The Lead PIO has four primary responsibilities:

- To gather and analyze incident data. This involves understanding how an ICS/UCS operates and developing an effective method for obtaining up-to-date information from appropriate ICS/UCS 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 Mesa County JIC/JIS is a centralized “communication hub” that serves to achieve communication goals of the incident.

III. PRE-INCIDENT ACTIVITIES

A. Communication Strategy

A list of media agencies should be established and maintained to ensure contact information is available for the incident (Appendix A).

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:

- Radio
- Television
- Newspapers
- Newsletters
- Town Meetings
- Information to Emergency Shelters
- News Conferences
- Internet Postings
- Emergency Alert System

Timeliness, accuracy, and knowledge of the incident assure that the media will recognize the JIC/JIS 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/JIS Needs

1. Facilities

The JIC will be located at the Mesa County Sheriff's Office in conjunction with—and in close proximity to—the EOC. The briefing room has been identified as the main work area for the JIC. In the event the Sheriff's Office is unavailable, the location of the JIC will be determined at the time of activation and should always be closely located to the EOC for coordination.

2. Equipment and Supplies

Each PIO should have ready access to a go-kit. This kit should contain tools and resources that will help the PIO complete his/her job.

Attached is a list of items that should be found in each individual PIO's go-kit (Appendix D).

In addition to individual go-kits, there are a number of shared resources needed to operate the Mesa County JIC. This list of JIC supplies and equipment is also attached (Appendix D).

C. Plan Development and Maintenance

Responsibility for the Mesa County JIC/JIS Plan—including its appendices, checklists and notifications lists—lies with the Mesa County Communications Officers Association JIC/JIS subcommittee. The plan shall be maintained and kept current on the following schedule:

1. Review and update the Mesa County JIC/JIS Plan and its appendices every three years.
2. Resource inventories/database lists and checklists should be reviewed and updated annually.
3. Verify notification lists every six months and submit any changes to the Grand Junction Regional Communications Center (GJRCC).

D. Training

1. JIC Staff

- a) PIOs staffing the JIC should complete the National Incident Management System IS-702 course on Public Information Systems. The course is available online at: www.training.fema.gov.
- b) PIOs staffing the JIC/JIS should be familiar with the Mesa County JIC/JIS Plan. To ensure knowledge of the plan, the MCCOA will schedule annual trainings to acquaint the group's members with the JIC/JIS concepts and the Mesa County JIC/JIS Plan.

2. Media

- a) The MCCOA will schedule annual meetings with the News Managers at local media outlets. This time will be used to familiarize them with the JIC/JIS concepts and the Mesa County JIC/JIS Plan, as well as phone numbers and websites where they will be able to find emergency information when the JIC is in operation.

- b) The MCCOA can schedule larger newsroom trainings with the news managers to acquaint their full staffs with JIC operations and procedures.

E. Exercise Schedule

The Exercise Schedule will consist of:

1. Notification tests conducted semi-annually through the GJRCC for the members of the MCCOA.
2. Tabletop exercise completed annually for members of the MCCOA.
3. Participation as a JIC/JIS component in functional and full-scale emergency exercises as developed.

IV. PROCEDURES

A. Activation

The Mesa County Emergency Management Director or designee will make the initial decision to activate the Joint Information Center during a large-scale emergency or disaster affecting Mesa County. At this time a formal request will be made to the GJRCC to activate the MCCOA.

Under the JIC concept, each agency representative has the commitment to share and coordinate information with all other participating agencies and the Emergency Operations Center prior to its release to the media and public. The primary benefit to this concept is that the public receives accurate, timely, and coordinated emergency information.

When activation of the Joint Information Center is warranted, it shall be housed in conjunction with the Emergency Operations Center, (*location designated at time of activation*). If there are multiple agencies with jurisdictional authority, a unified approach should be utilized when possible.

During the initial stages of the emergency, it is anticipated the JIC will operate in 12 hour shifts, 24 hours per day, until the Information Officer assigned to the incident determines it is no longer necessary.

1. Staff Notification Procedure

MCCOA may be activated to support ongoing information requirements for a specific jurisdiction during any incident as

needed, or may be activated to staff the Mesa County JIC during an incident.

If activated to support incident information management, a request may come from the Incident Commander, or the PIO assigned to the incident. The request is made to the GJRCC to notify the MCCOA using the group call down list located in the dispatch center. Upon notification, the GJRCC will instruct the PIOs where to respond and to whom they should report to upon arrival. Public Information Officers are required to notify GJRCC of their availability to respond to the request and give their expected time of arrival on scene. In this situation, the Lead PIO will be the Information Officer whose agency has statutory authority for the incident.

2. Levels of Notification

The MCCOA has been divided into two groups: initial responders (Tier 1) and backup support (Tier 2). Contact information is available for both groups (Appendix C). Based on the size and type of the incident, the initial PIO responding may decide to activate a specific portion of the Tier 1 list.

Tier 1 – In the event of a major incident, Tier 1 shall be the first group to be activated:

- PIO, MCSO
- PIO, GJPD
- PIO, GJFD
- Communications & Community Relations Coordinator, City of Grand Junction
- Public Relations Director, Mesa County
- PIO, Mesa County Health Department
- Communications Services Coordinator, School District #51
- Information & Referral Specialist, 2-1-1
- Area Manager/Community & Local Affairs, Xcel Energy
- PIO, City of Grand Junction Public Works
- PIO, Division of Wildlife
- PIO, Mesa County Human Services
- PIO, Fruita PD
- PIO, St. Mary's Hospital

Tier 2 – Tier 2 would be notified only if the incident reaches such a scale that additional PIO involvement is required to support the Tier 1 group. Backup Notification - includes remaining members of the MCCOA.

B. Evolving Incident Response Guide

STEP	INITIAL RESPONSE PIO WILL:	SITUATION ESCALATED EOC ACTIVATED JIC WILL:
Step 1: Gathering Information	- Ask responders on-scene, call other sources as needed - Observe news medial coverage for accuracy of reporting and rumors	- Have access to the scene (Field PIOs and Incident Command) - Ask EOC staff - Ask Public Inquiry center Staff (if activated) - Attend regular briefings - Use reports issued by communications and information management - Observe news media coverage for accuracy of reporting and rumors
Step 2: Verifying Information	Consult with Incident Command	- Consult with other PIOs in the JIC - Consult with other sources in the EOC - Consult PIOs in the field - Consult other PIOs in the JIS but not working out of the JIC
Step 3: Coordinating Information	Get approval of Incident Command (verbal OK)	- Coordinate with other PIOs in the JIS to identify key messages - Use prescribed protocol; use additional review as needed and as time allows - Document the process
Step 4: Disseminating Information	- Primarily respond to reporters' questions and give interviews - Distribute pre-scripted information such as backgrounders or fact sheets, if possible.	- Schedule media briefings - Give Interviews (face to face; phone) - Arrange news conferences with multiple spokespersons - Issue news releases-based on templates and unique to the incident (distributed electronically and by other means) - Use other technology as appropriate

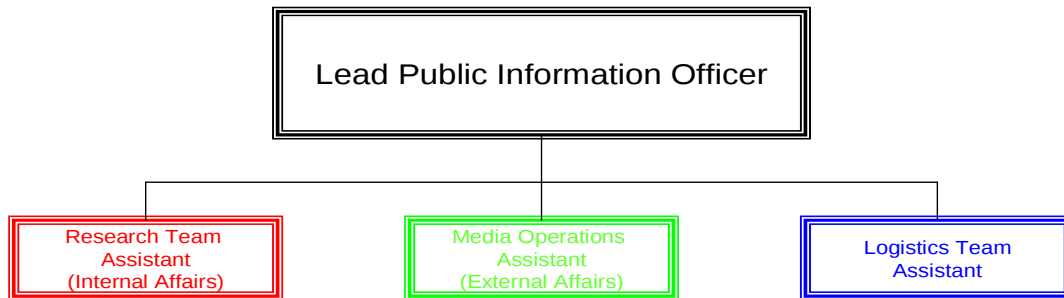
C. Public Call Center (To Be Developed)

D. Organizational Structure (Chain of Command)

1. The purpose of these organizational charts is to provide general guidance only.
2. The best rule of thumb to use in expanding the size of your JIC/JIS (e.g., from initial to small) is that, if you don't delegate, you own it. When you need to expand, do so.
3. Your JIC should be scalable and flexible.

