EMERGENCY COMMUNICATIONS ANNEX

FUNCTION-SPECIFIC ANNEX TO THE COUNTY OF SANTA CLARA EMERGENCY OPERATIONS PLAN

MARCH 2022

OFFICE OF EMERGENCY MANAGEMENT
COUNTY OF SANTA CLARA
55 W. YOUNGER AVE, STE. 450
SAN JOSE, CA 95110
**SUGGESTED CITATION**


**RECORD OF CHANGES**

<table>
<thead>
<tr>
<th>Date</th>
<th>Section</th>
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</tr>
</thead>
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<tr>
<td>01.</td>
<td>1/20/2022</td>
<td>All</td>
<td>Completed formal review process to incorporate feedback from OA and partners.</td>
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<td>02.</td>
<td>3/28/2022</td>
<td>Appendix</td>
<td>Added JIS Framework</td>
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<td>15.</td>
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</tbody>
</table>
ACKNOWLEDGEMENTS

We thank Chief Vance Taylor, Office of Access and Functional Needs at the California Governor’s Office of Emergency Services, for his guidance on a Whole Community approach to emergency communications.

Thank you also to our planning partners for their participation and continuing contributions:

Nonprofit Organizations, Community-based Organizations and Educational Institutions
American Association for Retired People, California
American Red Cross
Bay Area Critical Incident Stress Management (CISM) Team
Bay Area Urban Area Security Initiative (UASI)
Collaborating Agencies for Disaster Relief Efforts (CADRE)
Community Health Nursing, San Jose State University
Hearts and Minds Activities Center
Roosevelt Park Neighborhood Association
San Andreas Regional Center
Santa Clara County ARES/RACES
Second Harvest Food Bank
Silicon Valley Independent Living Center
On Lok Lifeways
Outreach and Escort, Inc.
Uplift Family Services
United Way 2-1-1
West Valley Mission Community College District

Special Districts
Santa Clara County Fire Department
Santa Clara County Library District

Operational Area Cities and Towns
City of Campbell
City of Cupertino
City of Gilroy
City of Los Altos
Town of Los Altos Hills
Town of Los Gatos
City of Milpitas
City of Monte Sereno
City of Morgan Hill
City of Mountain View
City of Palo Alto
City of San Jose
City of Santa Clara
City of Saratoga
City of Sunnyvale

County Departments and Commissions
Behavioral Health Department
Consumer and Environmental Protection Agency
Health and Human Services
Office of Cultural Competency
Office of Immigrant Relations
Office of Supportive Housing
Office of Public Affairs
Public Health Department
Santa Clara County Senior Care Commission
Social Services Agency
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PROMULGATION

The preservation of life, property, and the environment is an inherent responsibility of local, state, and federal government. While no amount of planning can prevent casualties or destruction, realistic, actionable plans carried out by knowledgeable, well-trained personnel can minimize losses.

The County of Santa Clara has created this Emergency Communications Annex to guide actions performed by Public Information Officers and use of a Joint Information Center and Joint Information System to inform the civilian population during emergencies. This Annex is compliant with the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the State of California Statewide Alert & Warning Guidelines, issued by the California Governor’s Office of Emergency Services.

This Annex is an extension of the County of Santa Clara Emergency Operations Plan. It outlines the functions involved in emergency communications. The Annex specifies policies and general procedures, defines the role and responsibilities of the Public Information Officer and the communications team, and provides guidance for the planning and execution of emergency communication before, during, and after an incident, disaster, or emergency.

This Annex will be reviewed, exercised, and revised periodically to address changing conditions and needs.

The Office of the County Executive and the Office of Emergency Management give full support to this Emergency Communications Annex and urge all officials, employees, and residents to participate in the total emergency effort of the County of Santa Clara.

Jeffrey V. Smith, M.D., J.D.
County Executive/Director of Emergency Services

6/9/2022

Dana C. Reed
Director of Emergency Management
Santa Clara County Office of Emergency Management

6/9/2022
HOW TO USE THIS ANNEX

The Emergency Communications Annex is a guide for Public Information Officers (PIO) and communications staff who are providing public information and or serving in an activated Emergency Operations Center during an incident, emergency, or disaster. This Annex is designed as a hands-on tool for PIOs to get up to speed quickly and provide timely and relevant information for the public to protect life safety, property, and the environment.

This Annex contains five sections including the Critical Action Guide, Introduction, Activation, Response, Recovery, and Appendix. A summary of each section is provided below:

- The Critical Action Guide contains tools to help the PIO establish priorities and make critical decisions in the early phases of an incident. The Guide also outlines anticipated roles and responsibilities for the Joint Information Center communications team, County departments and Operational Area partners.

- The Introduction section outlines the planning process used to develop the Annex, identifies the primary and secondary users of the Annex, and defines its purpose, scope, objectives, and assumptions. This section also discusses essential principles and strategies for effective emergency communications.

- The Activation section includes nuts and bolts information about how to conduct public information and outreach during an EOC activation, including identifying target audiences, disseminating information via inbound and outbound communications channels, alert and warning systems and procedures, the Joint Information Center for information processes and dissemination, and use of the Joint Information system to coordinate emergency communications across multiple jurisdictions. This section also discusses use of Emergency Management Mutual Aid (EMMA) for large-scale and/or long-term activations.

- The Response section outlines information management processes from gaining situational awareness to establishing message priorities, and strategies for streamlining content review and approval. This section discusses use of a Joint Information System on Operational Area and regional levels to ensure consistency of messages and sharing of information.

- The Recovery section specifies continuing communication processes and messages and outlines specific actions for deactivation of the EOC, PIO function and Joint Information Center.

- This Annex provides an Appendix that includes alert and warning resources with templates and sample messages for various hazards; reference materials for weather and heat risk; Joint Information Center position descriptions and sample organization chart, media management tools; resources for message development, including for people with access and functional needs, and general forms and worksheets.
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SECTION 1: EMERGENCY COMMUNICATIONS CRITICAL ACTION GUIDE


1.1 Phased Emergency Communications Priorities

The diagram below depicts examples of communications priorities for three phases of an incident or emergency: Activation, Response, Recovery. (Please note that every incident or emergency has unique communications requirements that may or may not align with the examples depicted below.)

<table>
<thead>
<tr>
<th>Activation</th>
<th>Response</th>
<th>Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Send alert and warnings via IPAWS</td>
<td>2. Determine target audiences – prioritize communities who are the most impacted.</td>
<td>2. Maintain communications processes aimed at target audiences</td>
</tr>
<tr>
<td>3. Determine PIO staffing needs (possible mutual aid request).</td>
<td>Considerations include geographic, language, access and functional needs.</td>
<td>3. Continue to develop and disseminate key messages via multiple channels:</td>
</tr>
<tr>
<td>4. Establish Joint Information Center with supporting agencies and departments.</td>
<td>Institute communications planning using FEMA model.</td>
<td>o Health and safety</td>
</tr>
<tr>
<td>5. Engage Joint Information System.</td>
<td>Develop key messages:</td>
<td>o Incident updates</td>
</tr>
<tr>
<td>6. Establish media line. Maintain focus on local needs and enforce clear boundaries with national media.</td>
<td>o Protective measures</td>
<td>o Reunification</td>
</tr>
<tr>
<td>7. Establish in-bound call center.</td>
<td>o Incident updates</td>
<td>o Re-entry</td>
</tr>
<tr>
<td>8. Create emergency website.</td>
<td>o Available public shelters</td>
<td>o Family Assistance Center</td>
</tr>
<tr>
<td></td>
<td>o Transportation and utilities</td>
<td>o Local Assistance Center</td>
</tr>
<tr>
<td></td>
<td>Disseminate via multiple channels:</td>
<td>4. Deactivate EOC/PIO</td>
</tr>
<tr>
<td></td>
<td>o Alert and warning system — IPAWS</td>
<td>Function/Joint Information Center</td>
</tr>
<tr>
<td></td>
<td>o News conference/news release</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Emergency website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Social media</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o CADRE and community-based organization partners</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Door-to-door canvassing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Signage, message boards, traplines</td>
<td></td>
</tr>
</tbody>
</table>
1.2 Task and Resource Matrix

The Task and Resource Matrix identifies key partners and available resources to accomplish the emergency communications tasks for three operational phases. Templates and contact lists are available on the Comms Annex local drive.

### Activation Phase

<table>
<thead>
<tr>
<th>Task</th>
<th>Initiator</th>
<th>Key Partners</th>
<th>Annex Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain situational awareness</td>
<td>Lead PIO</td>
<td>EOC Sit Stat, News Monitoring Lead, JIS</td>
<td>4.1, A-11</td>
</tr>
<tr>
<td>Send alert and warning via IPAWS</td>
<td>EOC Dir, Lead PIO</td>
<td>EOC Plans Section</td>
<td>4.4, Appendix E and F</td>
</tr>
<tr>
<td>Determine PIO staffing needs</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr</td>
<td>1.4, 3.2</td>
</tr>
<tr>
<td>Establish Joint Information Center</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr</td>
<td>1.4, 1.5, 3.2, B-1, B-2</td>
</tr>
<tr>
<td>Engage Joint Information System</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr</td>
<td>3.3</td>
</tr>
<tr>
<td>Establish media line</td>
<td>Lead PIO, Deputy PIO</td>
<td>Media Relations Lead</td>
<td>1.3, A-8</td>
</tr>
<tr>
<td>Issue press release or holding statement</td>
<td>Lead PIO</td>
<td>Media Relations Lead, Research and Writing Lead</td>
<td>A-8, B-3</td>
</tr>
<tr>
<td>Establish in-bound call center</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr, Call Ctr Mgr</td>
<td>1.3, A-5</td>
</tr>
<tr>
<td>Create emergency website and establish roles for accessing, updating, and creating content</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr, Web Lead, TSS</td>
<td>1.3, A-9</td>
</tr>
<tr>
<td>Establish page roles for accessing the lead agencies and other County department’s social media pages</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr, Social Media Lead</td>
<td></td>
</tr>
</tbody>
</table>

### Response Phase

<table>
<thead>
<tr>
<th>Task</th>
<th>Initiator</th>
<th>Key Partners</th>
<th>Annex Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain situational awareness</td>
<td>Lead PIO, Deputy PIO</td>
<td>EOC Sit Stat, News Monitoring Lead, JIS</td>
<td>4.1, A-11</td>
</tr>
<tr>
<td>Determine target audiences</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr, Research and Writing Lead</td>
<td>4.2</td>
</tr>
<tr>
<td>Ensure accessibility of all emergency communications</td>
<td>AFN Coordinator</td>
<td>JIC Mgr, JIC Team, Community Relations Lead</td>
<td>2.1, Appendix C</td>
</tr>
<tr>
<td>Institute communications planning using FEMA model</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr, JIC Team</td>
<td>4.5, Appendix B</td>
</tr>
<tr>
<td>Develop key messages</td>
<td>Lead PIO, Deputy PIO</td>
<td>EOC Director, JIC Mgr, Research and Writing Lead</td>
<td>4.5, B-5, B-6, B-7</td>
</tr>
<tr>
<td>Disseminate public information across the various communication channels</td>
<td>Lead PIO, Deputy PIO</td>
<td>JIC Mgr, JIC Team</td>
<td>4.3</td>
</tr>
</tbody>
</table>

### Recovery Phase

<table>
<thead>
<tr>
<th>Task</th>
<th>Initiator</th>
<th>Key Partners</th>
<th>Annex Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain situational awareness</td>
<td>Lead PIO, Deputy PIO</td>
<td>EOC Sit Stat, News Monitoring Lead, JIS</td>
<td>4.1, A-11</td>
</tr>
</tbody>
</table>
1.3 Critical Decision Matrix

The matrix below supports the Lead PIO’s decision-making by identifying key decision points and offering corresponding criteria.

<table>
<thead>
<tr>
<th>Initiator</th>
<th>Decision Points</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>EOC Director/PIO</td>
<td>Send out alert via IPAWS</td>
<td>Imminent threat; critical life safety information</td>
</tr>
<tr>
<td>EOC Director/PIO</td>
<td>Send out information via AlertSCC</td>
<td>Urgency, relative importance of message</td>
</tr>
<tr>
<td>EOC Director/PIO</td>
<td>Hold press conference or issue holding statement to the press</td>
<td>The need for the public to know and readiness to release incident information</td>
</tr>
<tr>
<td>Lead PIO</td>
<td>Request PIO mutual aid</td>
<td>Scale and duration of incident or emergency</td>
</tr>
<tr>
<td>Lead PIO</td>
<td>Engage Joint Information System</td>
<td>Multiple jurisdictions impacted – need to share information and issue consistent messages</td>
</tr>
<tr>
<td>Lead PIO</td>
<td>Establish Joint Information Center</td>
<td>Multiple jurisdictions and or large-scale</td>
</tr>
<tr>
<td>Lead PIO</td>
<td>Establish in-bound media line</td>
<td>Scale and duration of incident or emergency</td>
</tr>
<tr>
<td>Lead PIO</td>
<td>Open in-bound call center (211)</td>
<td>Scale and duration of incident or emergency</td>
</tr>
<tr>
<td>Lead PIO</td>
<td>Create emergency website</td>
<td>Scale and duration of incident or emergency</td>
</tr>
<tr>
<td>EOC Director</td>
<td>Deactivate EOC</td>
<td>Immediate risks and threats are resolved and EOC is no longer needed.</td>
</tr>
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</table>
1.4 Joint Information Center – Roles and Responsibilities

The Lead PIO and Deputy PIO serve in the Management Section of the EOC and help shape the emergency communications strategy, which is executed by the Joint Information Center (JIC) team. The JIC provides staff and infrastructure to manage all functions of emergency communications including target audiences, messages, content strategy, translation and interpretation, rumor control, media relations, call center, research, writing, production, and dissemination of printed and digital materials. Complete list of roles and responsibilities for the Activation, Response and Recovery phases are found in the Appendix.

<table>
<thead>
<tr>
<th>Joint Information Center (JIC) – Roles and Responsibilities</th>
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<tbody>
<tr>
<td><strong>Lead PIO</strong></td>
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<tr>
<td><strong>Deputy PIO</strong></td>
</tr>
<tr>
<td><strong>Incident or Field PIO</strong></td>
</tr>
<tr>
<td><strong>Call Center Manager</strong></td>
</tr>
<tr>
<td><strong>JIC Manager</strong></td>
</tr>
<tr>
<td><strong>JIC Administrator</strong></td>
</tr>
<tr>
<td><strong>Media Relations Lead</strong></td>
</tr>
<tr>
<td><strong>Social Media Lead</strong></td>
</tr>
<tr>
<td>County of Santa Clara Office of Emergency Management</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Website Lead</strong></td>
</tr>
<tr>
<td><strong>Community Outreach Lead</strong></td>
</tr>
<tr>
<td><strong>Language Access Lead</strong></td>
</tr>
<tr>
<td><strong>Research and Writing Lead</strong></td>
</tr>
<tr>
<td><strong>Video Production Lead</strong></td>
</tr>
</tbody>
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**Office of the County Executive**

**County of Santa Clara Office of Emergency Management**
# Lead and Supporting Roles and Responsibilities for Emergency Communications: County Departments, Jurisdictions, Special Districts, Community-based Organizations

<table>
<thead>
<tr>
<th><strong>Lead Organizations</strong></th>
<th><strong>Anticipated Responsibilities</strong></th>
</tr>
</thead>
</table>
| Office of Emergency Management  
Office of Public Affairs | Take the lead on establishing and staffing JIC during incidents and emergencies; work with County agencies and departments for public message and information dissemination. |
| Jurisdictions in Santa Clara County – towns and cities  
Special Districts  
Transportation Agencies  
Utilities | Disseminate public messages and contribute to situational awareness by participating in the Joint Information System; serve in the JIC depending on the specific needs of the incident. |
| County of Santa Clara Division of Equity and Social Justice | Work with Community Outreach Lead to coordinate emergency communications for people with disabilities, older adults, children, limited English proficiency, and transportation disadvantaged and immigrant communities. |

<table>
<thead>
<tr>
<th><strong>Supporting Organizations</strong></th>
<th><strong>Anticipated Responsibilities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Services and Solutions</td>
<td>Establish emergency communications website on sccgov.org and provide ongoing support for all disaster and emergency-related websites.</td>
</tr>
<tr>
<td>211 – United Way Bay Area</td>
<td>Provide overflow support for the Joint Information Center call center and if necessary and a call center for inbound calls during disaster or emergency.</td>
</tr>
<tr>
<td>Social Services Agency; Department of Aging and Adult Services</td>
<td>Support emergency communications to older adults, persons with disabilities, and persons in low-income households.</td>
</tr>
<tr>
<td>Office of Supportive Housing</td>
<td>Support emergency communications to the unsheltered community.</td>
</tr>
</tbody>
</table>
| CADRE  
211  
Silicon Valley Independent Living Center  
San Andreas Regional Center  
Catholic Charities  
Access and Functional Needs (AFN) Working Group  
Other community-based organizations | Support emergency communications to persons with access and functional needs, and other constituents; participate in the Joint Information System and contribute to situational awareness depending on the specific needs of the incident. |
| Consumer and Environmental Protection Agency | Provide public messages and serve as subject matter expert on subjects related to animal care, environmental health, food safety, hazardous materials, and solid waste disposal. |
| All County Departments | Provide PIO/communications staff to serve in EOC/JIC; provide subject matter experts to serve as spokespersons for incidents/emergencies. |
SECTION 2: INTRODUCTION

2.1 Emergency Communications Annex Whole Community

The Emergency Communications Annex is focused on the needs of the communities within Santa Clara County and embodies the principles of the Comprehensive Preparedness Guide 101 and the Whole Community framework as outlined by the Federal Emergency Management Agency (FEMA).

The Emergency Communications Annex serves the whole of Santa Clara County including residents, students, workers, visitors and vulnerable communities.