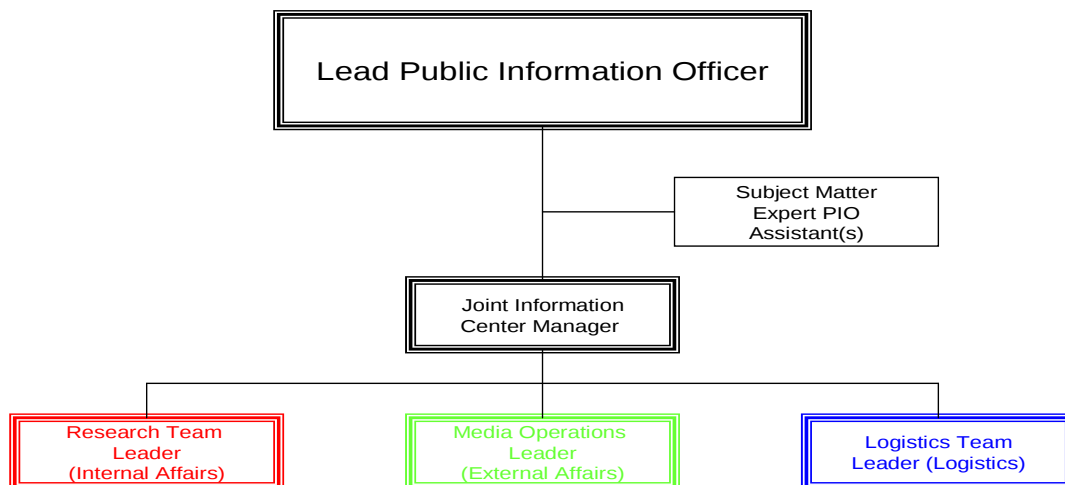
1. Initial JIC

Joint Information Center Organization (Scale – Initial JIC)



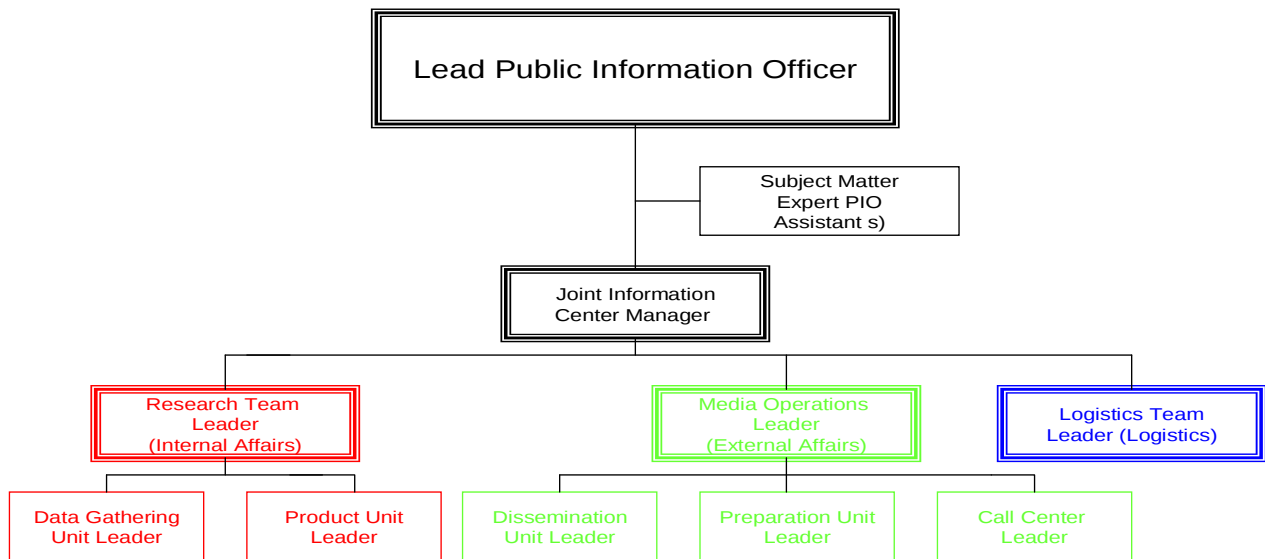
2. Small JIC

Joint Information Center Organization (Scale – Small JIC)



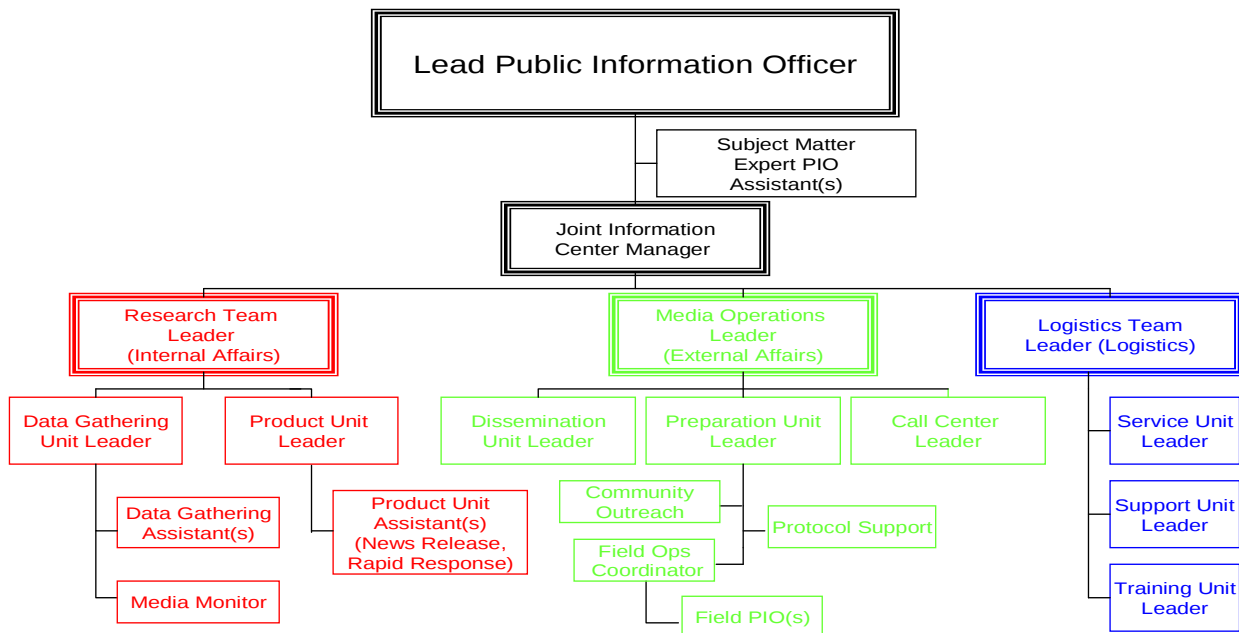
3. Large JIC

Joint Information Center Organization (Scale – Large JIC)



4. Full JIC

Joint Information Center Organization (Scale – Full JIC)



E. JIC/JIS Staff Roles & Responsibilities

1. Lead Public Information Officer

The 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 Commander on all public information matters relating to the incident.

2. JIC Manager

The JIC Manager supervises the daily operations of the JIC. Executes plans and polices 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.