Vulnerable communities include, but are not limited to, persons with access and functional needs, individuals who may require specific medications, supplies, services, durable medical equipment (DME), electricity for life-maintaining equipment, breastfeeding and infant and childcare, or nutrition in order to reduce negative impacts of a disaster or public health emergency on individuals’ health, persons with limited English proficiency (LEP), older adults, persons who are transportation disadvantaged, and the unsheltered community. This Annex complies with the California Code, Government Code - GOV § 8593.3, Chapter 7. California Emergency Services Act, Article 6.5. Accessibility to Emergency Information and Services:

(a) A county, including a city and county, shall, upon the next update to its emergency plan, integrate access and functional needs into its emergency plan by addressing, at a minimum, how the access and functional needs population is served by the following:

(1) Emergency communications, including the integration of interpreters, translators, and assistive technology.

Compliance Actions

- Provision of equal access to emergency communications that encompasses the full range of disabilities that people may have, including mobility, vision, hearing, cognitive and mental disabilities. Use of formats that are accessible to all including, but not limited to, American Sign Language (ASL) interpretation for press conferences and video, video captioning, video phones, Alternate Text for images, and use of plain language.

- Translation of key emergency messages and public information into Spanish, Vietnamese, Chinese, and Tagalog.
• For alerts and warnings sent via AlertSCC, use of the TTY option (a text-based system for communicating over phone lines used for people with hearing challenges) and translation of messages into Spanish, Vietnamese, Chinese, and Tagalog.
• Coordination with the AFN Coordinator, ADA Coordinators for each jurisdiction, and Collaborating Agencies' Disaster Relief Effort (CADRE) agencies and other community-based organizations to disseminate information to vulnerable communities.

2.2 Users and Stakeholders
This Annex is a primary resource designed for Public Information Officers (PIOs) and communications specialists for their use in an activated Joint Information Center. The Annex can be used for emergency communication guidance by secondary users and as a reference tool by other stakeholders.

Primary Users
• Public Information Officers (PIO) and communications team members from the Office of Emergency Management (OEM), County Office of Public Affairs (OPA), other County Departments, jurisdictions, special districts, and utilities who are assigned to the Joint Information Center.
• PIOs and communications specialists from Emergency Management Mutual Aid (EMMA) or other sources during a large incident and or extended activation.

Secondary Users
• Santa Clara County Joint Information System which includes PIOs from jurisdictions, special districts, school districts, transportation, and utilities.
• Collaborating Agencies Disaster Relief Effort (CADRE) and other nonprofit organizations and allied agencies.
• Office of Emergency Management leadership and emergency managers.
• Training and Exercise staff, and other stakeholders.
• Bay Area Joint Information System
• County Disaster Service Workers (DSW)
• County leadership and managers

2.3 Purpose
• Provide guidelines, processes, and resources for Public Information Officers and the communications team to enable them to manage, produce and disseminate timely, accurate, relevant, and consistent public information.
• Safeguard lives and maintain community well-being by informing the public with attention to reaching vulnerable populations before, during and after incidents, emergencies, and disasters.

2.4 Scope
The Emergency Communications Annex is an extension of the County Emergency Operations Plan. This Annex details procedures, processes, and provides tools and resources for the function of emergency communications during an incident.
The Annex is applicable to all hazards including, but not limited to, power outages, earthquake, wildfire, flood, hazardous materials, pandemic, and terrorism. The Annex can also be used during inclement weather, extreme heat, poor air quality, and other incidents when a Joint Information Center is not activated, and strategic emergency communications is required.

2.5 Objectives

The three key objectives for this Annex are:

1. Define and articulate the roles and responsibilities of the PIOs and communications team before, during, and after an incident, disaster, or emergency.
2. Define the purpose, function, and protocols of the Santa Clara County Operational Area Joint Information System (JIS) and Joint Information Center (JIC) during an EOC activation.
3. Provide readily accessible procedures in compliance with AFN Annex, the County’s Accessibility Guidelines and State and Federal guidelines for tools and resources for use by PIOs and communications staff in a Joint Information Center, including templates, checklists, standard operating procedures, and forms.

2.6 Planning Assumptions

- Natural and manmade disasters can occur with or without warning, at any time of the day or night, and can affect multiple jurisdictions.
- The succession of events in an emergency is not predictable.
- Joint Information Center staffing and activities will depend on the nature and demands of the emergency.
- Public Information Officers are responsible for maintaining positive working relationships, open communication, and active coordination before, during, and after an emergency.
- Emergency communications during an incident will require use of multiple channels that include mass media (TV, radio, and print), social media (Twitter, Facebook, Instagram, Nextdoor), emergency website, email, town halls and community meetings, door-to-door canvassing, signage, and the County’s alert and warning system which reaches people via their cell phone, landline or email.
- Critical information will be made accessible in accordance with local, State and federal ADA guidelines.

2.7 Emergency Communications Principles and Guidelines

Following these basic principles and guidelines from Crisis Emergency Risk Communication, published by the U.S. Department of Health and Human Services Centers for Disease Control and Prevention, can help establish a sense of order and consistency. These principles are applicable to any incident, disaster, and emergency.

- **Be First:** Crises are time sensitive. Communicating information quickly is crucial. For members of the public, the first source of information often becomes the preferred source.
Be Right: Accuracy establishes credibility and trust. Even if all the facts are not known at a given time, the PIO can let the public know: a) what is known, b) what is not known, and c) what is being done to fill in the gaps.

Be Credible: Honesty and truthfulness should not be compromised during crises.

Express Empathy: Crises create harm, and the suffering should be acknowledged in words. Addressing what people are feeling, and the challenges they face, builds trust and rapport.

Promote Action: Giving people meaningful things to do calms anxiety, helps restore order, and promotes some sense of control.

Show Respect: Respectful communication is particularly important when people feel vulnerable. Respectful communication promotes cooperation and rapport.

Proactive – Not Reactive – Communications

A proactive approach to emergency communications will help set a tempo for the release of information to the media and public and establish the JIC as a primary and credible source of information. Proactive methods include:

- As soon as possible, release a statement about the incident to the media and sharing across all channels. Observe the Emergency Communications Principles and Guidelines in crafting and delivering these messages and include public health and safety messages and instructions.
- Establish and publicize a media briefing schedule and closely adhere to it.
- Create a content calendar and use social media to post regular updates and address community concerns in a way that is proactive and not reactive. For example, post broad statements to address emerging trends and do not respond to individual posts unless they contain potentially harmful misinformation.

Content Strategy

The Management Section personnel, the EOC Director and Lead PIO, provide direction for communication priorities and information to be shared with the media and public. The JIC staff will develop a content strategy that reflects these priorities and ensures that the right messages get to the right audiences at the right time in a targeted, culturally competent manner. Elements of a content strategy include situation analysis, audience analysis, communication goals and objectives, key messages, call-to-action, communication channels, timeline, and plan of action.

Spokespersons

The Lead PIO may serve as a spokesperson or delegate a spokesperson and coordinates additional spokespersons for specific areas of responsibility and expertise such as law enforcement, fire, Public Health, Medical Examiner, Consumer and Environmental Protection, Parks, allied agencies and public and private utilities such as Valley Transit Authority, Valley Water, and PG&E. Spokespersons may receive support from the JIC to develop talking points and create supporting visual materials such as maps, graphs, photographs and video.
Social Media

Monitoring social media (Twitter, Facebook, Instagram, Nextdoor) in the JIC helps the communications team to maintain situational awareness and dispel misinformation and potentially harmful rumors. Keeping a regular posting schedule on social media provides a constant flow of useful information and reassurance to the community. Social media management tools such as Hootsuite help manage social media by providing visibility to multiple social media handles, reporting, and streamlines the process of scheduling and posting to multiple accounts. When appropriate, the JIC will utilize the lead agency and other relevant County’s social media handles to coordinate messaging.

2.8 Planning Methodology for Emergency Communications Annex

The planning processes for this annex follow the established protocol of the Planning Section of the Office of Emergency Management and include the following components.

Core Planning Group

The Core Planning Group, composed of Office of Emergency Management staff, provides oversight and guidance to the design and implementation of the Emergency Communications Annex including: 1) community engagement, 2) writing and review, 3) execution, 4) training and exercise, 5) review and update (annual) and revision (every three years).

Topical Working Group

The Topical Working Group encompasses more than one hundred stakeholders who participated in the April 2, 2019, kickoff event for the Emergency Communication Annex. The kickoff event included presentations by subject matter experts on communities that are especially vulnerable during disasters and emergencies. Many of the attendees are stakeholders that serve vulnerable populations and are participants in the Working Groups listed below.

Working Groups for Target Audience Groups

The sub working groups will continue to engage and provide input to reach target audiences, including vulnerable populations, before, during, and after disasters and emergencies.

<table>
<thead>
<tr>
<th>Working Groups for Target Audiences</th>
<th>Input to the Annex</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Santa Clara County AFN &amp; Cultural Competency Work Group</td>
<td>• Define the qualities and characteristics of vulnerable communities in Santa Clara County.</td>
</tr>
<tr>
<td></td>
<td>• Design communication strategies that are responsive to the needs of vulnerable</td>
</tr>
</tbody>
</table>
Working Groups for Subject Expertise

These working groups will continue to provide input on best practices for alert and warning and strategic emergency communications.

<table>
<thead>
<tr>
<th>Working Groups for Subject Expertise</th>
<th>Input to the Annex</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Santa Clara County Operational Area Joint Information System</td>
<td>• Feedback on the roles, responsibilities, and processes for the Joint Information Center.</td>
</tr>
<tr>
<td></td>
<td>• Review of overall document and suggestions for improvement.</td>
</tr>
<tr>
<td></td>
<td>• Feedback on templates and key messages with recommendations for improvement.</td>
</tr>
</tbody>
</table>

Annex Maintenance

The Office of Emergency Management will engage the stakeholder groups and subject matter experts to develop additional communication pathways to reach vulnerable communities before, during and after emergencies and disasters.

The Core Working Group will continue to share the document with stakeholders throughout the Operational Area and build awareness and support for a robust emergency communications network.

In addition, OEM will implement an Annex maintenance schedule as follows:

- Annual review with updates
- Three-year review with revision

Training and Exercise
The Emergency Communications Annex will be tested and exercised during the annual EOC exercise. It will continually be refined based on emerging best practices in emergency communications. A high-performing Joint Information Center requires a trained and experienced communications team. The California Specialized Training Institute offers a credential program that prepares PIOs for serving in emergency operations centers. In addition, the Office of Emergency Management holds annual training exercises for learning opportunities and to test capabilities of the EOC and staff. Training resources include:

- FEMA Independent Studies
- California Specialized Training Institute
- Bay Area UASI Training and Exercise Program
- FEMA – Emergency Management Institute (EMI)

**SECTION 3: ACTIVATION PHASE**

**3.1 Overview**

The County Emergency Operations Center (EOC) can be activated for incidents and occurrences affecting multiple jurisdictions, such as power outage, large wildfire, earthquake, flood, hazardous materials spill, act of terrorism, pandemic, or other unforeseen circumstance. Planned activations of the County Emergency Operations Center can occur for labor actions or major events. The decision to activate the EOC is typically made by the County Executive or designee, Director or Deputy Director of the Office of Emergency Management, or on-call Duty Officer. The Lead PIO is a member of the Management Section in an EOC activation and oversees the Joint Information Center (JIC) and Joint Information System (JIS).

**3.2 Joint Information Center (JIC)**

The Joint Information Center is typically located in the Emergency Operations Center and includes specific roles and functions to maintain situational awareness, manage public information and produce content for public dissemination. The Joint Information System (JIS) is different from the JIC and refers to a network of Public Information Officers and other communications professionals who collaborate on the public information function for an incident or event involving a large geographic area or multiple jurisdictions. Both a Joint Information Center and Joint Information System can be implemented independently of an EOC activation, should the need for a large-scale public information campaign arise, or during an extended emergency recovery period.

As indicated in the graphic, the Lead PIO is part of the EOC Management Section and coordinates closely with the EOC Director so that the public information effort aligns with the overall strategic goals for the incident.

During a multijurisdictional incident, representatives from multiple agencies, special districts and utilities may have
representative PIOs working in the JIC. JIC operations are managed by the JIC Manager who reports to the Lead PIO. The JIC communications team will gather information about the emergency, share information and disseminate consistent emergency public information. The agencies involved work cooperatively to accomplish these goals.

In the event where long lasting power outage (i.e. electromagnetic attack, cyberattack) disrupts access to computers and digital communication channels, the Joint Information Center may utilize traditional analog phone lines, radio and TV communication channels, and grassroot outreach mechanisms such as door-to-door canvassing. The JIC may also utilize Control 10 Radio and the ARES / RACES network to communicate critical information when directed to do so by the EOC Director or Deputy.

**JIC Staff Notification Procedure**

Once the Emergency Operations Center and JIC are activated, a notice to all EOC and JIC personnel will be sent by the Logistics Section providing instructions as to when and where to report for service.

**Joint Information Center Roles and Responsibilities**

The chart details representative roles for the Joint Information Center. Each incident will have unique communications requirements and the JIC organization will be staffed to address those needs. Allied Agency PIOs represent agencies that are involved in the incident and play a role in Santa Clara County Operational Area’s Joint Information System (JIS) effort by supporting information coordination and dissemination.

**3.3 Santa Clara County Operational Area Joint Information System (JIS)**

The Santa Clara County Operational Area Joint Information System (SCC Op Area JIS) is a network of Public
Information Officers that represents the fifteen cities and towns in the Santa Clara County Operational Area, special districts, education, transportation agencies, VOAD and utilities. The SCC Op Area JIS works collaboratively to coordinate emergency public information across the Op Area. During an emergency or disaster, the EOC Lead PIO or designee holds regular conference calls with the JIS to help establish and maintain situational awareness, a common operating picture, and identify resources and unmet needs among the jurisdictions.

The Joint Information System and the Joint Information Center are mutually supportive in multiple ways, such as de-conflicting messages across jurisdictions, sharing the results of information analysis, key messages, content, communication materials, and supporting rumor control efforts, or providing mutual aid and shared resources.

The Bay Area Joint Information System is a larger, regionally focused network that connects Public Information Officers from the greater San Francisco Bay Region. For large-scale incidents that impact multiple counties, the Bay Region JIS will be engaged to support regional public information and emergency communications. For more information on the Bay Area JIS, visit: [http://bayareausasi.org/jis](http://bayareausasi.org/jis).

### 3.4 Emergency Management Mutual Aid (EMMA)

If the EOC and JIC activation is large-scale and has potential for lasting for more than three days, the Lead PIO will assess the needs of the JIC and request additional staffing from other jurisdictions through Emergency Management Mutual Aid (EMMA) as needed. EMMA can provide emergency management personnel and technical specialists to support the communications team during a large-scale emergency. During a global incident such as a health pandemic, EMMA requests may be more challenging to fulfill.

## SECTION 4: RESPONSE PHASE

### 4.1 Situational Awareness

Every action taken by EOC personnel, including the communications team in the Joint Information Center (JIC) takes into consideration situational awareness (knowing what is happening) and a common operating picture. This requires continuous, two-way communication among those working the field, Department Operations Centers (DOC), the EOC and the JIC.

In the event that a long lasting power outage (i.e. electromagnetic attack, cyberattack) disrupts access to computers and digital communication channels, the Joint Information Center may utilize traditional analog phonelines, radio and TV communication systems, grassroot outreach mechanisms such as door-to-door canvassing. The JIC may also utilize Control 10 Radio and the ARES / RACES network to communicate critical information when directed by the EOC Director or Deputy.

**Continuous, Two-Way Communication**
Sources for Situational Awareness

1. Direction and intelligence from the EOC Director and EOC Coordinator.
2. The situation status (Sit Stat) report produced by the Planning and Intelligence Section.
3. Management Section briefings provided by Sections Chiefs and/or Coordinators.
4. Incident Reports from first responding organizations.
5. Emergency or Incident Action Plan for the operational period.
6. Conference calls for the Operational Area and specifically for Public Information Officers who are part of the Joint Information System.
8. Social media accounts for fire, police, news media, allied agencies, utilities, and others.
9. Watches and warnings issued by the National Weather Service.
10. Air quality index (AQI) indicator from the Bay Area Air Quality Management District.

The Joint Information Center provides situational awareness to the EOC including:

1. Information gathered from news media and social media monitoring (e.g., pictures of damage posted by individuals in the affected areas).
2. Requests for help (e.g., requests for assistance or resources posted on social media).
3. Potential risks and threats to public and/or emergency responder safety (e.g., social media users calling for violent activities).
4. Present key messages update to be shared with the media or public.
5. Number and type of rumors dispelled during the operational period.
6. Number and type of public and media inquiries received from the JIC Call Center, social media, and media outlets.
7. Situational awareness of public and media perception and sentiment gathered from the various communications channel in each phase of the emergency management process.

4.2 Target Audiences

The primary focus of Joint Information Center activities is getting the right information to the right audience at the right time so that community members can take the right lifesaving actions. There are approximately 2 million residents in the fifteen towns and cities and unincorporated areas of Santa Clara County. During an activation of the Joint Information Center, multiple communications channels are utilized to disseminate emergency instructions, updates, and critical information to keep all County
residents informed.

In Santa Clara County, efforts are ongoing to build and strengthen an emergency communications network that can quickly and effectively reach all sectors of the community during an emergency or disaster. Working groups are used to develop additional strategies and partnerships for public information and outreach before, during, and after emergencies for these high priority groups. These high priority groups are defined below.

This target audiences in this annex are aligned and defined in accordance with FEMA’s CMIST Framework, an approach used by emergency managers and public health practitioners, provides a flexible, crosscutting approach for planning to address a broad set of common Access and Functional Needs (AFN) without having to define a specific diagnosis, status, or label.

The CMIST Framework also provides a set of considerations to assist healthcare providers in addressing AFN during a public health emergency such as the COVID-19 pandemic. For the purposes of emergency preparedness and response, needs are organized into 5 categories: C Communication, M Medical, I Independence, S Safety, Support Services, and Self-Determination, and T Transportation (C-MIST).

The existing emergency communications network is composed of local government agencies, nonprofits, and community and faith-based organizations. The Collaborating Agencies’ Disaster Relief Effort (CADRE) is a collective of nonprofit and community-based organizations that provide direct service to the County’s most vulnerable populations. During an activation, the Joint Information Center works closely with County agencies, community and faith-based organizations and CADRE to reach out to vulnerable populations.