3. Research Team Leader

The Research Team Leader ensures that all of the following are performed: Gather, analyze and verify information from all parts of the JIC and Incident

- Monitors and analyzes media
- Display information for use in the JIC
- Develops consistent messages for the incident and provides information documents to the Media Operations Leader for dissemination
- Support the development and modification of communications and outreach strategy
- Assume responsibility of JIC Manager as needed

4. Media Operations Leader

The Media Operations Leader disseminates information to the public and ensures that all of the following are performed:

- Prepare speakers prior to interviews
- Conducts news conferences and town meetings
- Sends press releases to the media
- Provide escort services to the media
- Develop and implements community outreach programs
- Coordinate with Research Team to provide information support to Call Center
- Identify misinformation or rumors that may affect response (Work with Research Team)
- Oversees Call Center

5. Logistics Team Leader

The 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:

- Plan organization of JIC Logistics Team and assign work
- Notify team of activation
- Identify service/support needs
- Prepare and implement plan for mobilization, communication, and demobilization
- Provide all support and service requirements needed to facilitate effective and efficient JIC management
- Provide facilities, transportation, supplies, equipment maintenance, food, communication, and computers for the JIC

F. News Conferences

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, including mult box
- _____ 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.

- _____ 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
- _____ Send information to 211

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, and you may want to videotape it to assess and improve the presentation.
- Decide how questions will be handled. If more than one person is 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, 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.

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 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.

G. Deactivation

1. The Lead PIO, with the concurrence of participating agencies, will jointly decide to deactivate the JIC. All members of the JIC should be alerted. The Lead PIO will issue a news release stating the JIC is no longer operational. However, information regarding the incident can continue to be released through the Joint Information System. A contact person should be assigned for subsequent media requests.
2. Within 72 hours of deactivation, JIC staff will participate in a critique of JIC operations and submit comments to the Lead PIO. Upon deactivation, the Lead PIO will direct JIC staff to, at a minimum:
 - a) Ensure all equipment and personnel are returned to pre-emergency position.
 - b) Ensure all generated information is given to JIC Manager for documentation.
 - c) Coordinate the critique of response actions and ensure the following are addressed:
 - Inoperable equipment
 - Procedural inadequacy
 - Clarity of policies
 - Notification difficulties
 - Other lessons learned
 - d) In analyzing performance of the JIC, the following questions may be helpful:
 - How quickly/smoothly did you activate the JIC?

- Did people get the right information?
- Was the information that was disseminated accurate?
- Was it easy to understand?
- Was it timely?
- Did the right people get the information?
- Were there any miscommunications/confusion?
- Did you work effectively with the news media?

e) In analyzing the internal operations of the JIC, the following questions may be helpful:

- Did you have the equipment you needed?
- What were you lacking?
- Did you have the information you needed?
- Did the approval process work?
- Did you feel your skills were utilized?

JIC participants will likely want to take time to review the JIC's work products and other documentation such as: media contact logs, news clips, videos, news releases, talking points, news conference agendas, flyers, etc.

V. APPENDIX A—Local Media List

MEDIA TYPE	AGENCY	LOCATION	FAX	CELL	PHONE	EMAIL	CONTACTS
Print	Grand Junction Daily Sentinel	Grand Junction	244-8578		242-5050	www.gjds.com	
					256.4252	mwiggins@gjds.com	Mike Wiggins
					256.4237	msaccone@gjds.com	Mike Saccone
					256.4254	gharmon@gjds.com	Gary Harmon
				970.623.3054	256.4238	lstandish@gjds.com	Leroy Standish
Print	Grand Junction Free Press	Grand Junction	683-5650			communitynews@gjfreepress.com	
						rwyrick@grfreepress.com	Randy Wyrick
					683.5615	pshockley@gjfreepress.com	Paul Shockley
Print	Denver Post	Grand Junction	256-1959		256-1957	nlofholm@denverpost.com	Nancy Lofholm

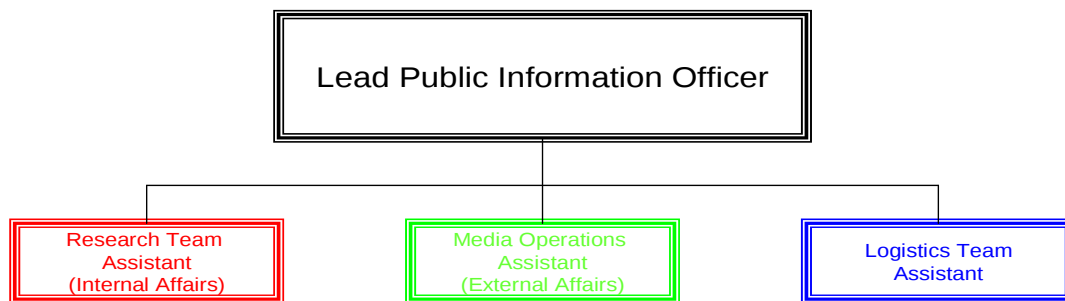
Print	Fruita Times	Fruita	858-7658		858-3924	info@fruitatimes.com	Kelly Bary
Print	Mesa State Criterion	Grand Junction	248-1508		248-1218	editor_criterion@hotmail.com	
Print	Palisade Tribune	Palisade	464-5244		464-5614	bobd@palisadetribune.com	Bob Dougherty
Print	Rocky Mountain News	Denver	303-892-2841		303-892-5000	metro@rockymountainnews.com	
Print	Rocky Mountain News	Grand Junction	245-8572		241-3442	ellenmiller@acsol.net	Ellen Miller
Radio	Cumulus Broadcasting	Grand Junction		640.0185	242.7788	cumulusradionews@coloradowest.com	Steve Barrows
Radio	KEKB	Grand Junction	243-0567		243-3699	lara.thomas@coloradowest.com	Lara Thomas
Radio	KISS/KZKS	Grand Junction	241-6452		241-6460	Kiss@kissradio.com	Marc Kanter
Radio	KNZZ	Grand Junction	245-7551		245-1100	news@knzz.com	Libby Jackson
							Nate Walker
Radio	KSPN	Aspen	970-925-1142		970-925-5776	dbach@nbcbroadcasting.com	David Bach
Radio	KSTR/KKGJ	Grand Junction	245-6585		242-5787	news@kstrfm.com	Brad Leggett;
MEDIA TYPE	AGENCY	LOCATION	FAX	CELL	PHONE	EMAIL	CONTACTS
Radio	Metro Networks	Denver	303-477-0131		303-458-0874		Ian Gurtz
Service	Associated Press	Denver	303-892-5927		800-332-6917	rweiler@ap.org	
Service	Associated Press	Grand Junction	257-7623		261-0046		
Television	KJCT-Channel 8	Grand Junction	245-0889		245-8888	newsroom@kjct8.com	
						cjones@kjct8.com	Courtney Jones
						kpea@kjct8.com	Kalani Pe'a
					970.420.8546	jegbert@kjct8.com	Josh Egbert
Television	KKCO-Channel 11	Grand Junction	245-3793		243.1111	tips@nbc11news.com ;	
						chart@nbc11news.com	
					256.4252	mike.defina@nbcnews11.com	Mike DeFina
						jean.reynolds@nbc11news.com	Jean Reynolds
Television	KREX-Channel 5	Grand Junction	243-6397		242-5000	news@krex.tv	Keira Bresnahan

				630.251.5525		Dan O'Reilly
				970.985.2939		Sara Broadhead
Television	Fox 31	Denver	303-566-7631	303-870-9934	fox31news@fox31.com	Whei Wong
Television	KCNC (4)	Denver	303-830-6380	800-444-5262	kncnews@cbs.com	Doug Hossacker
Television	KMGH (7)	Denver	303-832-0119	303-832-7777	7newsdesk@kmgh.com	Gail O'Brien
Television	KUSA (9)	Denver	303-698-4700	800-336-5872	desk@9news.com	
Television	WB 2	Denver	303-740-2803	303-740-2855		
Radio	KJOL	Grand Junction				
Print	Plateau Valley Times	Mesa				

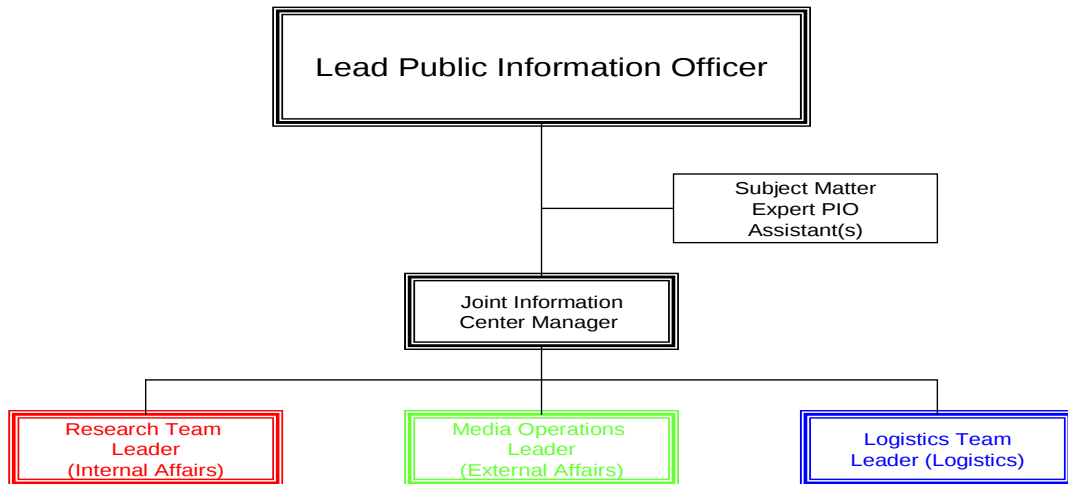
VI. APPENDIX B

A. Organizational Charts

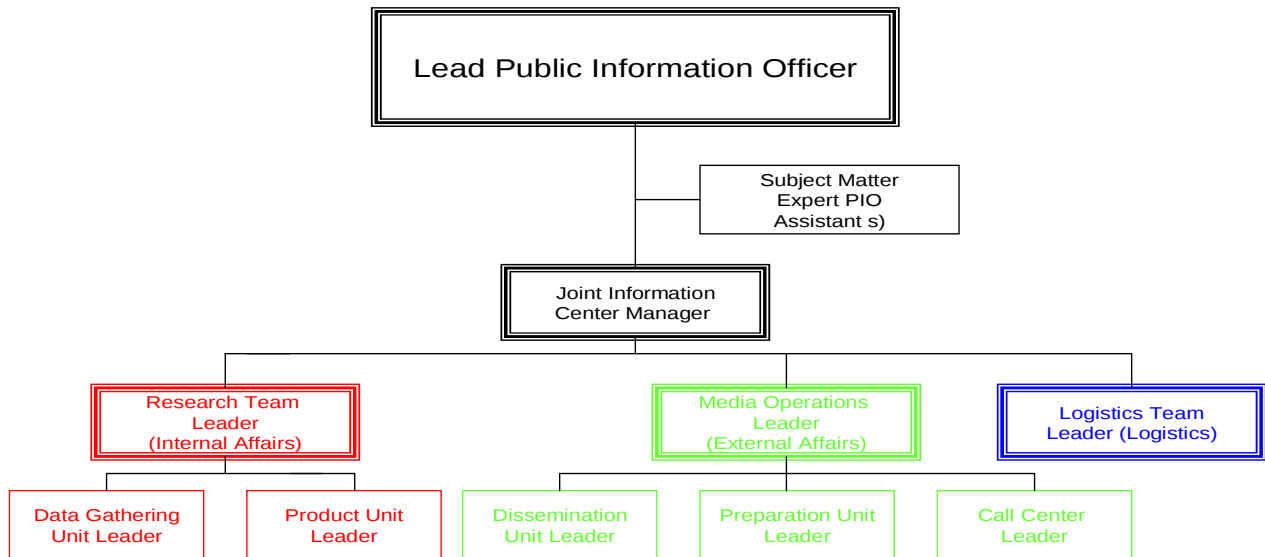
Joint Information Center Organization (Scale – Initial JIC)



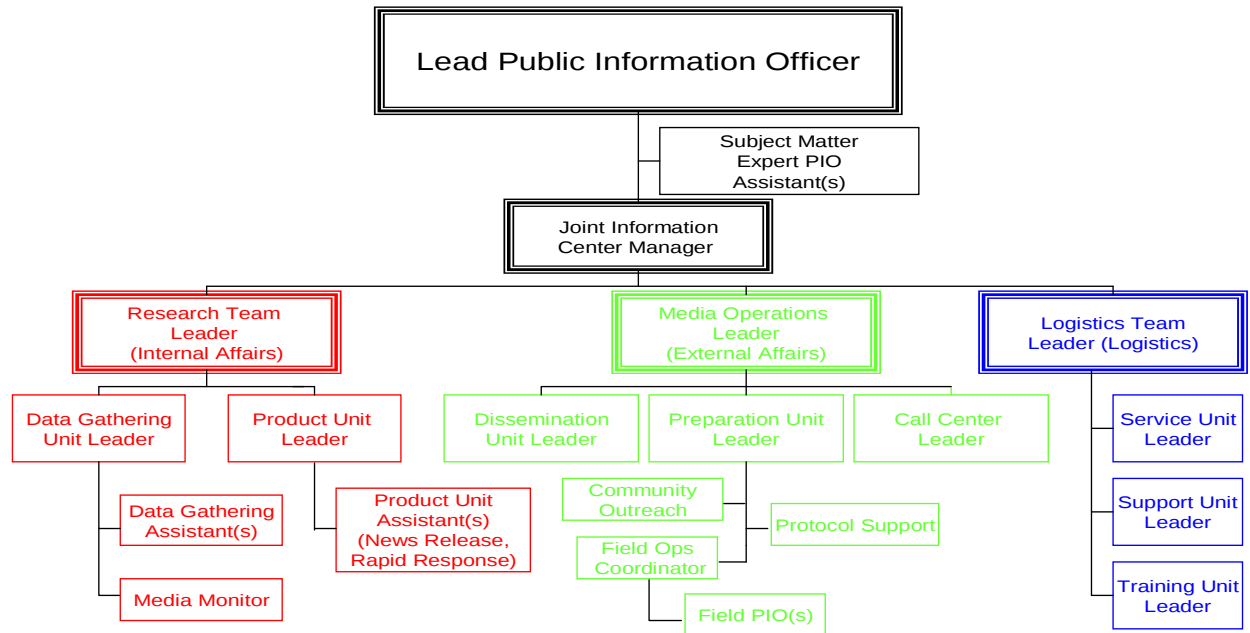
Joint Information Center Organization
(Scale – Small JIC)



Joint Information Center Organization
(Scale – Large JIC)



Joint Information Center Organization
(Scale – Full JIC)



B. Position Descriptions

JIC Staff Roles and Responsibilities (If a role within your area is not delegated to someone, it becomes your responsibility).

Lead Public Information Officer (PIO)

Activation level: All JIC Scales

Primary Duty:	Supports the information needs of the response. Establishes, maintains, and deactivates the JIC. Represents and advises the Incident Commander on all public information matters relating to the incident.
Supervises:	Joint Information Center Manager
Reports To:	Incident Commander
Tasks & Responsibilities:	Ensure that all of the following are performed: • Support the communication needs of the Incident Commander/EOC • Appoint the JIC Manager • Oversee JIC operations • Gather incident data • Inform the community • Coordinate information exchange (external and internal) • Coordinate with Command Staff Liaison Officer • Develop JIC Action Plans (mobilization, communication, demobilization) • Maintain Unit Log (ICS Form 214)

Subject Matter Expert/PIO Assistant

Activation level: All Scales except for Initial JIC

Topic	Description
Primary Duty:	Ensures technical accuracy of information associated with a specific hazard. Could be an individual from within the EOC.
Supervises:	NA
Reports To:	Lead Public Information Officer (PIO)
Tasks & Responsibilities:	• Ensures technical accuracy of hazard information • Recommends protective actions for hazard exposure • Provides perspective on impact of hazard • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel are assigned to this position based on knowledge and responsibility for a hazard