4.3 Dissemination of Public Information

The Joint Information Center uses multiple outbound and inbound communications methods to reach all sectors of the community. Communication channels include mass media (TV, radio, and print), social media (Twitter, Facebook, Instagram, Nextdoor), County website, email, town halls and community meetings, door-to-door canvassing, signage, and the County’s alert and warning system.
In the event where long lasting power outage (i.e. electromagnetic attack, cyberattack) disrupts access to computers and digital communication channels, the Joint Information Center may utilize additional traditional analog communications channels including the County of Santa Clara’s Control 10 Radio and the ARES / RACES network to communicate critical information when directed to do so by the EOC Director or Deputy EOC Director.

Outbound Communication Channels

### Outbound Communications - Target Audiences and Emergency Channels

<table>
<thead>
<tr>
<th>Target Audiences:</th>
<th>Priority Communications Channels:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Public</strong></td>
<td>AlertSCC, mass media, live events and posts on</td>
</tr>
<tr>
<td></td>
<td>social media, County website, community</td>
</tr>
<tr>
<td></td>
<td>meetings, signage, fliers, brochures</td>
</tr>
<tr>
<td><strong>Persons with disabilities:</strong></td>
<td>Email distribution lists for community and faith-</td>
</tr>
<tr>
<td></td>
<td>based organizations, allied partner lists, alerts,</td>
</tr>
<tr>
<td></td>
<td>fliers, TTY, service providers such as In-Home</td>
</tr>
<tr>
<td></td>
<td>Supportive Services and Emergency Medical Services.</td>
</tr>
<tr>
<td><strong>Older adults</strong></td>
<td>Email distribution lists from Department of Aging</td>
</tr>
<tr>
<td></td>
<td>and Adult Services, alerts, fliers, service</td>
</tr>
<tr>
<td></td>
<td>providers such as In-Home Supportive Services.</td>
</tr>
<tr>
<td><strong>Persons with Limited English Proficiency (LEP)</strong></td>
<td>Multi-language TV and radio, Department of Equity and Social Justice, community, and faith-based organizations.</td>
</tr>
<tr>
<td><strong>Unsheltered Community</strong></td>
<td>AlertSCC – BADWEATHER keyword group; Office of</td>
</tr>
<tr>
<td></td>
<td>Supportive Housing, service providers and medical</td>
</tr>
<tr>
<td></td>
<td>outreach teams</td>
</tr>
</tbody>
</table>

In addition to the communications channels listed above, these targeted strategies are used:

- Email distribution lists
- Multi-language TV and radio
- Alerts
- Fliers
- Service providers
- Supportive Housing
- Medical outreach teams

### Inbound Communications - Call Center

The 9-1-1 dispatch centers will likely be overloaded during an emergency and a call center may be
established to receive and respond to non-emergency calls from the public. The call center operates as part of the JIC and adheres to the same protocols for release of information to the public. Instructions, talking points and data sheets will be provided to those answering the phones to ensure that accurate and consistent information is provided.

The JIC may contract with 211 United Way Bay Area to manage overflow from the JIC call center during an emergency or request County Disaster Service Workers (DSW) to staff the call center depending on the incident.

### 4.4 Alert and Warning

The Integrated Public Alert and Warning System, known as IPAWS, is an important emergency communications tool in the EOC. During an EOC activation for a countywide incident, the alert and warning system can be used to disseminate alerts, notifications, public health, and safety messages to a specified geographic area via multiple communications channels. This system does not require individuals to opt-in to a system.

The Office of Emergency Management has a federally issued credential to access IPAWS through the AlertSCC system and has delegated the authority to each jurisdictional town and city and Public Safety Access Points (PSAP) to send alerts and notifications to its residents using IPAWS. Cities and towns are responsible for alerting and warning their own residents.

IPAWS delivers alerts and notifications simultaneously across single or multiple communication channels including:

<table>
<thead>
<tr>
<th>Emergency Alert System</th>
<th>The Emergency Alert System (EAS) is a national public warning system that local officials can use to deliver emergency information to the public via local broadcast media, including radio and television. The County’s primary station is KCBS (740 AM) and KSJO (92.3 FM) is a backup station.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wireless Emergency Alerts</td>
<td>The Wireless Emergency Alert (WEA) system distributes geographically targeted emergency alerts to cell phones across wireless networks. The WEA system is only used for imminent, life safety events. WEA does not require people to opt into any system or register their location and covers a broad geographic region. To receive a WEA message, the cell phone must be WEA-enabled on the device’s emergency alert settings. WEA has Spanish language capability.</td>
</tr>
<tr>
<td>Everbridge-AlertSCC</td>
<td>AlertSCC sends emergency alerts to a database that includes listings from reverse 9-1-1, White and Yellow Pages and subscribers who have opted in. AlertSCC messages can be received via text, email, and landlines. AlertSCC has multiple language capability. The process for sending a multilanguage alert entails sending the alert in multiple languages or instructions to click a link that takes the user to a page that contains the translated alert in Spanish, Vietnamese, Chinese and Tagalog. AlertSCC can also target persons experiencing homelessness using the keyword: BADWEATHER.</td>
</tr>
</tbody>
</table>
Composing Messages

In March of 2019, the California Governor’s Office of Emergency Services issued the State of California Alert & Warning Guidelines for writing alert and warning messages. To maximize warning effectiveness, the tone and language of a warning message should be:

- **Specific** – The message should make it clear which people are at risk and what protective action they should take. Inevitably, some people who are not at risk will receive the message; and they should be able to determine that from the message.
- **Consistent** – The public should receive consistent and mutually reinforcing messages through all media and from all sources.
- **Confident** – Even if the underlying information is uncertain, there should be no hedging or ambiguity about the protective action recommendations.
- **Clear** – Wording must be in plain language that can be easily understood. Technical jargon should be avoided.
- **Accurate** – If people learn or suspect they are not receiving correct and complete information, they may begin to ignore both the message and source.

Some warning delivery systems have limitations on character length or composition that require a warning message to be brief. Alert and warning messages should address the five essential topics listed in the following chart:

<table>
<thead>
<tr>
<th>1. Source</th>
<th>Identify who—agency/authority—the alert or warning is coming from. This should be a source that is familiar to and trusted by the community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Hazard</td>
<td>Describe the threat and its impacts</td>
</tr>
<tr>
<td>3. Location</td>
<td>Articulate the impact boundaries in common language, i.e. use street names, landmarks, neighborhood name, etc...</td>
</tr>
<tr>
<td>4. Protective Action</td>
<td>Say what protective action to take, the time to do it, how to accomplish it and how doing it reduces the impact.</td>
</tr>
<tr>
<td>5. Time</td>
<td>Expected duration, if known, or “until further notice”</td>
</tr>
</tbody>
</table>

Sending Alert and Warning Messages

To increase the effectiveness of alerts and warnings, messages should be disseminated via the alert and warning system and at the same time via social media, website, and mass emails. Those who are authorized to use the Integrated Alert and Warning System (IPAWS) have completed the AlertSCC training course offered by the Office of Emergency Management. The Lead PIO coordinates with the EOC Director to disseminate the alert and warning messages through social media and all other communications channels.
Authorized Users Send IPAWS Alerts | Joint Information Center (JIC) Teams Send Alerts Via Multiple Channels

- Integrated Alert and Warning System (IPAWS)
- Social Media – Twitter, Facebook, Instagram, Nextdoor
- Press Release
- County Website
- Email Distribution

4.5 Emergency Communication Processes

The functions of the Joint Information Center (JIC) include:

1. Gathering
2. Verifying
3. Coordinating
4. Disseminating information for public audiences.

The JIC communications team works in specialized roles to gather and verify information, develop messages, write copy, talking points, create signage, develop presentations; and produce digital content for the website, video, social media posts, talking points, and press releases.

Finally, the information is disseminated across multiple channels via community meetings, social media such as Facebook, Twitter, Instagram and Nextdoor, by an inbound call center, via press releases and media briefings and interviews, and by field personnel at Family or Local Assistance Centers. Emergency situations require expediency in disseminating critical information, without sacrificing accuracy, clarity, and consistency.

Emergency Communications Planning in the Joint Information Center

The JIC team follows an eight-step communications planning process, formalized by FEMA, to help ensure quality and consistency for emergency communications. In collaboration with the JIC Manager, the Lead PIO leads the process depicted in the following diagram.

FEMA Eight Step Communications Planning Process

1. **Assess Current Situation**
   a. What is highest communication priority?
   b. What are communication needs and available resources?
   c. What stakeholder relationships can be utilized?

2. **Set Communication Goals**
   a. What does the public need to know?
   b. What response do you need from the public?
3. **Identify Intended Audiences**
   a. Who does the problem affect the most?
   b. Who is in most need of the message?

4. **Develop and pretest messages**
   a. Is the message informative – e.g. providing information without trying to change attitudes, beliefs, or values
   b. Is the message persuasive – e.g. trying to create and/or request change in audience
   c. Is the message providing a clear call to action for what the audience should do next?
   d. Is the message direct, succinct, free from jargon, and credible?
   e. Do the audiences understand the message and what it is telling them to do?

5. **Select medium, channels and activities**
   a. What mediums are most appropriate for the message being delivered? Are the messages and mediums used fully accessible to persons with access and functional needs and disabilities?
      i. Live presentation with America Sign Language (ASL) interpretation
      ii. Video with captions and ASL
      iii. Printed materials in English, Spanish, Vietnamese, Chinese, and Tagalog
      iv. Digital content with Alt Text and translated into Spanish, Vietnamese, Chinese, and Tagalog
   b. What channels and activities are most effective to deliver the messages?
      i. News media
      ii. Emergency alert system
      iii. Website
      iv. Social media
      v. Trusted advisors and/or influencers

6. **Develop an action plan that documents objectives, audiences, products, delivery methods (dissemination), staffing, timeline.**

7. **Develop and pretest materials.** Ensure that the target audiences a) Understand the message, b) Find the materials credible, c) Respond positively to the mediums including graphic design, video, printed materials, presentations, signage.

8. **Implement, evaluate, and modify plan, as needed.**

**Message Approval and Messaging Strategies**

The Lead PIO works in conjunction with the EOC Director to establish the message priorities. The Lead PIO then works with the JIC Manager and communications team to ensure that emergency public information conveys the proper tone and messaging priorities.

To streamline the dissemination of information to the public, the EOC Director delegates message approval authority to the Lead PIO whenever possible.

At the start of the emergency, the EOC Director and Lead PIO may discuss general guidelines for determining what messages the Lead PIO/JIC Manager may approve, and what messages the EOC Director would like to review.
Once a message has been drafted by the JIC staff and reviewed by appropriate subject matter experts and other EOC staff, the Lead PIO or JIC Manager will either approve the message under delegation of authority or provide the message to the EOC Director for approval. Once the message has been approved, the JIC team will disseminate to the media, public, and other internal and external stakeholders.

**Messaging Strategies**

The Joint Information Center focuses on creating and disseminating several types of messages including public safety, recovery, and status updates. The goal of the messaging strategy is to safeguard lives, property and the environment. Provided below are brief descriptions and examples of these message types.

**Purpose of emergency response and recovery messages**

- Urgent messages for rapid dissemination
- Instructions for the public (e.g., emergency protective actions and steps for recovery)
- Promote public safety and well-being (e.g., help protect the environment and economy, and promote recovery)

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<table>
<thead>
<tr>
<th>Examples of Delegated Authority for Message Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval by EOC Director/Executive Leadership</td>
</tr>
<tr>
<td>• Incident status updates (or portions)</td>
</tr>
<tr>
<td>• Information about casualties/fatalities associated with an incident</td>
</tr>
<tr>
<td>• Politically sensitive topics (e.g., FEMA denial of federal assistance requests)</td>
</tr>
<tr>
<td>• Messages disseminated in response to negative public sentiment or particularly divisive rumors (e.g., messages dispelling rumors about martial law or curfews)</td>
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</tbody>
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### Examples of Public Safety Messages
- Evacuation or shelter-in-place
- Purifying contaminated water before drinking
- Coping with a utility outage (e.g., use flashlights, no open flames, etc.)
- Safety after an earthquake (e.g., preparing for aftershocks)
- Food safety with no refrigeration
- Preventing mosquitoes after flooding
- Managing mold
- Tetanus shot information
- Curfews
- Social distancing protocols
- Public Health Officer Orders
- County mandates

### Examples of Recovery Messages
- Reunification with family and or loved ones
- Re-entry and re-population
- Health and safety; environmental health
- Financial Assistance
- Fraud prevention
- Debris removal
- Volunteer information
- Information for missing pets
- Protecting identity
- Protect yourself from fraud and scams when hiring a contractor
- Recovered pictures, keepsakes, and important documents and where/how to recover
- Local Assistance Center information and services related to recovery
- Community and economic resilience programs

### Purpose of Status Updates
- Release on a set schedule to set media expectations.
- Provide known facts about the incident and response and or recovery activities.
- Promote public confidence in response efforts and the ability of the community to recover.
- Share emerging information as the incident develops.

### Examples of Status Update Topics
- Known facts about the incident
- Known facts about the scope of damage
- Federal disaster declaration process
- Emergency declarations in effect
- Affected utilities
- Known casualties
- Location of available public shelters
- Travel restrictions (e.g., road closures)
- Departments coordinating response/recovery efforts in the EOC
- Departments supporting response/recovery efforts on-scene
- Other partners with whom the EOC is coordinating response/recovery effort
SECTION 5: RECOVERY

5.1 Recovery and Deactivation

The recovery phase entails a continuation of the same communication processes used during the response phase, including a dedicated recovery website and an emphasis on recovery messages such as reunification, reentry, and services offered by a Family or Local Assistance Center.

At the direction of the Emergency Operations Center Director, the EOC will be deactivated and the PIO function and or Joint Information Center operations will be demobilized, as well. Below is a process of actions for demobilizing the Joint Information Center.

| The Lead PIO and JIC Manager oversee these demobilization activities. |
| --- | --- |
| 1. Resolve all outstanding issues and commitments. | |
| 2. Complete all follow up communications for target audiences and stakeholders. | |
| 3. In consultation with the EOC Director, prepare a deactivation news release which will include contact information for future information sources. | |
| 4. Provide deactivation information to all Op Area PIOs. | |
| 5. Assign long-term follow up communications responsibilities to appropriate PIOs. | |
| 6. Provide updated status reports to all PIOs who will be taking over communications activities on behalf of their respective departments. | |
| 7. Return equipment purchased with a 213RR for storage and reconcile or resolve any missing inventory. | |
| 8. Remove page roles from all social media handles and social media management tools, website platform, email management tools, and other tools used to disseminate messaging. | |
| 9. Return all commandeered assets including social media handles, websites, and others digital and physical assets. | |
| 10. Turn over soft files of all documentation including messaging, creative assets, press releases, distribution lists, and usernames and passwords used during activation for documentation and filing. | |
| 11. Op Area PIOs return to their day-to-day operations. | |
APPENDIX

Appendix A – Joint Information Center

A-1 Joint Information Center Position Organizational Chart

A-2 Lead Public Information Officer

The Lead PIO

- Reports to the EOC Director and serves in the Management Section of the Emergency Operations Center (EOC), participating in all relevant meetings and briefings.
- Leads the emergency communications and public information function in the PIO Section or Joint Information Center (JIC).
- Maintains high level of situational awareness by attending EOC and Management Section briefings and Operational Area conference calls.
- Ensures that the public within the affected area receives timely, complete, accurate, and consistent information about life safety procedures, public health advisories and orders, relief and assistance programs and other vital information.
- Develops the communication plan and strategy for the Public Information section including establishing goals and objectives, tasks and activities and establish key performance indicators.
- Ensures that the public information function complies with California Code, Government Code § 8593.3, Chapter 7. California Emergency Services Act, Article 6.5.

Accessibility to Emergency Information and Services:
(a) A county, including a city and county, shall, upon the next update to its emergency plan, integrate access and functional needs into its emergency plan by addressing, at a minimum, how the access and functional needs population is served by the following:

1. Emergency communications, including the integration of interpreters, translators, and assistive technology.

Activation Phase

- In conjunction with EOC Director, works with EOC staff to send alerts and warnings via IPAWS and other communication channels.
- With the assistance of JIC Manager, determines PIO staffing needs for the incident and, when needed, requests mutual aid from the Emergency Management Mutual Aid (EMMA).
- Establishes a Joint Information Center (when appropriate) with representative from supporting agencies and departments.
- Engages the Bay Area Joint Information System.
- Establishes a media line.
- Establishes a public hotline and in-bound call center.
- Collaborates with Technology Services and Solutions (TSS) to establishes an emergency website until a Website Lead is identified.
- Establishes page roles for website and social media handles and when needed, obtain access to lead agency’s and other County agencies’ social handles to better coordinate message dissemination.

Response and Recovery Phases

- Coordinates with the Situation Analysis Unit and identifies methods for obtaining and verifying significant information as it emerges.
- Keeps the EOC Director advised of all unusual requests for information and of all major critical or unfavorable comments in the media, social media, or other channels.
- Conducts All Staff briefings at the change of shifts, ensuring that in-progress activities are identified, and follow-up requirements are known.
- Conducts initial and subsequent briefings for the PIO and/or JIC team to share communications strategies and situational awareness.
- Oversees the development of and approval for all key messages and communications products such as public messages and statements, news releases, web, and social media content, talking points, and video.
- Creates a recovery website.
- Working collaboratively with the Deputy PIO and JIC Manager, oversees all communications functions including:
  1. Inbound call center
  2. Media relations, including press conferences
  3. Social media and website communications
  4. Community outreach
  5. News analysis and media monitoring, including rumor control
6. Research and writing
7. Video production

Demobilization Phase

- Performs review of and signs off on all documentation received of outstanding issues and commitments submitted by the PIO’s functional sections.
- Completes all follow up communications for target audiences and stakeholders.
- In consultation with the EOC director, prepares a deactivation news release which will include contact information for future information sources.
- Provides deactivation information to all Op Area PIOs.
- Assigns long-term follow up communications responsibilities to appropriate PIOs.
- Provides updated status reports to all PIOs who will be taking over communications activities on behalf of their respective departments.
- Follows Demobilization Phase Process.