Joint Information Center (JIC) Manager

Activation level: All Scales except for Initial JIC

Topic	Description
Primary Duty:	Supervises the daily operations of the JIC. Executes plans and polices as directed by the Lead Public Information Officer. Provides direction to team leaders to ensure that all functions are well organized and operating effectively.
Supervises:	Research Team Leader, Media Operations Leader, Logistics Team Leader
Reports To:	Lead Public Information Officer (PIO)
Tasks & Responsibilities:	Ensure that all of the following are performed: • Assume all responsibilities of the Lead PIO, as needed • Supervise all operational and administrative activities, including staffing and inter-office communication • Ensure proper setup of JIC • Oversee all operations of the JIC • Establish internal communication procedures • Set staff work hours and daily operating schedule • Ensure accounting for all costs • Ensure JIC functions are well organized and operating effectively • Edit and obtain approval from the Lead PIO for news releases and other for-release documents. In absence of the Lead PIO, release information per the Unified Command. • Assign and train primary and alternates for each JIC position/role • Maintain Unit Log (ICS Form 214)

INTERNAL AFFAIRS BRANCH – RESEARCH TEAM – INFORMATION GATHERING

Research Team Leader (Internal Affairs)

Activation level: All Scales – In initial JIC the position is Research Team Assistant and Exercises No Supervision

Topic	Description
Primary Duty:	Supervises the Research Team.
Supervises:	Research Team (Data Gathering Unit Leader and Product Unit Leader)
Reports To:	JIC Manager
Tasks & Responsibilities:	Ensure that all of the following are performed: • Gather, manage, and analyze information from all parts of the JIC and Incident • Monitors and analyzes media • Display information for use in the JIC • Establish and implement systems to manage the flow of information • Support the development and modification of communications and outreach strategy • Support the development of materials needed to support VIP visits to the incident site • Assume responsibility of JIC Manager as needed • Maintain Unit Log (ICS Form 214)

Data Gathering Unit Leader (Internal Affairs)

Activation level: Medium, large, and full JIC

Topic	Description
Primary Duty:	Manages the information gathering responsibilities of the JIC.
Supervises:	Data Gathering Unit (Data Gathering Unit Assistant and Media Monitoring Unit Leader)
Reports To:	Research Team Leader
Tasks & Responsibilities:	Ensure that all of the following are performed: • Gather information about the incident and displays it in the JIC so that it is easily accessible to personnel answering inquiries and producing written products • Provide all members of the JIC with copies of news releases, fact sheets, current command messages, and talking points • Establish contacts and maintains regular time to pick up information from all branches of the ICS/UCS/EOC • Maintain information boards in high traffic areas for response personnel • Respond rapidly to requests for the latest information from other units of the JIC • Maintain information boards in high traffic areas to keep the response organization informed • Monitor and analyzes the media (TV, radio, internet...) • Gather information from EOC, websites, SME's, library and other various sources • Maintain Unit Log (ICS Form 214)

Data Gathering Unit Assistants (Internal Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Support Data Gathering Unit Leader
Supervises:	NA
Reports To:	Data Gathering Unit Leader
Tasks & Responsibilities:	TYPICAL ASSISTANTS Media Monitoring • Monitor and analyze TV, radio, and internet Photo/Video Documentation • Documents incident damage/response Rapid Response • Public information troubleshooters Editorial Production • Editorial quality control • Maintain Unit Log (ICS Form 214)

Media Monitoring Unit Leader (Internal Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Monitors television, radio, and internet media for news regarding the incident.
Supervises:	Media Monitoring Unit (if applicable)
Reports To:	Data Gathering Unit Leader
Tasks & Responsibilities:	• Monitor and analyze television station broadcasts • Monitor and analyze radio station broadcasts • Monitor and analyze Internet media • Maintain Unit Log (ICS Form 214)

Product Unit Leader (Internal Affairs)

Activation level: Medium, large, and full JIC

Topic	Description
Primary Duty:	Manages the information gathering responsibilities of the JIC.
Supervises:	Product Unit (Product Unit Assistants)
Reports To:	Research Team Leader
Tasks & Responsibilities:	• Produce media advisories • Produce public service announcements • Produce written news releases • Obtain approval for all releases, announcements, and news releases • Produce fact sheets • Produce presentations and displays • Produce JIC staffing and organization charts • Produce rosters (staff, visitors, speakers) • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel should be able to type, operate a variety of computers and software, work quickly, and accomplish tasks with only initial direction, and function efficiently in a high stress environment.

Product Unit Assistant(s) (Internal Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Supports information production
Supervises:	NA
Reports To:	Product Unit Leader
Tasks & Responsibilities:	TYPICAL ASSISTANT News Release Assistant Prepares news releases
Assignment Prerequisites:	Personnel should be able to type, operate a variety of computers and software, work quickly, and accomplish tasks with only initial direction, and function efficiently in a high stress environment.

EXTERNAL AFFAIRS BRANCH – MEDIA OPERATIONS – INFORMATION DISSEMINATION

Media Operations Leader (External Affairs)

Activation level: All Scales – In initial JIC the position is Media Operations Assistant and Exercises No Supervision

Topic	Description
Primary Duty:	The Media Operations Leader interacts with stakeholders; monitors stakeholder information needs, and distributes information in a timely and effective manner.
Supervises:	Media Operations Branch (Call Center Leader, Preparation Unit Leader, Dissemination Unit Leader)
Reports To:	JIC Manager
Tasks & Responsibilities:	Ensure that all of the following are performed: • Prepare speakers prior to interviews • Conducts news conferences and town meetings • Review print and electronic news clips and analysis • Provide escort services to the media • Provide escort service in coordination with the Liaison Officer as needed for community and distinguished visitors • Develop and implements community outreach programs • Provide protocol support to the Liaison Officer • Coordinate with Research Team to provide information support to Call Center • Monitor and maintain audience and stakeholder relations • Support agency and team coordination • Identify misinformation or rumors that may affect response (Work with Research Team) • Maintain Unit Log (ICS Form 214)

Call Center Leader (External Affairs)

Activation level: Medium, large, and full JIC

Topic	Description
Primary Duty:	The Call Center Leader Unit Leader/Assistant(s) manage information in a timely and effective manner.
Supervises:	Call Center Unit (if applicable)
Reports To:	Media Operations Branch Leader
Tasks & Responsibilities:	• Establishes and staffs call center with support from Service Unit • Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry, and results (Use Joint Information Center Query Record) • Maintain a comprehensive and current media log containing date, name of PIO responding, reporter, action taken, nature of inquiry, and contact information (Use Joint Information Center Query Record) • Staff the phones with people able to answer calls, possibly in more than one language, from local, state, national and international media, community and government entities • Record questions that cannot be answered immediately and call back with the answers as found • Respond to routine inquiries using talking points, speaker preparation, news releases, and fact sheets. Follow up faxed news releases with calls to the media. • Provide a detailed list of volunteers that call into the JIC, including name, phone number, and nature of their offer (skills, food donation, availability, etc.) to the volunteer coordinator • Coordinate with Research Team to provide information support to Call Center • Coordinate and gather detailed information about other relevant call centers • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel selected for this position should have experience interacting directly with the media, should be able to speak clearly and concisely, be able to accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

Preparation Unit Leader (External Affairs)

Activation level: Large and full JIC

Topic	Description
Primary Duty:	Manages special services required by the JIC, such as speaker training, media analysis, and on-site escorts. Coordinates with Logistics Service Unit.
Supervises:	Preparation Unit (Preparation Unit Assistant, Protocol Support Assistant, Field Operations Coordinator, Community Outreach Officer)
Reports To:	Media Operations Leader
Tasks & Responsibilities:	Ensure that all of the following are performed: • Prepare all spokespersons prior to interviews • Provide escorts to the field and ICP for the media, community, and distinguished visitors • Analyze information gathered through news clips, telephone conversations, town meetings, and news conferences • Prepare for news conferences and town meetings • Compile incident-related news information • Monitor and maintain audience and stakeholder relations (Work with Media Monitoring Unit) • Develop and implement community outreach programs • Provide protocol support to the Liaison Officer • Coordinates with Logistics Service Branch • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel selected for this position should possess extensive media relations, crisis response, and ICS experience, and have demonstrated skills in interacting with the public and media. Personnel should also have good interpersonal skills, communication experience, the ability to accomplish tasks with only initial direction and function efficiently in a high stress environment. Personnel selected for these positions should possess experience in public affairs, crisis response, JIC Operations, management, as well as have demonstrated skills interacting with the public and media.

Protocol Support Assistant (External Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	The Dissemination Unit Leader/Assistant(s) distributes information in a timely and effective manner.
Supervises:	NA
Reports To:	Preparation Unit Leader
Tasks & Responsibilities:	• Coordinate protocol activities and concerns with the Liaison Officer • Ensure escorts are available and scheduled in support of the Liaison Officer • Ensure briefing packets are available to both escorts and the Liaison Officer for Congressional and VIP visits • Inform appropriate federal, state, and local stakeholders of response activity • Compile incident casebook • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel selected for this position should possess public affairs, crisis response, and ICS experience, as well as have demonstrated skills in interacting with the public and people from other agencies. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

Field Operations Coordinator (External Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Coordinator and JIC point of contact for Field PIOs. Serves as the front line for JIC operations, works directly with the media and provides PIO field support. Gathers firsthand information about incident.
Supervises:	Field Operations Unit (Field PIOs)
Reports To:	Preparation Unit Leader
Tasks & Responsibilities:	• Establish reporting procedures for Field PIOs • Coordinates with Logistics to acquire communication equipment for reporting • Develop staffing plan • Prepare media kits and materials for Field PIOs • Assign Field PIOs to media inquiry events • Develop media outreach strategy for Field PIOs • Coordinate with Community Outreach Officer • Maintain Unit Log (ICS Form 214)

Field PIO (External Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Serves as the front-line PIO in the field. Works with local news media and serves as vital link to the JIC and disaster field office. Identifies critical issues and potential problems and reports to field coordinator.
Supervises:	N/A
Reports To:	Field Operations Coordinator
Tasks & Responsibilities:	• Establishes and maintains a positive, professional working relationship with the media • Conducts onsite media interviews • Provide field coordinator with media coverage on the event • Report media contacts and events regularly to Field Coordinator • Implement media outreach strategy • Maintain Unit Log (ICS Form 214)

Community Outreach Officer (External Affairs)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Monitor the community's concerns regarding the incident and advise the PIO about community information needs.
Supervises:	NA
Reports To:	Preparation Unit Leader
Tasks & Responsibilities:	• Determine the information needs of the community in support of the Preparation Unit Leader • Coordinate community outreach programs • Establish contact with local community influencers that can provide feedback about how the response is perceived • Determine the need for and format of town meetings • Coordinate with Field Operations Coordinator • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel selected for this position should possess community relations, crisis response, and ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with only initial direction, and function efficiently in a high stress environment.

Dissemination Unit Leader (External Affairs)

Activation level: Medium, large, and full JIC

Topic	Description
Primary Duty:	Supervises the Dissemination Unit of the JIC. The Dissemination Unit Leader/Assistant(s) distributes information in a timely and effective manner.
Supervises:	Dissemination Unit (if applicable)
Reports To:	Media Operations Branch Leader
Tasks & Responsibilities:	• Determine primary newspaper, radio, and television outlets and identifies other significant outlets, e.g., Internet, etc. • Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers, and e-mail and postal addresses • Maintain a comprehensive and current list of interested stakeholder phone and fax numbers or e-mail addresses and gives a copy to the Liaison Officer • Send written material to requestors as it is approved via fax, email, and Internet • Maintain a comprehensive and current log of information released • Promote story and feature ideas to target media • Release telephone number(s) for community volunteers and set up a recorded message after hours telling them when to call back • Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Personnel selected for this position should have experience interacting directly with the media, should be able to speak clearly and concisely, be able to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Depending on region, bilingual personnel may be needed in this unit.

LOGISTICS BRANCH – INFORMATION COORDINATION

Logistics Team Leader (Logistics)

Activation level: All Scales – In initial JIC the position is Logistics Team Assistant and Exercises No Supervision

In Small Scale activation, the lead agency is responsible for logistics.

Topic	Description
Primary Duty:	Participate in development and implementation of the JIC Action Plan. Activates and supervises Branches/Units in Logistics Section
Supervises:	Logistics Team (Support Unit Leader, Service Unit Leader, Training Unit Leader)
Reports To:	JIC Manager
Tasks & Responsibilities:	• Plan organization of JIC Logistics Team and assign work • Notify team of activation • Identify service/support needs • Prepare and implement plan for mobilization, communication, and demobilization • Provide all support and service requirements needed to facilitate effective and efficient JIC management • Provide facilities, transportation, supplies, equipment maintenance, food, communication, and computers • Assign and train primary and alternates • Maintain Unit Log (ICS Form 214)

Support Unit Leader (Logistics)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Manages additional activities in support of public information. Provides JIC personnel, equipment, facilities, and supplies to support JIC operations
Supervises:	Support Unit (if applicable)
Reports To:	Logistics Team Leader
Tasks & Responsibilities:	• Determines and obtains resources for JIC operations • Provide audio/visual support • Provide copying support for all meetings, briefings, and distribution as necessary • Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section • Maintain Unit Log (ICS Form 214)

Service Unit Leader (Logistics)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Manages coordination of meetings, interviews, and engagements.
Supervises:	Service Unit (if applicable)
Reports To:	Logistics Team Leader
Tasks & Responsibilities:	• Works with Preparation Unit to prepare personnel for speaker preparation, news conferences, town meetings, single media interviews, and special events • Works with Preparation Unit to schedule spokespersons for interviews with media, community, and distinguished visitors • Works with Preparation Unit to schedule designated spokesperson to receive speaker preparation prior to each interview • Advise the Information Officer and JIC Manager on times for news conferences and town meetings • Schedule field escorts in coordination with the Protocol Support Assistant • Establish a daily drive-time call-out schedule that meets local radio and television deadlines. Advises on JIC communication capabilities • Prepares JIC Plans • Works with News Desk to ensure call center is established • Set up and maintain JIC phones, faxes, copiers, computers, etc. • Ensure an equipment accountability system is established • Maintain Unit Log (ICS Form 214)

Training Unit Leader (Logistics)

Activation level: Full JIC only

Topic	Description
Primary Duty:	Manages JIC training.
Supervises:	Training Unit (if applicable)
Reports To:	Logistics Team Leader
Tasks & Responsibilities:	▪ Provide training support prior to and during an incident ▪ Maintain Unit Log (ICS Form 214)
Assignment Prerequisites:	Thorough understanding of all JIC processes and equipment. Personnel selected for this position should be able to accomplish tasks with only initial direction and function efficiently in a high-stress environment.

Supervision Matrix

Position Title	Supervises	Reports To
Lead Public Information Officer (PIO)	JIC Manager	Incident Commander
JIC Manager	Research Team Leader, Media Operations Leader, Logistics Team Leader	Lead PIO
Subject Matter Expert/PIO Assistant	NA	Lead PIO
Research Team Leader (Internal Affairs)	Research Team (Data Gathering Unit Leader and Product Unit Leader)	JIC Manager
Data Gathering Unit Leader	Data Gathering Unit (Data Gathering Unit Assistant and Media Monitoring Unit Leader)	Research Team Leader
Data Gathering Unit Assistant	NA	Data Gathering Unit Leader
Media Monitoring Unit Leader	Media Monitoring Unit (if applicable)	Data Gathering Unit Leader
Product Unit Leader	Product Unit (Product Unit Assistants)	Research Team Leader
Product Unit Assistant	NA	Product Unit Leader
Media Operations Leader (External Affairs)	Call Center (if applicable)	JIC Manager
Call Center Leader	News Desk (if applicable)	Media Operations Branch Leader
Preparation Unit Leader	Preparation Unit (Preparation Unit Assistant, Protocol Support Assistant, Field Operations Coordinator, Community Outreach Officer)	Media Operations Branch Leader
Preparation Unit Assistant	NA	Preparation Unit Leader
Protocol Support Assistant	NA	Preparation Unit Leader
Field Operations Coordinator	Field Operations Unit (Field PIOs)	Preparation Unit Leader
Field PIO	NA	Field Operations Coordinator
Community Outreach Officer	NA	Preparation Unit Leader
Dissemination Unit Leader	Dissemination Unit (if applicable)	Media Operations Branch Leader
Logistics Team Leader	Logistics Team (Support Unit Leader, Service Unit Leader, Training Unit Leader)	JIC Manager
Support Unit Leader	Support Unit (if applicable)	Logistics Team Leader
Service Unit Leader	Service Unit (if applicable)	Logistics Team Leader
Training Unit Leader	Training Unit (if applicable)	Logistics Team Leader