A-3 Deputy Public Information Officer

The Deputy Public Information Officer

- Reports to the Lead PIO.
- Works closely with the Lead PIO to oversee and manage the public information function of the EOC and implements the goals, objectives, tasks and activities of the PIO section.
- Serves as a liaison to the Incident PIO, JIC Manager and Call Center Manager to help ensure that strategic communications objectives are met.
- Supports the emergency communications and public information function in the PIO Section or Joint Information Center (JIC)
- Maintains high level of situational awareness by attending EOC and Management Section briefings and Operational Area conference calls.
- Coordinates with the Situation Analysis Unit and identifies methods for obtaining and verifying significant information as it emerges.
- Ensures that the public within the affected area receives timely, complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
- Ensures that the public information function complies with California Code, Government Code § 8593.3, Chapter 7. California Emergency Services Act, Article 6.5. Accessibility to Emergency Information and Services:
  (a) A county, including a city and county, shall, upon the next update to its emergency plan, integrate access and functional needs into its emergency plan by addressing, at a minimum, how the access and functional needs population is served by the following:
  (1) Emergency communications, including the integration of interpreters, translators, and assistive technology.
Activation Phase

- In conjunction with EOC Director, works with EOC staff to send alerts and warnings via IPAWS and other communication channels.
- Determines PIO staffing needs for the incident and, when needed, requests mutual aid from the Emergency Management Mutual Aid (EMMA).
- Establishes a Joint Information Center (when appropriate) with representative from supporting agencies and departments.
- Engages the Bay Area Joint Information System.
- Establishes a public hotline and in-bound call center.
- Works in collaboration with the Lead PIO and Website Lead to create an emergency website.

Response and Recovery Phases

- Keeps the EOC Director advised of all unusual requests for information and of all major critical or unfavorable comments in the media, social media, or other channels.
- Conducts briefings at the change of shifts, ensuring that in-progress activities are identified, and follow-up requirements are known.
- Conducts briefings for the PIO and or JIC team to share situational awareness and communications objectives.
- Oversees the development of and approval for all key messages and communications products such as public messages, news releases, web, and social media content, talking points, and video.
- Creates a recovery website.
- Working collaboratively with the Deputy PIO and JIC Manager, oversees all communications functions including:
  1. Inbound call center
  2. Media relations, including press conferences
  3. Social media and website communications
  4. Community outreach
  5. News analysis and media monitoring, including rumor control
  6. Research and writing
  7. Video production

Demobilization Phase

- Resolves all outstanding issues and commitments.
- Completes all follow up communications for target audiences and stakeholders.
- In consultation with the EOC Director, prepares a deactivation news release which will include contact information for future information sources.
- Provides deactivation information to all op area PIOs.
- Assigns long-term follow up communications responsibilities to appropriate PIOs.
- Provides updated status reports to all PIOs who will be taking over communications activities on behalf of their respective departments.
- Follows Demobilization Phase Process.
A-4  Incident or Field PIO

The Incident PIO is usually part of a first responding organization such as law enforcement or fire and so has direct knowledge of the incident, therefore the Incident PIO is well-positioned to provide media interviews and provide intelligence and information to the Lead PIO. As a member of the JIC staff, the Incident PIO adheres to the JIC protocols for release of information to the media and public.

Activation Phase

- Reports to the Lead PIO.
- Works independently at the site of a major incident and coordinates with partner agencies and responders.
- Conducts media interviews from the field and responds to media requests for information.
- Ensures that all inbound media calls and call status are tracked on a call log.
- Provides intelligence and information about the incident to the Lead PIO.
- Represents the Joint Information Center and Joint Information System at the incident sites.

Response and Recovery Phases

- Coordinates PIO activities in the field.
- Ensures that there is a PIO at sites with significant media or public attention (shelters, public meetings, etc.).
- Acts as spokesperson for the incident on traditional and social media.
- Initiates and maintains direct contact with media in the field.
- Initiates and maintains direct contact with partner agencies in the field.
- Conducts regular public and or media briefings, ensuring consistency with JIC briefings.
- Responds to emerging trends and issues.

Demobilization Phase

- Follows Demobilization Phase Process.

A-5  Call Center Manager

The Call Center Manager

- Reports to the Lead PIO.
- Oversees call center operations and implements processes and procedures that ensures callers reach a live operator, hear updates, and have their questions answered or are directed to the appropriate agency.
- Ensures that call statistics are captured for review and reporting.
- In the event of high call volumes, works with the Logistics Section to obtain another facility that will allow for the transfer of calls and appropriate staffing. Staffing may be drawn from Disaster Service Workers, or through EMMA requests when needed.
- Develops goals and objectives, tasks and activities and establish key performance indicators.
- Procures or creates a call tracking system.
Activation Phase
- Establishes and implements protocols, processes, and procedures for the call center.
- Determines staffing requirements and assigns personnel to the call center, including multilanguage capacity for Spanish, Vietnamese, Chinese, and Tagalog.
- Works closely with the Research and Writing lead to develop talking points, create a resource directory and FAQs.
- Conducts a weekly review of call logs to determine what additional talking points and FAQs are needed.
- Trains call centers staff on key messages, tracking processes and procedures.
- Establishes a Video Remote Interpreting (VRI) services for American Sign Language (ASL) and a phone number to call for real-time foreign language translations services when needed.

Response and Recovery Phases
- Supervises call center personnel and operations.
- Ensures smooth operations by troubleshooting issues and identifying resource needs.
- Maintains communications with Lead/Deputy PIO to ensure consistency of messages and timeliness of information being disseminated via the call center.
- Maintains reporting function and identifies trending issues or common concerns.
- Provides regular reports on number of callers, issues raised, and resolutions.

Demobilization Phase
- Follows Demobilization Phase Process.

A-6 Joint Information Center Manager
The Joint Information Center Manager
- Reports to the Lead PIO.
- Supervises and coordinates the daily activities and operations are aligned with the goals of the Joint Information Center (JIC).
- Enforces procedures, executes plans and polices.
- Provides direction to team leaders to ensure functions are well organized and operating effectively.
- Evaluates metrics from social media and website and adjusts communications strategies, as needed.
- At the direction of the Lead PIO, may convene or delegate designee to convene conference calls for Santa Clara County Operational Joint Information System to ensure coordination and consistency of public messages during EOC activations.
- Ensures proper workspace setup of JIC, including equipment and supplies (see Appendix E for list of JIC Equipment).
Activation Phase:

- Establishes internal communication procedures.
- Onboards Disaster Service Workers before assuming a role in the JIC.
- May serve as the approval authority delegate for all messages.
- Convenes the JIC PIO huddles where the team leads provide updates and situational awareness of their team sections.
- Assigns work to JIC staff and oversees workflow, timelines, and deliverables.

Response and Recovery Phases

- Helps establish objectives and goals for each operational period based on the communications plan and strategies defined by the Management Section and or Lead PIO.
- Assigns work to JIC staff and oversees workflow, timelines, and deliverables.
- Serves as a check point for quality control for look, feel, message and timeliness.
- Oversees dissemination of content on social media, to the media, alert and warning system, emails, fliers and signage.
- Directly supervises the JIC staff:
  1. Media relations, including press conferences
  2. Social media
  3. Website
  4. Community outreach
  5. Language access
  6. Research and writing
  7. Video production

Demobilization Phase

- Follows Demobilization Phase Process.

A-7 Joint Information Center (JIC) Administrator

The JIC Administrator

- Reports to the JIC Manager.
- Performs administrative functions to support the JIC team.
  - Updates the Joint Information Center roster.
  - Disseminates general information to the JIC.
  - Collect, manage and maintains status boards and binders of press releases, content, key messages, resource directories, distribution lists and other resource materials.
- Supports press conferences and community meetings with planning and logistical assistance as needed.

Response and Recovery Phases

- Fields calls to the inbound JIC.
• Assists in scheduling Santa Clara County Op Area Joint Information System (JIS) conference calls.
• Takes notes during conference calls and distributes to participants.
• Compiles data and information and prepares reports to assist in tracking activities and outcomes.
• Posts hard copies of key messages and materials such as press releases, fact sheets, talking points, news media coverage on information boards in JIC and EOC.
• Maintains hard and soft copies of press materials, news clips, talking points and other public information products for easy access.
• Assists with press conferences and maintaining a roster of attendees.
• Assembles materials such as statements, press releases, visuals and distributing to reporters after press conference.
• Assists with special projects, as assigned.

Demobilization Phase
• Follows Demobilization Phase Process.

A-8 Media Relations Lead

The Media Relations Lead
• Reports to the JIC Manager.
• Serves as the point of contact for media inquiries during an activation.
• Facilitates and organizes logistics for press briefings, press conferences, and media availabilities.
• Identifies and books spokesperson for and schedule press conferences, media availabilities and interviews when needed.
• Works closely with Research and Writing Lead to develop press releases, media advisories, talking points, fact sheets, FAQs, graphics and imagery when needed.
• Keeps apprised of breaking news and shares timely and accurate information with JIC Staff and members of the EOC.
• Checks facts and monitors rumors on social media platforms and other mass media.

Response and Recovery Phases
• Responds to media inquiries in a timely manner via email or telephone and ensures that all inbound media calls are tracked on a call log and or media tracker.
• Establishes and maintains the media contact list and submitting list to JIC Administrator for record keeping.
• Pitches and promotes story and feature ideas to target media.
• Prepares speakers prior to interviews.
• Facilitates and conducts news conferences.
• Sends press releases and media advisories to the media.
• Coordinates with Field PIO for on-location interviews.
• Ensures maintenance of daily logs
  o Media inquiries and response.
  o Interviews scheduled and completed.
  o News coverage.
Demobilization Phase
- Follows Demobilization Phase Process.

A-9 Social Media Lead

The Social Media Lead
- Reports to the JIC Manager.
- Develops the social media plan and strategy including establishing goals and objectives, identifying best time to post, creating the posting schedule, content calendar, establishing key performance indicators, reporting metrics and identifying target groups.
- Leverages the social media channels including Nextdoor, Facebook, Twitter, and Instagram to disseminate key messages and emergency instructions.
- Leverages social media to help control the narrative of the incident and explain the County’s role in managing and responding to it.
- Posts messages and responds to comments in real time to counter and dispel misinformation and rumors.
- Obtains access to the lead agency’s and other County departments’ social media handles.
- Serves as a check point for quality control for look, feel, message, timeliness and to ensure that content is on brand.
- Ensures social media posts are in compliance with the AFN Annex, the County’s Accessibility Guidelines and State and Federal ADA guidelines.

Activation Phase
- Collaborates with the ESF sections and the Research and Writing section to identify needs and draft the social media message.
- Activates Hootsuite or other platform to schedule posts, monitor feeds of allied agencies and key partners.
- Assigns page roles for social media team on lead agency page and social media management tools.
- Establishes approval authority for social media messaging in the social media management tool.
- Ensures that all messages are accessible to the public by including alt text on graphic and closed captioning on video posts.

Response and Recovery Phases
- Utilizes a social media management tool to streamline scheduling posts and monitoring feeds.
- Measures effectiveness of social media posts by analyzing metrics, monitors metrics and shares insights with JIC manager.
- Works with JIC staff to develop accessible multilingual, ADA compliant, timely, relevant, and accurate content for social media handles.
- Uses tags, video, photos, video and GIFs as appropriate to amplify key messages and emergency instructions.

Demobilization Phase
- Follows Demobilization Phase Process.
A-10 Website Lead

The Website Lead

- Reports to the JIC Manager.
- Supervises the Web Team.
- Leads the overall direction of the emergency website plan and strategy including site mapping, wireframing, layout, design, forms, components, and content.
- Collaborates with the various PIO section leads to develop content for the emergency website.
- Designs the emergency website layout with considerations for the user interface and experience.
- Utilizes information from the lead agency, County department, and allied agency webpages to create content for the emergency website.
- Supervises website maintenance process and approves page publishing.
- Assigns page roles for website team.
- Serves as a check point for quality control for look, feel, message, timeliness and to ensure that content is on brand.
- Ensures that website components are in compliance with the AFN Annex, the County’s Accessibility Guidelines and State and Federal ADA guidelines.

Activation Phase

- Works with TSS to establish a domain and URL for the emergency website.
- Activates the emergency communications website and start to populate with basic information, graphics, imagery, banners and resources gathered from lead agency page and allied partner pages.
- Coordinates with the Lead PIO, JIC Manager, ESF and when needed, the EOC Director to ensure timely display of critical content.

Response and Recovery Phases

- Creates a recovery webpage that serves as a resource hub for community members and include the relevant resource support functions.
- Coordinates with the Lead PIO and JIC Manager to ensure timely display of critical content.
- Continues to maintain and update the emergency website and recovery webpage.
- Works with TSS to establish vanity and short URLs for easy access of resources to community members when needed.
- Monitors analytics and performance.

Demobilization Phase

- Follows Demobilization Phase Process.

A-11 Community Outreach Lead

The Community Outreach Lead

- Reports to the JIC Manager
- Helps ensure the JIC and PIO Section comply with California Code, Government Code - GOV § 8593.3, Chapter 7. California Emergency Services Act, Article 6.5. Accessibility to Emergency Information and Services.
- Works closely with the Language Access Lead to ensure translations of all critical messages, instructions and information in English, Spanish, Vietnamese, Chinese, and Tagalog.
- Ensures a certified American Sign Language interpreter is present at public meetings, interviews, media availabilities and press conferences to interpret for the community.
- Disseminates information and instructions to targeted communities that may not have access to mass or social media or other channels.
- Uses outreach lists and community outreach multipliers including community and faith-based organizations to disseminate key messages and critical information to targeted groups leveraging their own language access capabilities and capacity to expand reach within the multilingual communities they serve.
- Establishes liaisons for community based organizations, government, and identify other liaisons as needed.

Response and Recovery Phases
- Works with the EOC AFN Coordinator to respond to the information needs of targeted and vulnerable communities.
- Coordinates community outreach programs with outreach multipliers.
- Establishes contact with local community influencers (faith-based, community-based organizations) that serves as a conduit to targeted communities.
- Reaches out to targeted at-risk communities (multilingual, access and functional needs, seniors, people with disabilities, transportation disadvantaged, immigrants and other marginalized residents) using multiple communications channels.
- As needed, coordinates with other JIC staff to plan and coordinate town meetings and other outreach activities.
- Prepares education and outreach materials for dissemination.

Demobilization Phase
- Follows Demobilization Phase Process.

A-12 Research and Writing Lead
The Research and Writing Lead
- Reports to JIC Manager.
- The Research and Writing Lead can be a position within the Research and Writing Section of the PIO section or embedded into the other functional teams within the PIO section.
- The Research and Writing Lead reports to the JIC Manager and the JIC Team to produce accurate, timely and relevant materials to disseminate to multiple audiences and stakeholders.
- Prior to activation, the Research and Writer Lead may develop a profile of personas, target audiences and stakeholders with corresponding demographic and psychographic analyses to inform how messages and materials can be tailored to various audiences.
- Collaborates with the Research and Writing team to produce timely, accurate video and audio scripts to inform the public about safety instructions, hazards, and risks.

Response and Recovery Phases
• Produces accurate, timely, and relevant materials for multiple audiences and stakeholders, including news releases, talking points, video scripts, web and social media content and instructional materials for the JIC.
• Obtains approval for all releases, announcements, and news releases
• Produces fact sheets.
• Produces presentations and displays.
• Produces JIC staffing and organization charts.
• Produces rosters (staff, visitors, speakers).
• Assists with research on subject areas such as boil water orders, specific toxic substances, hazards and risks associated with the incident.
• Assists with sourcing photos and video for web and social media content.

Demobilization Phase:
• Follow Demobilization Phase Process.

A-13 Video Production Lead
The Video Production Lead
• Reports to JIC Manager.
• Manages the Video Production Team including but not limited to producers, director of photography, gaffer, lighting technicians, talent and editors.
• Oversees pre-production, production, and post-production activities to produce timely, relevant videos to support communications objectives of the JIC.
• Possesses advanced knowledge of SlingStudio, Adobe Premier Pro, and other video production equipment and software.
• Ensures accessibility policies and practices are implemented and in compliance with the AFN Annex, the County’s Accessibility Guidelines and State and Federal ADA guidelines.
• Collaborates with the various sections to produce timely, accurate video and audio to inform the public about safety instructions, hazards, and risks.
• Ensures that video production quality is on par with industry standards and on brand.
• Writes the creative brief for all video shoots prior to production.

Activation Phase:
• Organizes video equipment (phones, chargers, microphone, lighting, tripod, etc.).
• Establishes location for filming and set up sound, lighting, background.
• Scouts talent, speakers, and others for video shoot.
• Obtains access and logins for social media accounts and review procedures for live video.
• Plans, organizes, shoots, and edits short and long videos and b-roll.
• Films press conferences, community meetings, public service announcements (PSA) and other public presentations for sharing on communications channels and for archiving.
• Performs audio visual checks and ensure that filming begins on time.
• Works with various media outlets to assign a pool camera and sound to prevent equipment congestion.
• May be called into the field to document incident damage and response efforts/activities.
Response and Recovery Phases

- Continues to support the JIC in the pre-production, production, and post-production activities to produce timely, relevant videos.
- Plans, organizes, shoots, and edits short and long videos and b-roll.
- Films news conferences, community meetings, public service announcements (PSA) and other public presentations for sharing on communications channels and for archiving.

Demobilization Phase:

- Follows Demobilization Phase Process.

A-14 Language Access Lead

The Language Access Lead

- Reports to the JIC Manager
- Helps ensure the JIC and PIO Section comply with California Code, Government Code - GOV § 8593.3, Chapter 7. California Emergency Services Act, Article 6.5. Accessibility to Emergency Information and Services.
- Ensures translations of all critical messages, instructions and information in English, Spanish, Vietnamese, Chinese, and Tagalog.
- Ensures a certified American Sign Language interpreter is present during public meetings, media availabilities and press conferences.
- Uses outreach lists and community outreach multipliers including community and faith based organizations to disseminate key messages and critical information to targeted groups.
- Procures or obtains access to the County’s project management tool.
- Identifies County certified language interpreters.