VII. APPENDIX C

JIC Activation Contact List **NOT FOR PUBLIC DISTRIBUTION**

Agency	Name	Phone	Fax	Cell/Pager	Home	E-mail
Bureau of Land Management (Northwest)	Boyd, David	(970) 947-2832	(970) 947-2829	(970) 319-4130	n/a	david_boyd@blm.gov
Bureau of Land Management (Central)	Lloyd, Mel	244-3097	244-3152	210-2126	858-9655	melodie_lloyd@blm.gov
Bureau of Reclamation	Hock, Justyn	248-0625	248-0601	n/a	263-8047	jhock@uc.usbr.gov
City of Clifton Fire Department	Martin, Greg	434-9500	434-5347	250-5649	434-1229	gmartin@gmmihvac.com
City of Grand Junction Police Department	Bowman, Linda	244-3601	n/a	985-0713	n/a	lindab@gjcity.org
Colorado Division of Wildlife	Hampton, Randy	255-6162	255-6111	P:255-5421	241-8374	randy.hampton@state.co.us
CSU Cooperative Extension	Fortson, Leigh	241-3346	n/a	250-9540	n/a	lfortson@coop.ext.colostate.edu
Downtown Partnership	Dirks, Kathy	256-4133	243-1865	260-0747		kathydirks@yahoo.com
Fruita Police Department	Coughran, John	858-3008	858-3665	234-6713	234-6713	john.coughran@mesacounty.us
Grand Junction Fire Department	Page, Mike	244-1413	244-1471	C:208-3442 P:263-6123	434-9068	mikep@ci.grandjct.co.us
Grand Junction Police Department	Bowman, Linda	244-3601		985-0713		lindab@gjcity.org
Grand Junction Public Works and Utilities	Winn, Kristin	256-4076	256-4022	201-1069	257-7203	kristinw@gjcity.org
Grand Junction, Communications & Community Relations Coordinator	Rainguet, Sam	244-1507	244-1456	C:260-5431	464-1079	samr@gjcity.org
Grand Junction, Visitor and Convention Bureau	Grossheim-Harris, Jennifer	256-4063	243-7393	260-0152	n/a	jergh@gjcity.org
Hospice & Palliative Care of Western CO	Moretti Martin, Danielle	683-7619	257-2400	623-9643	257-7974	dmartin@hospicewco.com
Mesa County	Peterson, Jessica	244-1640	244-1639	250-7320	243-9112	jessica.peterson@mesacounty.us
Mesa County Department of Human Services	Guillen, Karen	256-2453	255-3682	778-1249	255-8390	karen.guillen@mesacounty.us
Mesa County Health Department	Westerman, Kristy	248-6964	248-6972	C:260-7042	241-7799	kristy.westerman@mesacounty.us
Mesa County Valley School District 51	Kirtland, Jeff	254-5113	245-2714	985-5901	256-9363	kirtland@mesa.k12.co.us
Mays Concrete	Workman, David	243-5669		201-2134		dworkman@maysconcrete.com
Mesa Mall	McCloud, Jammie	242-0009		250-4914	243-2763	jammiemccloud@macerich.com
Mesa State College	Nunn, Dana	248-1868	248-1076	n/a	n/a	Dnunn@mesastate.edu
Mesa State College Faculty	Flenniken, Dan	248-1184	254-1730	n/a	n/a	dflennik@mesastate.edu
Plateau Valley Fire Department	Farmer, Ken	268-5094	n/a	n/a	268-5094	Kenfarmster@gmail.com
Primary Care Partners	Anderson, Paula	254-2645				paanderson@pcpgj.com
Rocky Mountain Health Plans	Arnesen, Kayla	244-7967	248-5080	250-4060	242-1138	KaylaArnesen@rmhp.org
S.M. Stoller Corporation	Miller, Judy	248-6363	248-6040	397-3128	n/a	jmiller@lm.doe.gov
S.M. Stoller Corporation	Ryan, Wendee	248-6765	248-6040	P:256-5082	n/a	wryan@gjo.doe.gov
St. Mary's Hospital	Moe, Samantha	244-2000	244-2092			Samantha.moe@stmarygj.org
Ute Water Conservancy District	Burtard, Joe	242-7491	242-9189	n/a	n/a	jburtard@utewater.org
VA Medical Center	Baugh, Kris	244-1336	248-5594			Kris.baugh@va.gov
Xcel Energy	Eggleston, Fred	244-2611	244-2606	216-1487		fred.eggleston@xcelenergyv.com

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ICS Form 214 (Unit Log)

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)				

JIC/JIS Information Release Approval Form

Please keep with draft and original release at all times

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

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

Version (circle one):

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

Approval Parties (please obtain approval from all applicable agencies):

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

Public Call Sheet

Date: _____ Time: _____ Call Taker: _____

Person Calling: _____

Organization: _____

Phone Number: (desk) _____ (cell) _____

Fax Number: _____

Email Address: _____

Information Requested:

Action Taken:

☐ Refer to (check as appropriate)

☐ Agency PIO (name and agency) _____

☐ JIC Information Coordinator _____

☐ Complete

JIC/JIS Media Call Sheet

Date: _____ Time: _____ Call Taker: _____

Media Outlet: _____

Reporter: _____

Phone Number: (desk) _____ (cell) _____

Fax Number: _____

Email Address: _____

Information Requested:

Action Taken:

☐ Refer to (check as appropriate)

☐ Agency PIO (name and agency) _____

☐ JIC Information Coordinator _____

☐ Complete

Media Sign-In Sheet

[illegible]

MESA COUNTY JOINT INFORMATION CENTER
MEDIA MONITORING WORKSHEET

DATE:	TIME:	MEDIA OUTLET:	REPORTER:	REPORT DETAILS:	TONE OF COVERAGE

JOINT INFORMATION CENTER

Media Content Analysis Worksheet

Date of news: _____ Name of monitor: _____

Media outlet name: _____ Broadcast times: _____

Reporter: _____

Coverage synopses:

Issues:

Inaccuracies:

View points:

Corrections:

Who notified of discrepancies:

MESSAGE PREPARATION TEMPLATE

Prepare a statement of commitment, empathy or concern to use as an introduction. Put yourself into the shoes of your audience and address what they are most concerned about.

Example: “Before I give you an update of the incident, I’d like to say our number one concern is the safety of the community.” or “The most important objective in our operation is ensuring a resolution to this situation as soon as possible.”

NOTE: From this point on, sentences should be short – seven to 12 words in length.

Prepare one to three key messages you want to address and incorporate them into a bridge between the sentence above and the body of your statement.

Example: “Precautionary vaccination is the best course of events and we’re starting clinics later today.”

Clarify facts and give a call for action.

Who _____

What _____

Where _____

When _____

Why _____

How _____

What we don’t know: _____

Explain process to get answers: _____

Repeat statement of commitment: _____

Give referrals: _____

For more information _____

Next scheduled update _____

Finally, check your message for the following:

▪ Positive action steps ▪ Honest/open tone ▪ Applied risk communication principles ▪ Clarity ▪ Simple words, short sentences	▪ No jargon ▪ No judgmental phrases ▪ No humor ▪ No extreme speculation
--	---

JOINT INFORMATION CENTER

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 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.