Activation Phase

- Assigns translation projects to the language access team which consist of Spanish, Chinese, Vietnamese and Tagalog translators.
- Provides 1st and 2nd level translations and review in-house when available. Otherwise, 1st level review may be outsourced to language service vendor.
- Utilizes a project management tool such as Trello to manage translations projects.

Response and Recovery Phases

- Works with the EOC AFN Coordinator to respond to the information needs of targeted and vulnerable communities.
- Coordinates community outreach programs.
- Establishes contact with local community influencers (faith-based, community-based organizations) that serves as a conduit to targeted communities.
- Reaches out to targeted communities (multilingual, access and functional needs, seniors, other) using multiple channels such as email using available lists.
- As needed, coordinates with other JIC staff to plan and coordinate town meetings and other outreach activities.

Demobilization Phase
• Follows Demobilization Phase Process.

Appendix B – Joint Information Center Sample Forms and Job Aids

B-1 Sample Joint Information Center Briefing Agenda

The purpose of the JIC Briefing is to establish a common operating picture, determine priorities, identify potential issues, and receive information from the JIC team. Briefings are led by the Lead/Deputy PIO, JIC Manager, or designee.

• PIO Lead or Deputy PIO
  o Briefs staff about the status of the incident and response or recovery operations to provide a common operating picture.
  o Shares executive messaging priorities and strategies. (e.g., JIC Manager may assign specific tasks, such as organizing a press conference or community outreach event.)
  o Shares awareness about JIC operations. Units provide a brief update on the status of their goals and activities (e.g., Information Gathering and Analysis may share information about trending questions or rumors. Information Dissemination may share an update about the progress of press conference coordination efforts.)
  o Identifies areas where enhanced coordination within the JIC is needed. (e.g. Information Dissemination may notify Information Coordination and Production that they need to discuss the development of talking points for a spokesperson.)
  o Identifies areas where enhanced coordination is needed with other sections in the EOC or with other external stakeholders [e.g. with the PIOs in the field]
  o Identifies the need for additional resources or logistics (e.g. additional staffing, translation services, food, etc.)
  o Review schedule for upcoming deadlines and key events (e.g. press conference schedule, time for next JIC briefing, etc.)
  o Performs roll call of section leads. Each lead will report out on the activities and insights for their section.
  o Closes out the briefing.
Joint Information Center - Daily Planning

Emergency Communications Planning

This emergency communications plan enables proactive rather than reactive communications, establishes daily communications priorities, and helps establish a tempo for release of information to the media and the public.

Communications Objectives

1. Ensure that all key stakeholder groups are informed of critical, up-to-date information on all relevant aspects of the incident and its impacts on the Santa Clara County community.
2. Provide information, instructions and resources to all stakeholder groups and vulnerable groups and recommend actions they can take to protect themselves, families, students, employees, and dependents.
3. Communicate the actions that the County of Santa Clara is taking to ensure the health and safety of all residents and protection of property and the environment.

Message Pillars

All messages are based on message pillars (see examples below) to ensure consistency and economy. (These pillars do NOT necessarily apply to guidance or technical message produced by the Health Officer or public health technical writers.)

Examples of message pillars:

<table>
<thead>
<tr>
<th>How to maintain safety and well-being</th>
<th>Actions to take; available resources</th>
<th>What is Being Done by County, State and Federal govt.</th>
</tr>
</thead>
</table>

Message Development

a. Is the message direct, succinct, free from jargon, and credible?
b. Is the message informative – e.g. providing information without trying to change attitudes, beliefs, or values?
c. Is the message providing a clear call to action for what the audience should do next?
d. Do the audiences understand the message and what it is telling them to do?
e. Does the message contain alternatives for people with disabilities and access and functional needs?

Communications Strategy

a) What is highest communication priority for today? What is the urgency?
b) What does the public need to know?
c) What response or action do you need from the public?

Three Priority Communications Goals:

1. Are the goals SMART goals?
2. Is the information timely, critical, and lifesaving?
3. How will you reach vulnerable communities?
**Audience segments:** Who does the issue or problem affect the most?
1. Identify the primary group and secondary groups.
2. Are vulnerable groups included in your target audiences?
3. Are internal and external groups included in your target audiences?

**Key messages based on message pillars (include links to resources)**
1. Key messages should include critical information, instructions, and a call-to-action including phone numbers, URLs, and what to do, when appropriate.
2. Use credible sources as guides and model to message and content development.

**Content Development:** social media posts, video, printed materials, press release, printed materials

**Message/Content Approval from Lead PIO/Management Section/EOC Director**

**Content Dissemination – ensure that all content is ADA compliant and accessible**
- Website
- Social media
- Twitter – audience: journalists, allied agencies, county departments, elected officials
- Facebook – diffuse, generalized audience
- Nextdoor – specific geographies
- Mass media – press conference, media availability, and interview
- Targeted emails to communications network of PIOs, community and faith-based organizations
- Community meetings and presentations
- Other

**Measurement of Results:** Timing, frequency and reach of outreach efforts:

Daily tally:
- # tweets ______________________  estimated reach _______________
- # Facebook posts_______________  estimated reach _______________
- #Nextdoor posts ________________  estimated reach _______________
- #targeted emails ________________  estimated reach _______________
- # Presentations __________________  estimated reach _______________
- #Press releases, interviews, news conferences ___________________________
- Results: ______________________________________________________
- #Meetings/presentations __________________________________________

**Summary of Community or Other Feedback:**

**B-3  Holding Statement for the Media**

The JIC may issue a brief initial statement or “holding statement,” at the start of an incident when important information is not yet known or ready for public release. The holding statement establishes the Joint Information Center as a primary source of information in the early phases of an incident. The statement can be shorter, but similar to a press release. Holding statement guidelines include:
- Holding statements should be consistent with and promote the JIC’s messaging strategy. The holding statement is often the JIC’s first opportunity to set a tone for the incident response.
- Statements should be simple and brief.
- When possible, confirm that an incident occurred. (“We can confirm that [incident] occurred at [location/time].”)
- List Operational Area’s top priorities and immediate response actions. List three if possible. (“Responders are currently focusing on [1, 2, 3].”)
- Name the department(s) leading the response efforts. List support departments, if relevant.
- Advise public of any immediate protective actions. (We ask that the public avoid traveling to [areas]...remain indoors until further notice...etc.)
- Assure public that responders are taking all necessary steps to protect life safety.
- Assure media that the JIC will keep them updated. If known, provide a time for the next news release or media briefing.
- Provide contact information for the Public Information Media Hotline (for media use only).

### B-4 Media Inquiry Log

<table>
<thead>
<tr>
<th>MEDIA INQUIRY LOG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person Calling:</strong></td>
</tr>
<tr>
<td><strong>Date/Time of Call:</strong></td>
</tr>
<tr>
<td><strong>Organization:</strong></td>
</tr>
<tr>
<td><strong>Phone Number:</strong></td>
</tr>
<tr>
<td><strong>Email:</strong></td>
</tr>
<tr>
<td><strong>Address:</strong></td>
</tr>
<tr>
<td><strong>Inquiry/Rumor:</strong></td>
</tr>
<tr>
<td><strong>Deadline:</strong></td>
</tr>
<tr>
<td><strong>Person taking Call:</strong></td>
</tr>
</tbody>
</table>
B-5  Message Approval Form

This form may be used for documenting message approval. Not all fields will be necessary – the form should be edited to reflect required approvals. Not all messages require formal, signed approval. At the start of JIC activation, the Lead PIO, the JIC Manager, and the EOC Director discuss approval procedures.

<table>
<thead>
<tr>
<th>INCIDENT NAME:</th>
<th>DATE/TIME (form completed):</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECTION MEMBER (completing form):</td>
<td>LOCATION (of incident):</td>
</tr>
</tbody>
</table>

**Message Approval Process**

<table>
<thead>
<tr>
<th>Position</th>
<th>Approval</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>JIC Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead PIO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Lead PIO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field PIO</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B-6 Message Mapping Worksheet

Message Mapping Overview

Step 1: Identify target audiences—may include employees, customers, partners, victims, victims’ loved ones, individuals who are directly affected, neighboring communities not directly affected, elected officials, the media, people with disabilities and access and functional needs, industry and businesses, etc.

Step 2: Identify the common, overarching concerns of the audience(s)—
Attempt to identify what the audience needs and wants to know. Refer to the questions in the messaging triangle to identify what the audience wants to know. Other questions may include the following:

- What is the most important information to share? Example: hazard or safety information, status of major roads in an affected community, etc.
- What will be the most pressing issues? Power outages, loss of community members, active shooter, etc.
- What will be the most pressing questions? What do I do, where do I go, what is [Organizational Area/City] doing, etc.

Step 3: Develop 3 key messages that address the concerns of the audience—Messages should be brief, concise, and written at 3rd grade reading level. Messages should parallel any Joint Information Center 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 messaging—Messaging should be approved by the Lead PIO, JIC Manager or EOC Director. Information Dissemination shares the written products with the public, media, and other audiences.
B-7  Message Mapping Template

Topic:

Target Audience:

Three most important questions to answer:

<table>
<thead>
<tr>
<th>KEY MESSAGE 1</th>
<th>KEY MESSAGE 2</th>
<th>KEY MESSAGE 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-1</th>
<th>Supporting Fact 2-1</th>
<th>Supporting Fact 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-2</th>
<th>Supporting Fact 2-2</th>
<th>Supporting Fact 3-2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Fact 1-3</th>
<th>Supporting Fact 2-3</th>
<th>Supporting Fact 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B-8  **Communications Products - Checklist**

Use the following checklist to help determine which products need to be developed or implemented.

**Written Materials**
- Internal FAQ for employees
- External FAQ for public, stakeholder groups, and target audiences
- Press release or holding statement
- Talking points for spokespersons
- Instructions for public and stakeholder groups
- Content for intranet, website, email, social media, brochures, fliers, publications, signage, advertorials, advertisements, PowerPoint presentations

**Public Presentations and Meetings**
- Media interview/ briefing/availability
- Press conference
- Site tour and photo opportunities
- Community Meeting
- Skype, Zoom meetings, conference calls

**Broadcast**
- Video and photos for broadcast, print and social media
- Live broadcast on social media
- Video message on social media
- Web EOC
- Hotline/pre-recorded phone message for media and/or public
- TV or radio advertising

**Large format graphics**
- Maps
- Charts, graphs, schematic drawings
- Signage
- Posters
- Banners
- Billboards
B-9 Rumor/Trending Topics Reporting Form

The News Analysis and Monitoring Section in the JIC plays a critical role in watching for rumors or trending topics on social media, assessing their validity, sharing them with JIC leadership, and determining an appropriate response.

Once a JIC team member identifies a rumor, they may the log information about the rumor or misinformation. The JIC may consider the following criteria for determining whether a rumor should be immediately addressed or managed.

For example, is the rumor:

- Being reported by a major news outlet/source?
- Being reported by a social media user with more than 500 followers?
- Promoting actions or information that threaten life safety?
- Promoting actions or information that conflicts with JIC messaging?
- Being shared/re-shared more than 25 times?

Criteria should be reviewed with the JIC Manager at the start of the incident. When rumors meet one or more of the JIC’s criteria, the team may consider issuing press releases, holding press conferences, and/or directly engaging social media users to correct rumors proactively.

<table>
<thead>
<tr>
<th>RUMOR/TRENDING TOPICS LOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCIDENT NAME:</td>
</tr>
<tr>
<td>LOG ENTRY PREPARED BY:</td>
</tr>
</tbody>
</table>

Description of rumor/ trending topics:

Sources of rumor/ trending topics:

Prominent user(s) perpetuating the rumor/ trending topics (with contact information):

Approximate duration of time rumor/ trending topics has been circulating:

Background on trending topics or rumor’s validity:

Source of verification:

Description planned response to rumor/ trending topics:
Appendix C – Equal Access for People with Disabilities and Access and Functional Needs

C-1 Americans With Disabilities Act Requirements for Effective Communications


Overview

People who have vision, hearing, or speech disabilities (“communication disabilities”) use different ways to communicate. For example, people who are blind may give and receive information audibly rather than in writing and people who are deaf may give and receive information through writing or sign language rather than through speech.

The ADA requires that Title II entities (State and local governments) and Title III entities (businesses and nonprofit organizations that serve the public) communicate effectively with people who have communication disabilities. The goal is to ensure that communication with people with these disabilities is equally effective as communication with people without disabilities.

This publication is designed to help Title II and Title III entities (“covered entities”) understand how the rules for effective communication, including rules that went into effect on March 15, 2011, apply to them.

- The purpose of the effective communication rules is to ensure that the person with a vision, hearing, or speech disability can communicate with, receive information from, and convey information to, the covered entity.
- Covered entities must provide auxiliary aids and services when needed to communicate effectively with people who have communication disabilities.
- The key to communicating effectively is to consider the nature, length, complexity, and context of the communication and the person’s normal method(s) of communication.
- The rules apply to communicating with the person who is receiving the covered entity’s goods or services as well as with that person’s parent, spouse, or companion in appropriate circumstances.

Auxiliary Aids and Services

The ADA uses the term “auxiliary aids and services” (“aids and services”) to refer to the ways to communicate with people who have communication disabilities.

- For people who are blind, have vision loss, or are deaf-blind, this includes providing a qualified reader; information in large print, Braille, or electronically for use with a computer screen-reading program; or an audio recording of printed information. A “qualified” reader means someone who is able to read effectively, accurately, and impartially, using any necessary specialized vocabulary.
- For people who are deaf, have hearing loss, or are deaf-blind, this includes providing a qualified notetaker; a qualified sign language interpreter, oral interpreter, cued-speech interpreter, or tactile interpreter; real-time captioning; written materials; or a printed script of a stock speech (such as given on a museum or historic house tour). A “qualified” interpreter means someone who is able to interpret effectively, accurately, and impartially, both receptively (i.e., understanding what the person with the disability is saying) and expressively (i.e., having the skill needed to convey information back to that person) using any necessary specialized vocabulary.
- For people who have speech disabilities, this may include providing a qualified speech-to-speech transliterator (a person trained to recognize unclear speech and repeat it clearly), especially if the
person will be speaking at length, such as giving testimony in court, or just taking more time to communicate with someone who uses a communication board. In some situations, keeping paper and pencil on hand so the person can write out words that staff cannot understand or simply allowing more time to communicate with someone who uses a communication board or device may provide effective communication. Staff should always listen attentively and not be afraid or embarrassed to ask the person to repeat a word or phrase they do not understand.

In addition, aids and services include a wide variety of technologies including 1) assistive listening systems and devices; 2) open captioning, closed captioning, real-time captioning, and closed caption decoders and devices; 3) telephone handset amplifiers, hearing-aid compatible telephones, text telephones (TTYS), videophones, captioned telephones, and other voice, text, and video-based telecommunications products; 4) videotext displays; 5) screen reader software, magnification software, and optical readers; 6) video description and secondary auditory programming (SAP) devices that pick up video-described audio feeds for television programs; 7) accessibility features in electronic documents and other electronic and information technology that is accessible (either independently or through assistive technology such as screen readers).

**Real-time captioning** (also known as computer-assisted real-time transcription, or CART) is a service similar to court reporting in which a transcriber types what is being said at a meeting or event into a computer that projects the words onto a screen. This service, which can be provided on-site or remotely, is particularly useful for people who are deaf or have hearing loss but do not use sign language.

The free nationwide **telecommunications relay service** (TRS), reached by calling 7-1-1, uses communications assistants (also called CAs or relay operators) who serve as intermediaries between people who have hearing or speech disabilities who use a text telephone (TTY) or text messaging and people who use standard voice telephones. The communications assistant tells the telephone user what the other party is typing and types to tell the other party what the telephone user is saying. TRS also provides speech-to-speech transliteration for callers who have speech disabilities.

**Video relay service** (VRS) is a free, subscriber-based service for people who use sign language and have videophones, smart phones, or computers with video communication capabilities. For outgoing calls, the subscriber contacts the VRS interpreter, who places the call and serves as an intermediary between the subscriber and a person who uses a standard voice telephone. The interpreter tells the telephone user what the subscriber is signing and signs to the subscriber what the telephone user is saying.

**Video remote interpreting** (VRI) is a fee-based service that uses video conferencing technology to access an off-site interpreter to provide real-time sign language or oral interpreting services for conversations between hearing people and people who are deaf or have hearing loss. The new regulations give covered entities the choice of using VRI or on-site interpreters in situations where either would be effective. VRI can be especially useful in rural areas where on-site interpreters may be difficult to obtain. Additionally, there may be some cost advantages in using VRI in certain circumstances. However, VRI will not be effective in all circumstances. For example, it will not be effective if the person who needs the interpreter has difficulty seeing the screen (either because of vision loss or because the interpreter cannot be properly positioned to see the screen, because of an injury or other condition). In these circumstances, an on-site interpreter may be required.

If VRI is chosen, **all** of the following specific performance standards must be met:
• real-time, full-motion video and audio over a dedicated high-speed, wide-bandwidth video connection or wireless connection that delivers high-quality video images that do not produce lags, choppy, blurry, or grainy images, or irregular pauses in communication;
• a sharply delineated image that is large enough to display the interpreter’s face, arms, hands, and fingers, and the face, arms, hands, and fingers of the person using sign language, regardless of the interpreter’s body position;
• a clear, audible transmission of voices; and
• adequate staff training to ensure quick set-up and proper operation.

C-2 Checklists for Messaging to People with Access and Functional Needs

This checklist is provided courtesy of the Bay Area Urban Security Initiative (UASI), http://bayareausi.org/jis

ACTIONABLE TASKS

Consider Five Broad Target Audiences

- Economically Disadvantaged
- Language and Literacy (culturally and linguistically appropriate and accessible)
- Medical Issues and Disability (physical, mental, cognitive, or sensory)
- Isolation (cultural, geographic, or social)
- Age (older adults or infants and children under the age of 18)

Community Engagement Principles

These key principles can help communicators promote common understanding, and encourage actions for health and safety protection:

- Be clear.
- Be concise.
- Be correct.
- Be confident.
- Be connected.
- Be transparent.
- Be a role model.

Develop Culturally Capable Messages

- **Colors** (Colors may convey different meanings for different groups, religions, cultures, and communities.)
- **Art** (Images should reflect targeted audiences.)
- **Paper** (Some may have difficulty reading certain colors.)
- **Access** (Consider physical distribution points and height placement of messages to enable easily accessible materials.)
- **Buy-In** (Communicate why this matters to them.)
- **Language** (The message’s language should be written for audience appropriateness, i.e., age, culture.)
- **Evaluation** (Help readers or listeners to understand the impact of changes.)

Message Delivery Channels
Channels for delivering messages are varied and will depend on availability, accessibility, and how well they reach your populations. Delivery channels, when electricity has not been affected or limited, can include:

- Mass media (television, radio, newspaper)
- Ethnic media
- Podcast
- Internet
- Radio
- Satellite radio
- Your Community Network
- National Oceanic and Atmospheric Administration Weather Radio All Hazards (NWR)
- 2-1-1 call center

Delivery channels during a blackout or when electricity is not available to all areas could include:

- Cell phone/text messaging
- Battery-powered radio
- Reverse 9-1-1
- Battery-powered walkie talkies
- 2-1-1 telephone
- Ham radio networks
- Telephone calling trees/networks (using landline phones that do not require electricity)
- Door-to-door information (door hangers and pamphlets)
- Information distribution to a pre-determined emergency information point (churches, libraries, grocery stores, post offices, schools, restaurants, markets, shelters)
- Peer ambassadors designated to help neighbors receive information

Emergency management tools to reach vulnerable populations may include:

- Picture books
- Braille and alternative language handouts
- Closed-captioned videos
- Audiotapes

ACCESSIBLE DIGITAL COMMUNICATIONS

- Develop or provide accessible formats to disseminate alerts and information.
  - Use a variety of formats (text, audio, video, image).
  - Use a variety of methods of information dissemination (broadcast, wireless, internet, social media, apps).
  - Consider various devices (cell phones, tablets, computers, TVs, radios).
- Use software/hardware solutions and interoperable networks.
  - Receive alert feeds from multiple sources.
  - Transition to a next generation 9-1-1 system.

DOCUMENTATION PREPARATION
Follow these guidelines to make content accessible to the whole community:

- Use system fonts
- Make forms electronically fillable
- Choose an accessible technology platform
- Present text as text
- Include alternative text
- Use styles
- Include tables of contents
- Use short titles in headings
- Use logical heading order
- Use meaningful hyperlink text
- Increase visibility for colorblind viewers
- Use simple tables
- Avoid repeated blank characters
- Avoid floating objects
- Create Closed Captions
- Print flies in large text

MULTIMEDIA GUIDELINES
Multimedia refers to any presentation that contains more than one type of media. Multimedia typically includes both audio and visual information. For accessible multimedia, consider these options:

- Provide visual representations of audible elements for people who are deaf or hard of hearing.
- Include text transcripts for posted videos or multimedia presentations.
- Text equivalent for every non-text element.
- Audio descriptions of all visual information.
- YouTube will automatically caption the text on videos.

SOCIAL MEDIA
Social media message relies on its accessibility to individuals who receive the messages. Use the following guidelines to effectively share messages on social media:

- Place #hashtags or @mentions at the end of the tweet.
- Avoid using unfamiliar acronyms.
- Use “CamelCase” (upper and lowercase) for multiple words in hashtags.
- If your post contains photos, video, or audio, use prefixes for people who use screen readers.
- Make your post serve as a description caption by providing context for video or audio element.
  - Include all photo and video descriptions.
  - Provide a link back to the organization webpage that hosts an accessible version of that photo or video.
  - Rather than uploading videos directly to each platform, upload videos to YouTube and enable closed captions.
  - Post YouTube video links to other platforms as status updates. This will ensure that visitors will be taken to the accessible version on YouTube.
PEOPLE WHO HAVE HEARING OR SPEECH DISABILITIES

- Telecommunication Relay Service (telephone service that allows people with hearing or speech disabilities to place and receive telephone calls)
- Text-to-Voice TTY-based TRS
- Voice Carry Over (VCO)
- Hearing Carry Over (HCO)
- Speech-to-Speech (STS)
- Shared Non-English Language Relay Services
- Captioned Telephone Service (CTS)

PEOPLE WHO ARE BLIND OR HAVE LOW VISION

- Convert written documents to audio conversion
  - Record materials into an audio file or onto a CD or DVD
- Consider document text for screen readers use
- Convert paper documents into Braille
  - Compose the information in a Microsoft Word-accessible document
  - Import your document into Braille translation software
  - Use Braille embosser

WEBSITE CONSIDERATIONS

- Ensure webpages have appropriate metadata descriptions (i.e., text equivalent to every image).
- Always provide documents in an alternative text-based format (HTML or RTF (Rich Text Format)).
- Websites should be designed with the color and font sizes set in users’ web browsers and operating systems.

C-3 Document and Graphic Design Guidelines for Accessible Communications

Consider Text Size and Fonts

- Use large text sizes - size 18 and higher
- Larger print helps assist individuals with vision impairments.
- Arial or Calibri are legible fonts for visually impaired individuals.
- Serif fonts, like Times New Roman, are harder to read for visually impaired individuals.

Use Appropriate Colors and Contrast

- The most common colorblindness is red-green colorblindness, which results in an inability to distinguish between red and green, or seeing red and green differently.
- For presentations, choose elements that increase visual contrast to support viewers who cannot distinguish between colors.
- When building a PowerPoint:
  - Avoid orange, red, and green in the template and text.
  - Circle or use animation to highlight information.
  - Do not rely on laser pointers or color to emphasize information.
  - Keep the overall contrast in the presentation high.
Select Supportive Visual Images
- Provide a written description, or image caption, describing the image in an alternative tag (text description: ALT tag).
- Choose high quality or high-resolution images; nothing blurry or pixelated.
- Images should align with and reinforce the text.
- Avoid symbols with unclear meanings.
- Avoid watermark images.

Transform Documents into PDF files
- PDFs are a convenient way to preserve formatting and accessibility information.
- How to convert a Word document into a PDF document:
  o Save As
  o Format
  o PDF
  o Save

Offer Alternative Text
- Alt text should be included for Pictures, Clip Art, Charts, Tables, SmartArt graphics, etc.
- Alternative text, also known as alt text or Alt Text, appears when you move your pointer over a picture or object.
- Alt text helps people who use screen readers to understand the content of images in your document.
- For many readers, this is the only information they have about the images and objects in your document.

Modify Headings
- Make sure headings are short and to the point.
- Use one line so they are easy to understand and navigate.

Table Formatting
- Do not use blank cells, rows, or columns to format your table.
- For someone using a screen reader, blank cells can be misleading.
- Eliminate confusion by deleting unnecessary blank cells, rows, or columns.
- If your table is used specifically to layout content within your document, you can clear all table styles.

Resources
- For testing images for color-blindness legibility: http://www.color-blindness.com/coblis-color-blindness-simulator/
Appendix D - Equipment List – Joint Information Center

Because the availability of locations and resources may vary based on the effects of an incident, the JIC Manager works with Admin and Logistics to determine the best available location.

JOINT INFORMATION CENTER
- The primary JIC is located at: Emergency Operations Center, 55 West Younger Avenue, STE 430, San Jose, CA 95110.
- If the primary location is not available, the building and/or JIC room should be securable (i.e., lockable doors and windows).
- The facility must be in compliance with all relevant Santa Clara County and federal fire safety and building standard codes.
- The facility must be Americans with Disabilities Act (ADA) accessible.

ROOM SPECIFICATIONS
Recommended room specifications include, but are not limited to:
- Large enough to accommodate 15+ people
- Adequate wall space for projector images, maps, and other large reference materials
- Ideally equipped with an adequate number of tables and chairs
- Enough wall outlets to sustain all JIC electronic equipment

INFRASTRUCTURE
Recommended infrastructure includes, but is not limited to:
- Electricity or backup generators
- Running water and restroom facilities
- Heating, Ventilation, and Air Conditioning (HVAC)
- Internet connectivity and adequate broadband width to support up to 50 connections
- Landline phone connection (at least one dedicated phone line for the Media Hotline)
- Adequate number of tables and chairs if not provided at the JIC location
- Bank of [5] landline or internet protocol (IP) phones
- At least one digital projector with computer and television connections
- Wireless routers and other necessary equipment for providing internet access
- Extension cords
- Floor tape for securing cords

ELECTRONIC EQUIPMENT
Recommended electronic equipment includes, but is not limited to:
- At least two-color printers and scanners
- Large plotter for printing maps and other large visuals
- Portable radio scanner
- Digital handheld dictation recorder
- Portable 2.2” liquid crystal display (LCD) color television
- Megaphone w/carrying case
- Digital recording media (discs, cards, etc.)
- Batteries for all applicable devices
- Solar backpack for charging
- Universal cell phone chargers

**OFFICE SUPPLIES**
Recommended office supplies include, but are not limited to:
- White board
- Pens
- Pencils and pencil sharpeners
- Erasers
- Scissors
- Staplers and extra staples
- Tape
- Sticky tack or painters’ tape for hanging printed materials
- Three-hole punch
- Sticky notes
- Notebooks or writing pads
- File folders and filing boxes
- Paper clips and gator clips
- Printer paper
- Clipboards

**SAFETY EQUIPMENT**
Recommended safety equipment includes, but is not limited to:
- Badges/credentials to identify JIC staff positions
- Battery operated flashlights and extra batteries
- Hand-crank or solar powered flashlights
- Hand-crank or solar powered AM/FM radio
- First-aid kit and automated external defibrillator (AED)
- National Oceanic and Atmospheric Administration (NOAA) all hazards alert radio

**REFERENCE MATERIALS**
- Hard copy of Emergency Communications Annex, and position binders
- Hard copy of media contact lists
- Hard copy of contact lists for all Santa Clara County PIOs
- Hard copy of contact lists for all regional and federal PIOs and agency partners
- Hard copy of community, NGO, and private sector stakeholder lists

**PRESS BRIEFING ROOM**
- Ideally the Press Briefing Room should be near the JIC.
• Attempt to identify a location that is far enough from the impacted area that media spokespersons and staff will not be hindered by debris, road closures, or other incident-related hazards when traveling to and from the Press Briefing Room.
• The building should be securable (i.e., lockable doors and windows).
• The facility must be in compliance with all relevant Santa Clara County, state, and federal fire safety and building standard codes.
• The facility must be ADA accessible.
• The facility parking lot must have adequate room for satellite vans and other broadcast equipment.

ROOM SPECIFICATIONS
• Large enough to accommodate up to 50 people
• Enough open floor space to accommodate 10-15 camera tripods and 20-25 chairs
• Adequate wall space for projector images near the front of the room
• The room should be near an external door where media members can run cables for live broadcasts as needed
• Adequate lighting for camera shots

INFRASTRUCTURE
• Electricity or backup generators
• Running water and restroom facilities
• HVAC
• Internet connectivity
• Microphone hookups for media
• [Organizational Area/City] and National flags or another appropriate backdrop
• Floor tape for security cords
• Podium
• Timer
• Portable whiteboard and markers
• Easel

SAFETY EQUIPMENT
Recommended safety equipment includes, but is not limited to:
• Battery operated flashlights and extra batteries
• First-aid kit and AED
Appendix E – Integrated Public Alert and Warning Infographic

IPAWS Architecture

Alerting Authorities
- Local
- State
- Territorial
- Tribal
- Federal

Alerting Disseminators

American People
- AM FM, Satellite Radio, Digital, Analog, Cable, and Satellite TV
- Web browsers, widgets, Web sites, social media

Future Technologies
- NOAA
- State/Local Unique Alerting Systems
- Emergency Alert System
- Commercial Mobile Alert System (CMAS)/Wireless Emergency Alerts (WEA)
- Internet Services

FEMA
Appendix F – Sample Messages for Alert and Warning

F-1 Emergency Message Template

Message Character limits

Wireless Emergency Alert (WEA) – Character Limit
- Short: 90 characters
- Long: 360 characters

AlertSCC – Character Limit
- SMS (text): 120 characters
- Fax/email: 2500 characters

To maximize effectiveness of alert and warning messages:
1. Record the voicemail in a calm, female voice
2. Send sequential messages to reinforce the urgency
3. Include links to more information
4. Only include high information maps, e.g. specific to the geography of the incident with a “You Are Here” marker (when possible).

Template for alert and warning messages (CalOES):

<table>
<thead>
<tr>
<th>Source</th>
<th>EXAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Say who the message is from</td>
<td>LCPD Check and monitor local media now</td>
</tr>
<tr>
<td>Hazard</td>
<td>Explosion at Superior dam Potential damage</td>
</tr>
<tr>
<td>Describe the flooding event and its impacts</td>
<td>and flooding in Sherman Heights</td>
</tr>
<tr>
<td>Location</td>
<td>Message expires 8:00 AM PDT</td>
</tr>
<tr>
<td>State the impact and boundaries in a way that can be understood (for example: use street names, landmarks, natural features, and political boundaries)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insert title and organization of a local, familiar, authoritative message source</td>
</tr>
<tr>
<td>Check and monitor local media now</td>
</tr>
<tr>
<td>Insert description of event, dam name, and threat here</td>
</tr>
<tr>
<td>In</td>
</tr>
<tr>
<td>Message expires</td>
</tr>
<tr>
<td>time</td>
</tr>
</tbody>
</table>
F-2 California Standard Statewide Evacuation Terminology

Issued on May 15, 2020 by CalOES, https://www.caloes.ca.gov/

- **Evacuation Order:** Immediate threat to life. This is a lawful order to leave now. The area is lawfully closed to public access.

- **Evacuation Warning:** Potential threat to life and/or property. Those who require additional time to evacuate, and those with pets and livestock should leave now.

- **Shelter in Place:** Go indoors. Shut and lock doors and windows. Prepare to self-sustain until further notice and/or contacted by emergency personnel for additional direction.

- **Evacuation Order(s) Lifted:** The formal announcement of lifting evacuations in an area currently under evacuation.

- **Hard Closure:** Closed to all traffic except Fire and Law Enforcement.

- **Soft Closure:** Closed to all traffic except Fire, Law Enforcement, and critical Incident resources (i.e. Utility, Caltrans, City/County Roads etc. or those needed to repair or restore infrastructure).

- **Resident only Closure:** Soft closure with the additional allowance of residents and local government agencies assisting with response and recovery.

F-3 Red Flag Warning

Sample message only. Tailor the message to fit the alert system platform that you are using and the specific circumstances of the incident.

**Wireless Emergency Alert (WEA)**

Short: 90 characters

- SCC: Red Flag Warning for [location] until [date/time]. Extreme fire danger. [www.xxx](http://www.xxx)

Long: 360 characters

- SCC: A Red Flag Warning is in effect from [date/time] through [date/time] for [location], with a high risk for wildfire. Review your family evacuation plan and be ready to gather family members, pets, and valuables in case an evacuation is required. Consider moving pets or livestock to safer areas until Red Flag Warning has ended. Report any sign of smoke or fire immediately by dialing 9-1-1.

**AlertSCC**

SMS (text): 120 characters


Fax/email: 2500 characters

- SCC: A Red Flag Warning is in effect from [date/time] through [date/time] for [location], with a high risk of a wildfire. Review your family evacuation plan and be ready to gather family members, pets, and valuables in case an evacuation is required. Consider moving pets or livestock to safer areas until Red Flag Warning has ended. Report any sign of smoke or fire immediately by dialing 9-1-1.
A Red Flag Warning also indicates a high risk for a PG&E Public Safety Power Shutoff (PSPS). During a PSPS for Santa Clara County, PG&E turns off electric power in portions of the County for safety reasons. A PSPS could mean that you might be without power for several days, even if you do not live in a high fire-threat area. Learn how to prepare for a PSPS event at https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/outage-readiness.page

F-4  Public Safety Power Shutoff (PG&E)

PG&E Public Safety Power Shutoff Policies and Procedures, July 2020

PG&E will send advance notification of a PSPS event at these intervals:

Advance notification (when possible)
- 48-hour Watch
- 24-hour Notification
- Imminent Notification
- Restoration Notification

NOTE: Due to the focus on safety, the shutoff notification will be sent at any time, day, or night. We will aim to send all other notifications between 8 a.m. and 9 p.m. However, extreme weather threats can change quickly, and there may be some instances when notifications may be sent outside of those hours in the interest of safety.

Notifications for PSPS should be sent after PG&E’s notifications have been issued. Public Information Officers or IPAWS Authorized Users should draft alerts and warnings for a Public Safety Power Shutoff event based on the information provided by PG&E. Sample messages are based on PG&E Public Safety Power Shutoff Policies and Procedures, July 2020.

For Public Safety Power Shutoff (PG&E)

48-hour Watch

Wireless Emergency Alert (WEA)

Short: 90 characters
- SCC: Due to weather PG&E may turn off power for safety at [time] on [date].
  www.pge.com/pspsupdates

Long: 360 characters
- SCC: Potential Power Outage Notice. PG&E may turn off electric power in portions of Santa Clara County for safety reasons sometime between [time] on [date] and [time] on [date]. PG&E estimates power restoration by [time] on [date]. These times may change. More information at www.pge.com/pspsupdates

AlertSCC

SMS (text): 120 characters
- SCC: PG&E may shut off power in Santa Clara County on [date], from [time] to [time] due to risk of wildfire. www.pge.com/pspsupdates.
SCC: Santa Clara County has received notice from Pacific Gas and Electric Company (PG&E) that PG&E may shut off electricity in portions of Santa Clara County on [date], to help prevent a wildfire. PG&E has placed Santa Clara County in a Watch for a Public Safety Power Shutoff (PSPS) due to weather forecasts of high winds, hot temperatures, and extreme dryness. At this time, PG&E estimates that it may shut off power beginning on [date], between [time] and [time]. PG&E estimates that it may restore power in Santa Clara County on [date]. If a PSPS is necessary, the actual time of power shutoff and power restoration may vary depending on weather and equipment condition. For details: www.pge.com/pspsupdates

For Public Safety Power Shutoff (PG&E)
24-hour Notification

Wireless Emergency Alert (WEA)
Short: 90 characters
- SCC: PG&E power outage within 24 hours in Santa Clara County on [date] at [time].
  www.pge.com/pspsupdates

Long: 360 characters
- SCC: Notice of Electric Power Outage within 24 hours. PG&E will turn off electric power for safety in portions of Santa Clara County between [time] on [date] and [time] on [date]. PG&E estimates restoration by [time] on [date]. These times may change. More information at www.pge.com/pspsupdates.