SITUATION WORKSHEET

Received From: _____ Incident Name: _____

Dept./Agency _____ Date/Time: _____

Contact Name: _____

Radio: _____ Phone: _____

Area Involved: _____

Number Injured or Dead: _____

Number and type of special facilities (shelters, donation centers, etc.) _____

Road Status (closure, evacuation routes, etc.) _____

Status of Dept./Agency, mutual aid availability: _____

Shortages of critical resources and unfilled orders for critical resources: _____

Homes, infrastructure, watersheds, etc. threatened by incident: _____

Dept./Agency problems and/or concerns: _____

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, including mult box
- ☐ 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.

- ☐ 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
- Send information to 211

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

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 disturb 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, and you may want to videotape it to assess and improve the presentation.
- Decide how questions will be handled. If more than one person is 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, 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.
- 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

Review and complete Moderator Script Worksheet found on page 45.

JIC/JIS MANAGER DAILY CHECKLIST

- ☐ Receive briefing from off-going shift;
- ☐ Develop and monitor information operations in support of overall response efforts;
- ☐ Maintain high level of understanding of current situation and response operations by attending unified command post briefings or briefing with lead agency PIO;
- ☐ Ensure information is being provided to the public and all other stakeholders;
- ☐ Monitor any request identified by the 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 by yourself and the members of the JIC is well documented and delivered to the appropriate places;
- ☐ Complete daily log;
- ☐ Gather staff time sheets, review and submit.

JIC/JIS STAFF MEETING CHECKLIST

Date: ____/____/____

Time: ____:____

Staff member	Accomplishments or Assignments
1. Lead PIO	
2. PIO Assistant	
3. JIC Manager	
4. Research Team Leader	
5. Media Operations Leader	
6. Logistics Team Leader	
7. Data Gathering Unit Leader	
8. Call Center Leader	
9. Dissemination Unit Leader	
10. Field PIOs	

**LEAD PIO
DAILY CHECKLIST**

- ☐ Receive briefing from off-going shift;
- ☐ 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 unified command post briefings;
- ☐ Ensure public affairs people in field are given assignments;
- ☐ Receive approval from 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 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 yourself and the members of the JIC is well documented and delivered to the appropriate places;

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.

3. 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.

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

JOINT INFORMATION CENTER EQUIPMENT CHECKLIST

ITEMS FROM STORAGE

Batteries, replacements for all equipment (AAA, AA, 9-volt, C, D, camera)
Binder clips, various sizes
Binders (3-ring) with dividers, several
Clipboards
CD's or memory sticks (flash/thumb drives)
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- hard and electronic copies
Name tags
Paper clips
Paper pads
Pens/pencils
Printer paper – six reams, 4 white, 2 colored
Push pins
Radio, AM/FM
Radios- Two- way
Staplers, several, with extra staples
Scissors
Tablets
Tape – clear, masking, blue (painter's), duct
Time/date stamp
TV and VCR with antenna and cable cord (preferably 4 TV's and VCR's)
Video tapes, 10 2-hour (or recordable DVD's)
Whiteboard

ITEMS FROM IT

Audio multi-box
Computers, at least 1 wireless
Computer wi-fi card
Copier/Printer
Copier/Printer toner and ink cartridges
Digital cameras, still and video
Phones: (1) number that rolls over to all phones in JIC.
Phone and DSL cords/cables
Power surge protectors
Printer
Printer cartridges, four

JIC GO KIT SUPPLY LIST

Sample from Mesa County Health Department

Office Supplies

Stapler	Tape (scotch, duct, masking)	Cell phone charger
Staples	Pens (13)	
AA Batteries	Markers (3)	
Binder Clips	Paper Clips	
Blank CDs	Blank VHS Tapes (3)	
Paper Pads (3)	Power Strip	
Extension Cords (2)	Non-perishable food items	

Resources

Communication in Crisis Booklet
Jane's Chem-bio Handbook
Jane's Crisis Communications Handbook
Media and You Handbook
Emergency Response Guide
Wallet Guide for Media
Dexonline CD (electronic telephone directory)
Terrorism and Other Public Health Emergencies Handbook
Company/Organization Letterhead
Crisis/Emergency Risk Communication Handbook
Crisis/Emergency Risk Communication Binder
Phonebook
CD Of Templates:
 -MCHD Press Release
 -Electronic Letterhead
 -Logo
 -HAN
CD Of Contact Lists:
 -PIO
 -Employees
 -Radio
 -Television
 -Newspapers
 -Account Executives
 -Child Care Facilities
 -Nursing Homes
 -Misc. Media
 -Hispanic Community
 -Bilingual
 -State PIO
 -Board of Health

IX. APPENDIX E—MEMORANDA OF UNDERSTANDING

Mesa County Communications Officer Association Memorandum of Understanding

A. Mission

It is the mission of the Mesa County Communications Officer Association (MCCOA) to provide incident information, designed to support agency(s) having jurisdiction during a large scale event. The MCCOA consists of representatives from: City of Grand Junction Administration, City of Grand Junction Fire Department, City of Grand Junction Police Department, Mesa County Administration, Mesa County Health Department, Mesa County Sheriff's Office, Mesa County School District 51, Mesa County 2-1-1 Services, St. Mary's Hospital, and Xcel Energy.

B. Scope

The scope of this document shall apply to all of Mesa County, except federal lands and shall include lands within the incorporated limits of municipalities of Mesa County.

C. Purpose

Incidents within Mesa County and Municipalities require a standardized management system. All agencies and political subdivisions who participate in the MCCOA, agree to utilize the National Incident Management System for all multi-agency and/or multi-jurisdictional incidents to the varying degree possible.

The Mesa County Joint Information Center (JIC) is a physical location where public affairs professionals from organizations in incident management activities work together in conjunction with the Emergency Operation Center (EOC) and or the Incident Commander to provide critical emergency information, crisis communications, and public affairs support. The Mesa 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 Mesa County JIS 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 MCCOA will be available for staffing and managing the JIC. 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. Upon written notification from the Mesa County Emergency Management Director to all participating parties prior to the expiration date of the agreement any party may decline to renew.
3. Each party shall, at all times, be responsible for its own costs incurred in the performance of this Memorandum of Understanding.
4. The obligations and procedures established under this agreement shall be reviewed annually by the MCCOA prior to the anniversary of the effective date of the agreement. After said review, the MCCOA shall prepare a written report detailing the change(s) or modification. 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.
5. Any party may terminate its involvement in this agreement upon thirty (30) days written notice to the Emergency Management Director of Mesa County.
6. Any grievance, protest or complaint by any party to this agreement with respect to this agreement shall be made in writing to the Emergency Management Director of Mesa County. Who will then present the issue for discussion and resolution to the MCCOA at the next regularly scheduled meeting.
7. Any cancellation, grievance, protest or complaint registered with the Emergency Management Director of Mesa County by a party to this agreement shall require a written acknowledgment from the Emergency Management Director of Mesa County to that party within ten (10) working days of receipt of that cancellation, grievance, protest or complaint.

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

City of Grand Junction, Administration
City Manager

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

City of Grand Junction Fire Department
Chief

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

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City of Grand Junction Police Department
Chief

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Mesa County, Administration
County Administrator

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Mesa County Health Department
Director

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Mesa County Sheriff's Office
Sheriff

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

2-1-1 Services
Supervisor

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Mesa County School District 51
Superintendent

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

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St. Mary's Hospital
Director

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Xcel Energy
Manager

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

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VA Medical Center
Director

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

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Community Hospital
Director

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Plateau Valley Fire District
Chief

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Colorado State Patrol
Major

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Division of Wildlife
Director

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Clifton Fire Protection District
Chief

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Fruita Police Department
Chief

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Palisade Fire Department
Chief

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Walker Field Airport Authority
Airport Manager

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

Mesa County Department of Human Services
Director

Date

MESA COUNTY COMMUNICATIONS OFFICER ASSOCIATION
Memorandum of Understanding
Signature Page

Your signature on this document indicates your agency's willingness to participate in the JIC/JIS system, when appropriate, or necessary.

City of Grand Junction
Public Works Director

Date