AlertSCC
SMS (text): 120 characters
- SCC: PG&E estimates that it will shut off power beginning on [date], between [time] and [time]. Details at www.pge.com/pspsupdates

Fax/email: 2500 characters
- SCC: Santa Clara County has received notice from Pacific Gas and Electric Company (PG&E) that PG&E will shut off electricity in portions of Santa Clara County on [date], to help prevent a wildfire. PG&E has placed Santa Clara County in a Public Safety Power Shutoff (PSPS) due to weather forecasts of high winds, hot temperatures, and extreme dryness. At this time, PG&E estimates that it will shut off power beginning on [date], between [time] and [time]. PG&E estimates that it may restore power in Santa Clara County on [date]. The actual time of power shutoff and power restoration may vary depending on weather and equipment. More information at www.pge.com/pspsupdates.

For Public Safety Power Shutoff (PG&E)
Imminent Notification

Wireless Emergency Alert (WEA)
Short: 90 characters
- SCC: PG&E power shutdown in Santa Clara County at [time] TODAY, [date]. www.pge.com/pspsupdates

**Long: 360 characters**
- SCC: Notice of Electric Power Outage TODAY. PG&E will turn off electric power for safety in portions of Santa Clara County between [time] and [time] TODAY, [date]. PG&E estimates restoration by [time] on [date]. These times may change. More information at www.pge.com/pspsupdates

**AlertSCC**

**SMS (text): 120 characters**
- SCC: PG&E power shutdown in Santa Clara County at [time] TODAY, [date]. Details at www.pge.com/pspsupdates

**Fax/email: 2500 characters**
- SCC: Santa Clara County has received notice from Pacific Gas and Electric Company (PG&E) that PG&E will shut off electricity in portions of Santa Clara County TODAY, to help prevent a wildfire. PG&E has placed Santa Clara County in a Public Safety Power Shutoff (PSPS) due to weather forecasts of high winds, hot temperatures, and extreme dryness. PG&E estimates that it will shut off power between [time] and [time] today. PG&E estimates that it will restore power in Santa Clara County on [date]. The actual time of power shutdown and power restoration may vary depending on weather and equipment condition. Santa Clara County will provide updates as we receive more information from PG&E. For more information on this PSPS event visit www.pge.com/pspsupdates.

**For Public Safety Power Shutoff (PG&E) Restoration Notification**

**Wireless Emergency Alert (WEA)**

**Short: 90 characters**
- SCC: PG&E has restored power. If your power is still off, visit pge.com/outages or call 1-800-743-5002.

**Long: 360 characters**
- PG&E Restoring Power: PG&E has notified Santa Clara County that it has restored power to customers in the county. If you are still experiencing a power outage, visit pge.com/outages or call 1-800-743-5002 to report your outage. For more information on this PSPS event visit www.pge.com/pspsupdates.

**AlertSCC**

**SMS (text): 120 characters**
- SCC: PG&E has restored power in Santa Clara County. If your power is still off, visit pge.com/outages or call 1-800-743-5002.

**Fax/email: 2500 characters**
• PG&E Restoring Power: PG&E has notified Santa Clara County that it has restored power to customers in the county. If you are still experiencing a power outage, visit pge.com/outages or call 1-800-743-5002 to report your outage. For more information on this PSPS event visit www.pge.com/pspupdates.

F-5 Air Quality – Wildfire Smoke

Sample message only. Adjust message to fit the circumstances of the incident.

Public Information Officers or IPAWS Authorized Users should draft alerts and warnings for an Air Quality Alert based on Bay Area Air Quality Management District alerts. The sample message below can be adapted, depending on the incident, using the Air Quality Index chart provided.

Wireless Emergency Alert (WEA)

Short: 90 characters
• SCC: Air quality is very unhealthy in Santa Clara County due to wildfire smoke. For details: www.xxx

Long: 360 characters
• SCC: Right now, the air quality is very unhealthy in Santa Clara County due to wildfire smoke. Older adults, children and people with heart or lung disease should stay inside and close doors and windows. This message will be updated based on changing conditions. For details www.xxx

AlertSCC

SMS (text): 120 characters
• SCC: Air quality is very unhealthy in Santa Clara County due to wildfire smoke. Vulnerable groups avoid outdoor activity. For details: www.xxx

Fax/email: 2500 characters
• SCC: Right now, the air quality is very unhealthy in Santa Clara County due to wildfire smoke. Older adults, children and people with heart or lung disease should stay inside and close doors and windows. Smoke can irritate the eyes and airways and cause coughing. Particles in the air can affect people with breathing problems and heart disease. If you see or smell smoke, protect your health: stay inside with windows and doors closed until smoke levels subside, reduce outside physical activity, set air conditioning units and car vent systems to re-circulate to prevent outside air from moving inside, avoid smoking, frying food, burning candles, and using gas-powered equipment. This message will be updated based on changing conditions.
F-6  Earthquake Notification

Sample message only. Adjust message to fit the circumstances of the incident.

Wireless Emergency Alert (WEA)
  Short: 90 characters
  • SCC: A MX.X earthquake occurred at XX:XX am/pm today. Visit www.xxx or call 9-1-1 if a life-threatening emergency.

  Long: 360 characters
  • SCC: A MX.X earthquake occurred at XX:XX am/pm today. Visit www.xxx or call 9-1-1 if you have a life-threatening emergency. This message will be updated based on changing conditions.

AlertSCC

  SMS (text): 120 characters
  • SCC: A MX.X earthquake occurred at XX:XX am/pm today. Visit www.xxx or call 9-1-1 if a life-threatening emergency.

  Fax/email: 2500 characters
  • SCC: This is an emergency message from (Agency Name). The time is XX:XX am/pm. A major earthquake occurred at XX:XX am/pm today with a magnitude of XXXX. The safety and well-being of our residents is our highest priority at this time, and police and fire personnel are providing direct assistance where needed most. At this time residents are advised to do the following: call 9-1-1 if you have a life-threatening emergency, shelter in place due to the threat of aftershocks and instability of buildings and structures, do not drink tap water – boil all water used for drinking and cooking at a rolling boil for at least one minute, check for gas leaks and turn off gas, when needed, check in on family, friends, and neighbors. Visit www.xxx and/or tune to local your radio station (KCBS, 740 AM). This message will be updated based on changing conditions.

F-7  Flood - Evacuation

Sample message only. Adjust message to fit the circumstances of the incident.
Wireless Emergency Alert (WEA)

Short: 90 characters
- SCC: [Agency] is issuing a mandatory evacuation order for [location] due to potential flooding.

Long: 360 characters
- SCC: [Agency] is issuing a mandatory evacuation order for [location]. The National Weather Service has issued a flood warning for [location]. All residents in the impacted area should evacuate immediately. An Evacuation Center/Shelter is open at [location]. Visit [link] or listen to [radio station] for updated details.

AlertSCC

SMS (text): 120 characters
- SCC: [Agency] is issuing a mandatory and immediate evacuation order for [location] due to flooding. Check [radio station] for updated details.

Fax/email: 2500 characters
- SCC: [Agency] is issuing a mandatory evacuation order for [location] due to potential flooding. Take the following protective actions and leave immediately: gather all family members or household members, gather all pets and essential items, including medications. Turn off all appliances and lights and lock your home. For your safety, use the following evacuation route: (Provide route using familiar landmarks, when possible) For information, tune to local your radio station (KCBS, 740 AM) or visit [link]. Call 9-1-1 for emergency assistance. This message will be updated based on changing conditions.

F-8 Shelter In Place

Sample message only. Adjust message to fit the circumstances of the incident.

Wireless Emergency Alert (WEA)

Short: 90 characters

Long: 360 characters
- SCC: [Agency] is issuing a mandatory evacuation order for [location]. The National Weather Service has issued a flood warning for [location]. All residents in the impacted area should evacuate immediately. An Evacuation Center/Shelter is open at [location]. Visit [link] or listen to [radio station] for updated details.

AlertSCC

SMS (text): 120 characters

Fax/email: 2500 characters
• SCC: [Agency] is reporting mandatory shelter in-place for residents in [location] due to a hazardous materials release. Take self-protective actions immediately: 1. Go inside immediately and stay inside your house or building. 2. Bring pets indoors only if you can do so quickly. 3. Close all windows and doors. 4. Turn off air conditioners and heating system blowers. 5. Close fireplace dampers. 6. Gather radio, flashlight, food, water and medicines. 7. Call 911 only if you have a true emergency. You will be advised when this dangerous condition has passed, and it is safe to go outside and resume normal activities. For more information, please tune to local radio and television stations, visit www.xxx or call [###-####-#####].

F-9 Active Shooter

Sample message only. Adjust message to fit the circumstances of the incident.

Wireless Emergency Alert (WEA)

Short: 90 characters

• SCC: Active shooter near [location]. Avoid Area or Run, Hide, Fight. Stay tuned in for updates.

Long: 360 characters

• SCC: As of XX am/pm, [Law Enforcement Agency] advises public to avoid area of [insert location]. Officers are responding to an active shooter. Those located in the area should seek shelter and mute phones. If engaged with the shooter, RUN, HIDE, FIGHT. Visit www.xx for additional information and standby for further instruction.

AlertSCC

SMS (text): 120 characters

• SCC: Active shooter near [location]. Avoid Area or Run, Hide, Fight. Stay tuned in for updates.

Fax/email: 2500 characters

• SCC: This is [Law Enforcement Agency] reporting an active shooter near [location]. Avoid the area. If you are near [location], get inside, stay inside, and take the following protective measures: 1. Go inside immediately and stay inside your residence. 2. Bring pets indoors only if you can do so quickly. 3. Close and lock all windows and doors. 4. Call 911 immediately if you have a true emergency or hear or see any suspicious activity in or near your location. You will be advised when your safety is no longer at risk. For more information, visit www.xxx or call [###-####-#####].
### Appendix G - Watches, Warnings And Alerts

#### G-1 Summary of Watches, Warnings and Alerts

<table>
<thead>
<tr>
<th>Agency</th>
<th>Alert/Notification</th>
<th>Description</th>
</tr>
</thead>
</table>
| PG&E                          | Public Safety Power Shutoff | Factors generally include, but are not limited to:  
1. A Red Flag Warning declared by the National Weather Service  
2. Low humidity levels, generally 20 percent and below  
3. Forecasted sustained winds generally above 25 mph and wind gusts in excess of approximately 45 mph, depending on location and site-specific conditions such as temperature, terrain, and local climate  
4. Condition of dry fuel on the ground and live vegetation (moisture content)  
5. On-the-ground, real-time observations from PG&E’s Wildfire Safety Operations Center and field crews |
| SCC Office of Supportive Housing | Inclement Weather       | 1. Overnight low of 40 degrees or lower with a probability of rain of at least 5%  
2. Overnight low of 45 degrees or lower with a probability of rain 50% or higher  
3. Persistent rainfall for two or more days that would endanger the lives of those living in or along the affected areas  
4. Overnight low of 35 degrees or lower for two or more days that would endanger the lives of those living in places not fit for human habitation (outside or in vehicles) |
<p>| National Weather Service     | Flash Flood Watch         | Conditions are favorable for flash flooding. It does not mean that flash flooding will occur, but it is possible.                                               |
| National Weather Service     | Flash Flood Warning       | Flash flooding is imminent or occurring.                                                                                                  |
| National Weather Service     | Flood Watch               | Conditions are favorable for flooding. It does not mean flooding will occur, but it is possible.                                           |
| National Weather Service     | Flood Warning             | Flooding is imminent or occurring.                                                                                                        |
| National Weather Service     | Excessive Heat Watch      | There is a potential for the heat index value to reach or exceed 110 degrees (east of the |</p>
<table>
<thead>
<tr>
<th>Service</th>
<th>Warning Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Weather Service</td>
<td>Excessive Heat Warning</td>
<td>The heat index value is expected to reach or exceed 110 degrees (east of the Blue Ridge) or 105 degrees (west of the Blue Ridge) within the next 12 to 24 hours. An Excessive Heat Warning may be issued for lower criteria if it is early in the season or during a multi-day heat wave.</td>
</tr>
<tr>
<td>National Weather Service</td>
<td>Heat Advisory</td>
<td>The heat index value is expected to reach 105 to 109 degrees (east of the Blue Ridge) or 100 to 104 degrees (west of the Blue Ridge) within the next 12 to 24 hours. A Heat Advisory may be issued for lower criteria if it is early in the season or during a multi-day heat wave.</td>
</tr>
<tr>
<td>National Weather Service</td>
<td>Red Flag Warning</td>
<td>Issued to alert fire officials and firefighters of potentially dangerous fire weather conditions within the next 12 to 24 hours. They are issued when the following three criteria are met: 1. Surface relative humidity (RH) less than 30 % for VA and MD; RH less than or equal to 25% for WV AND 2. Sustained surface wind of 20 MPH or greater AND 10-hour fuel moisture less than 8% for VA; less than or equal to 8% for MD and WV</td>
</tr>
<tr>
<td>National Weather Service</td>
<td>Fire Weather Watch</td>
<td>Issued to alert fire officials and firefighters of potentially dangerous fire weather conditions within the next 24 to 36 hours. They are issued when the following three criteria are met: 1. Surface relative humidity (RH) less than 30 % for VA and MD; RH less than or equal to 25% for WV AND 2. Sustained surface wind of 20 MPH or greater AND 3. 10-hour fuel moisture less than 8% for VA; less than or equal to 8% for MD and WV</td>
</tr>
</tbody>
</table>
(Page Intentionally Left Blank)
G-2  National Weather Service Heat Risk Identification Products

https://www.wrh.noaa.gov/wrh/HeatRisk/

The National Weather Service (NWS) experimental Heat Risk forecast provides a color and numeric value that places forecast heat for a specific location into an appropriate level of heat concern, along with identifying groups potentially most at risk at that level. The Heat Risk is accompanied by recommendations for heat protection and is a useful tool for planning for upcoming heat and its associated potential risk. Based on the high-resolution NWS national gridded forecast database, a daily Heat Risk value is calculated for each location from the current date through seven days in the future. *At this time, the experimental Heat Risk forecast is being used to influence the issuance of, and to add value, to the NWS’s official heat watches, advisories, and warnings across much of the western United States in an experimental capacity.* This product is another NWS tool that can be used to protect lives and property from the potential risk of excessive heat, being especially useful for those who are more easily affected by heat or those who provide support to those communities of heat vulnerable individuals. The experimental Heat Risk product ensures that communities have the right information at the right time to be better prepared for upcoming heat events.

**Who are most susceptible to heat?**

Heat commonly affects certain groups, typically identified as heat sensitive or heat vulnerable, at lower thresholds than other populations. Some of these groups include:

- The elderly and the very young.
- Those on certain medications and/or those with preexisting conditions which make them more sensitive to heat (your doctor can let you know if this is you).
- Those working outdoors -- especially new workers, temporary workers, or those returning to work after a week or more off.
- Those exercising or doing strenuous activities outdoors during the heat of the day - especially those not used to the level of heat expected those who are not drinking enough fluids, or those new to that type of activity.
- Those without a reliable source of cooling and/or hydration.
- Those not acclimated to the level of heat expected - especially those who are new to a much warmer climate
- Some economic sectors are also affected by increasing levels of heat, such as energy and transportation.

**Understanding the Heat Risk Product**

The purpose of the NWS experimental Heat Risk product is to help you understand what forecasted heat means to you. To make it easier to understand, the Heat Risk is divided into five categories:
Simply put, the higher the value, the greater the level of heat concern would be for that location. If both the overnight lows and daytime highs are exceptionally warm for that date at a given location over a period of at least 48 hours, at levels that pose an elevated risk for heat complications, the highest level of 4 for Heat Risk is achieved.

Essentially when Heat Risk values are 1 or greater, heat is of concern – at first for those who are extremely sensitive to heat, then for everyone as Heat Risk values get to the highest levels. For example, a Heat Risk value of 0 represents no elevated risk for heat concerns; a Heat Risk value of 2 represents a moderate potential risk for members of heat sensitive groups; while a Heat Risk value of 3 represents a high potential risk of heat effects for anyone without proper hydration and adequate cooling.

The NWS has assigned a specific color to each Heat Risk category to make it easier for people to understand quickly whether heat is reaching a high enough level to create heat concerns for their unique situation. Each Heat Risk category corresponds to a different level of potential heat concern. The five levels of heat concern and what they mean are shown in the following table.

<table>
<thead>
<tr>
<th>Heat Risk Values</th>
<th>Risk of Heat Effects</th>
<th>Level of Heat Concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>When the Heat Risk value is:</td>
<td>...the risks of heat effects are:</td>
<td>...as symbolized by this color:</td>
</tr>
<tr>
<td>0</td>
<td>Very Low</td>
<td>Green</td>
</tr>
<tr>
<td>1</td>
<td>Low</td>
<td>Yellow</td>
</tr>
<tr>
<td>2</td>
<td>Medium</td>
<td>Orange</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>Red</td>
</tr>
<tr>
<td>4</td>
<td>Very High</td>
<td>Magenta</td>
</tr>
</tbody>
</table>

Simply put, the higher the value, the greater the level of heat concern would be for that location. If both the overnight lows and daytime highs are exceptionally warm for that date at a given location over a period of at least 48 hours, at levels that pose an elevated risk for heat complications, the highest level of 4 for Heat Risk is achieved.

Essentially when Heat Risk values are 1 or greater, heat is of concern – at first for those who are extremely sensitive to heat, then for everyone as Heat Risk values get to the highest levels. For example, a Heat Risk value of 0 represents no elevated risk for heat concerns; a Heat Risk value of 2 represents a moderate potential risk for members of heat sensitive groups; while a Heat Risk value of 3 represents a high potential risk of heat effects for anyone without proper hydration and adequate cooling.

The NWS has assigned a specific color to each Heat Risk category to make it easier for people to understand quickly whether heat is reaching a high enough level to create heat concerns for their unique situation. Each Heat Risk category corresponds to a different level of potential heat concern. The five levels of heat concern and what they mean are shown in the following table.
<table>
<thead>
<tr>
<th>Numerical Value</th>
<th>Meaning</th>
<th>Who/What is at Risk?</th>
<th>How Common is this Heat?</th>
<th>For those at risk, what actions can be taken?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0</strong></td>
<td>Level of heat poses little to no risk</td>
<td>No elevated risk</td>
<td>Very Common</td>
<td>No preventative actions necessary</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Primarily those who are extremely sensitive to heat</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1</strong></td>
<td>Heat of this type is tolerated by most; however, there is a low risk for sensitive groups to experience health effects</td>
<td>Primarily those who are extremely sensitive to heat</td>
<td>Very Common</td>
<td>Increase hydration Reduce time spent outdoors or stay in the shade when the sun is strongest Open windows at night and use fans to bring cooler air inside buildings</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Moderate risk for members of heat sensitive groups to experience health effects. Some risk for the general population who are exposed to the sun and are active. For those without air conditioning, living spaces can become uncomfortable during the day, but should cool below dangerous levels at night</td>
<td>Primarily heat sensitive groups, especially those without effective cooling or hydration Some transportation and utilities sectors</td>
<td>Fairly common most locations Very common in southern regions of country</td>
<td>Reduce time in the sun between 10 a.m. and 4 p.m. Stay hydrated Stay in a cool place during the heat of the day Move outdoor activities to cooler times of the day Open windows at night</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>High Risk for much of the population who are 1) exposed</td>
<td>Much of the population, especially people</td>
<td>Uncommon most locations</td>
<td>Try to avoid being outdoors in the sun</td>
</tr>
<tr>
<td>Heat Risk Level</td>
<td>Heat Events</td>
<td>Conditions</td>
<td>Recommendations</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td>------------</td>
<td>----------------</td>
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</tr>
<tr>
<td>4 Very High Risk for entire population</td>
<td>Very dangerous to anyone without proper hydration or adequate cooling. This is a multi-day excessive heat event. A prolonged period of heat is dangerous for everyone not prepared. Poor air quality is likely. Power outages are increasingly likely as electrical demands may reach critical levels.</td>
<td>who are heat sensitive and those without effective cooling or hydration Transportation and utilities sectors</td>
<td>Avoid being outdoors in the sun between 10 a.m. and 4 p.m. Stay hydrated Stay in a cool place, including overnight If you have access to air conditioning, use it. Fans will not be adequate Cancel outdoor activities during the heat of the day</td>
<td></td>
</tr>
<tr>
<td>3 High Risk</td>
<td>Occurs up to a few times a year in southern regions of country, especially the Desert Southwest</td>
<td>Entire population is at risk. For heat sensitive groups, especially people without effective cooling, this level of heat can be deadly. Most Transportation and utilities sectors</td>
<td>Avoid being outdoors in the sun between 10 a.m. and 4 p.m. Stay hydrated Stay in a cool place especially during the heat of the day If you have access to air conditioning, use it. Fans may not be adequate Cancel outdoor activities during the heat of the day</td>
<td></td>
</tr>
<tr>
<td>2 Moderate Risk</td>
<td>Fairly common in southern regions of country</td>
<td>Poor air quality is possible Power interruptions may occur as electrical demands increase</td>
<td>between 10 a.m. and 4 p.m. Stay hydrated Stay in a cool place especially during the heat of the day If you have access to air conditioning, use it. Fans may not be adequate Cancel outdoor activities during the heat of the day</td>
<td></td>
</tr>
<tr>
<td>1 Low Risk</td>
<td>Rare most locations Occurs up to a few times a year in southern regions of country, especially the Desert Southwest</td>
<td>with the sun and active or 2) are in a heat sensitive group Dangerous to anyone without proper hydration or adequate cooling Poor air quality is possible Power interruptions may occur as electrical demands increase</td>
<td>Stay hydrated Stay in a cool place especially during the heat of the day If you have access to air conditioning, use it. Fans will not be adequate Cancel outdoor activities during the heat of the day</td>
<td></td>
</tr>
</tbody>
</table>

Because heat affects people and various economic sectors in very individual and different ways, the level of Heat Risk that is important to you may be different than for another person. It also may be different depending on what activities you are engaged in, or medication you are on.
For someone who is in a heat sensitive group, monitoring the Heat Risk forecasts and taking specific actions to avoid adverse heat effects when the forecast is calling for an “orange” day or greater would make sense for them. For someone not in a heat sensitive group with routine access to air-conditioned spaces, “red” or “magenta” might be the only levels they would pay attention to and take specific actions to avoid adverse heat effects. In this way the Heat Risk allows for decisions to be made based on individual heat tolerance and situation and for appropriate actions to be taken when that level is forecast.

**Your Level May Change as Your Activities Do**

The level of Heat Risk that is important for you is not always the same. For example, if you decide to take up jogging in July during your lunch break, you may want to monitor the forecast for “orange” Heat Risk forecasts for the first few weeks until you get used to both jogging and the heat of the day. So initially, when “orange” levels or greater are forecast, you might follow the suggested action of moving the time you jog to before work and avoid the heat of the day. Once you get used to the heat and to jogging, you may decide to start modifying your activities only when “red” levels are forecast.

Or let’s say you are traveling in April from a northern climate to the desert Southwest for a week of hiking and exploring the landscape in some of our national parks. You haven’t gotten used to temperatures in the 80s or 90s yet, but these temperatures are not that uncommon in the desert regions at this time of year. So, you may want to monitor the forecast for “orange” levels or greater during the vacation to identify days that you may want to begin taking additional steps to ensure proper hydration, schedule activities around the heat of the day, etc. Taking just these few actions may make the difference in having an enjoyable and safe trip. Meanwhile, those that live in the desert Southwest and are not in a heat sensitive group are doing their normal day-to-day activities when “orange” levels are forecast, because they have already become acclimated to these types of temperatures and are able to stay hydrated and cool.

The Heat Risk product can also be used by industry as well as public health sectors. For example, for a Heat Risk of 4 or “magenta”, the power industry might anticipate a significantly increased demand and load on the power grid. They could take appropriate actions based on the NWS forecast of potential heat effects.

So you can see that the NWS Heat Risk forecast is something that can be adapted to your particular needs and heat sensitivity, allowing you to track the forecast and take the actions that you need to take, when you need to take them.

**How does the Heat Risk work?**

The Heat Risk takes into consideration:

1. how significantly above normal the temperatures are at your location,
2. the time of the year (for example, is this early season heat that you likely haven't become used to, or late season heat that you have become more used to),
3. the duration of unusual heat (for example, are temperatures overnight at levels that would lower heat stress, or will warm overnight low temperatures continue to add to heat stress into the next day), and

4. if those temperatures are at levels that pose an elevated risk for heat complications, such as heat stress, based on peer reviewed science.

You may wonder where humidity is in this process. We know that humidity plays a significant role in making warm temperatures feel even more oppressive. Unfortunately, there are not an adequate number of weather stations across the country which report humidity values for a long enough period to be used directly in the Heat Risk approach. But there are many more stations that report temperature. Because of this, we use well known physical relationships of temperature to humidity to approximate the role of humid air. This is done by considering:

1. how unusually warm the overnight temperatures are (more humid air usually leads to warmer overnight low temperatures than are typical for an area), and

2. how large the difference is between overnight lows and daytime high temperatures (the difference tends to be smaller the more humid the air is).

All these factors are used to create daily dynamic heat thresholds. These thresholds differ from one location to another, especially between cities and rural locations and in areas where elevation changes. As appropriate, these thresholds also change based on the day of year so that they are lower in the spring than in the summer, for example. The official NWS gridded forecast for high and low temperatures are then compared to these dynamic heat thresholds at each location, and the forecast temperatures are matched to their appropriate Heat Risk color/level. Information from both the overnight lows and daily highs are combined to create the final output: the experimental 24-hour Heat Risk. This information is available for the entire upcoming seven-day period and provides additional information to base heat-related decisions on, not only for human health, but for many sectors that are affected by heat. The experimental Heat Risk product is just one more way the NWS is working toward ensuring that communities have the right information at the right time to be better prepared for upcoming heat events.

G-3 Air Quality Information Resources

Bay Area Air Quality Management District
http://www.baaqmd.gov/about-air-quality

Air Now Air Quality Index
https://www.airnow.gov/
https://airnow.gov/index.cfm?action=aqi_brochure.index

Air Quality Index (AQI) Basics
The AQI is an index for reporting daily air quality. It tells you how clean or polluted your air is, and what associated health effects might be a concern for you. The AQI focuses on health effects you may experience within a few hours or days after breathing polluted air. EPA calculates the AQI for five major air pollutants regulated by the Clean Air Act: ground-level ozone, particle pollution (also known as particulate matter), carbon monoxide, sulfur dioxide, and nitrogen dioxide. For each of these pollutants, EPA has established national air quality standards to protect public health. Ground-level ozone and airborne particles are the two pollutants that pose the greatest threat to human health in this country.

How Does the AQI Work?

Think of the AQI as a yardstick that runs from 0 to 500. The higher the AQI value, the greater the level of air pollution and the greater the health concern. For example, an AQI value of 50 represents good air quality with little potential to affect public health, while an AQI value over 300 represents hazardous air quality.

An AQI value of 100 generally corresponds to the national air quality standard for the pollutant, which is the level EPA has set to protect public health. AQI values below 100 are generally thought of as satisfactory. When AQI values are above 100, air quality is considered unhealthy—at first for certain sensitive groups of people, then for everyone as AQI values get higher.

Understanding the AQI

The purpose of the AQI is to help you understand what local air quality means to your health. To make it easier to understand, the AQI is divided into six categories: Note: Values above 500 are considered Beyond the AQI. Follow recommendations for the Hazardous category. Additional information on reducing exposure to extremely high levels of particle pollution is available here. Each category corresponds to a different level of health concern. The six levels of health concern and what they mean are depicted in the next table:

<table>
<thead>
<tr>
<th>Air Quality Index (AQI) Values</th>
<th>Levels of Health Concern</th>
<th>Colors</th>
</tr>
</thead>
<tbody>
<tr>
<td>When the AQI is in this range:</td>
<td>...air quality conditions are:</td>
<td>...as symbolized by this color:</td>
</tr>
<tr>
<td>0 to 50</td>
<td>Good</td>
<td>Green</td>
</tr>
<tr>
<td>51 to 100</td>
<td>Moderate</td>
<td>Yellow</td>
</tr>
<tr>
<td>101 to 150</td>
<td>Unhealthy for Sensitive Groups</td>
<td>Orange</td>
</tr>
<tr>
<td>151 to 200</td>
<td>Unhealthy</td>
<td>Red</td>
</tr>
<tr>
<td>201 to 300</td>
<td>Very Unhealthy</td>
<td>Purple</td>
</tr>
<tr>
<td>301 to 500</td>
<td>Hazardous</td>
<td>Maroon</td>
</tr>
</tbody>
</table>
- "Good" AQI is 0 to 50. Air quality is considered satisfactory, and air pollution poses little or no risk.
- "Moderate" AQI is 51 to 100. Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of people. For example, people who are unusually sensitive to ozone may experience respiratory symptoms.

<table>
<thead>
<tr>
<th>Air Quality Index Levels of Health Concern</th>
<th>Numerical Value</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>0 to 50</td>
<td>Air quality is considered satisfactory, and air pollution poses little or no risk.</td>
</tr>
<tr>
<td>Moderate</td>
<td>51 to 100</td>
<td>Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of people who are unusually sensitive to air pollution.</td>
</tr>
<tr>
<td>Unhealthy for Sensitive Groups</td>
<td>101 to 150</td>
<td>Members of sensitive groups may experience health effects. The general public is not likely to be affected.</td>
</tr>
<tr>
<td>Unhealthy</td>
<td>151 to 200</td>
<td>Everyone may begin to experience health effects; members of sensitive groups may experience more serious health effects.</td>
</tr>
<tr>
<td>Very Unhealthy</td>
<td>201 to 300</td>
<td>Health alert: everyone may experience more serious health effects.</td>
</tr>
<tr>
<td>Hazardous</td>
<td>301 to 560</td>
<td>Health warnings of emergency conditions. The entire population is more likely to be affected.</td>
</tr>
</tbody>
</table>

- "Unhealthy for Sensitive Groups" AQI is 101 to 150. Although general public is not likely to be affected at this AQI range, people with lung disease, older adults and children are at a greater risk from exposure to ozone, whereas persons with heart and lung disease, older adults and children are at greater risk from the presence of particles in the air.
- "Unhealthy" AQI is 151 to 200. Everyone may begin to experience some adverse health effects, and members of the sensitive groups may experience more serious effects.
- "Very Unhealthy" AQI is 201 to 300. This would trigger a health alert signifying that everyone may experience more serious health effects.
- "Hazardous" AQI greater than 300. This would trigger a health warnings of emergency conditions. The entire population is more likely to be affected.

**Air Quality Index Colors**
EPA has assigned a specific color to each AQI category to make it easier for people to understand quickly whether air pollution is reaching unhealthy levels in their communities. For example, the color orange means that conditions are "unhealthy for sensitive groups," while red means that conditions may be "unhealthy for everyone," and so on.
Appendix H - The County of Santa Clara Operational Area Joint Information System: A Framework for coordinating public information and warning in Santa Clara County

The County of Santa Clara Operational Area Joint Information System (JIS)

A Framework for Coordinating Public Information and Warning in Santa Clara County.
March 28, 2022

**RECORD OF CHANGES**

The most current copy of this document, including any changes, is available on the Santa Clara County Operational Area Joint Information System shared document repository and via email at [0365-OEM-SantaClaraCountyJointInformationSystem@sccconnect.onmicrosoft.com](mailto:0365-OEM-SantaClaraCountyJointInformationSystem@sccconnect.onmicrosoft.com).

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<th>Summary of Change(s)</th>
<th>Name/Title</th>
<th>Agency/Organization</th>
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I. JOINT INFORMATION SYSTEM OVERVIEW

Public information and warning is a critical emergency management capability and an inherent responsibility of local, state, and federal government. Communicating with the public and other stakeholders before, during, and in the aftermath of an emergency can save lives, property, and the environment.

Timely, accurate, accessible, and consistent public information is contingent on the ability of jurisdictions throughout Santa Clara County to coordinate information, resources, and messaging about an emergency. The Santa Clara County Operational Area Joint Information System is a network of individuals with responsibilities to support emergency public information and warning. Members come together from a broad spectrum of agencies, disciplines, and jurisdictions throughout the Santa Clara County to work together to coordinate public information and warning efforts before, during, and after emergencies.

The system is led by the Office of Emergency Management with representation from the fifteen Operational Areas including special districts and County departments. The Framework outlines the general structure and operations of the Santa Clara County Operational Area Joint Information System (SCC Op Area JIS). This Framework is consistent with the California Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS). Members recognize that by implementing this Framework and committing to coordinating public information efforts across Santa Clara County, emergency public information will be more timely, accurate, accessible, and consistent than it might be if any one jurisdiction worked independently.

While no system or document can completely prevent death and destruction, public information and warning coordination carried out by knowledgeable and well-trained individuals can and will minimize losses.
II. MEMBER COMMITMENT
Member jurisdictions acknowledge that by implementing this Framework and committing to coordinating public information efforts across the County, emergency public information will be more timely, accurate, accessible, and consistent than it might be if they worked independently. Member jurisdictions are encouraged to follow their own processes and policies for adoption of this Framework. Adopting this Framework at the local government level and committing to continued support and integration with the Joint Information System enables the County to be successful in achieving the Joint Information System’s purpose.

III. PURPOSE
The purpose of this Framework is to provide an overview of activities, structure, and roles for how the Santa Clara County Operational Area Joint Information System (SCC Op Area JIS) will coordinate and collaborate before, during, and after an event or emergency. The Office of Emergency Management’s Public Information Officer will serve in the Emergency Operations Center (EOC) Joint Information Center (JIC) when activated to support ESF 15: Public Information and ESF 2: Communication in the review and coordination of countywide messaging. Emergency communications will be in compliance with the County of Santa Clara’s Emergency Communication Annex.

The Framework is organized by:

- **Overview of the Joint Information System** – describes the scope of the Santa Clara County and why the SCC Op Area JIS is important.
- **Purpose** - includes the purpose of the Framework and provides an overview of its contents.
- **Planning Considerations** – contains a list of assumptions that remain constant and form the basis for the Framework.
- **Joint Information System Activities** – acknowledges that coordination within the Joint Information System occurs for both emergencies and non-emergency events. This section describes different types of coordination.
- **Roles and Responsibilities** – lists the primary roles and responsibilities in the Joint Information System including responsibilities of members during non-emergency and emergency events and the County’s Joint Information System Coordination.
IV. COUNTY OVERVIEW

The Santa Clara County Operational Area Joint Information System is a network of individuals with emergency public information and warning responsibilities from multiple agencies, disciplines, and jurisdictions throughout Santa Clara County. Santa Clara County Operational Area Joint Information System members work together to coordinate public information and warning efforts before, during, and after emergencies.

Santa Clara County encompasses the 15 cities and towns of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga, and Sunnyvale. Ranging from Palo Alto in the north, to Gilroy in the south. San José is the largest city in the county, with a population of over 1,015,000 (US Census Bureau, 2014). A significant portion of the county’s land area is unincorporated ranch and farmland. Nearly 92% of the population lives in cities. In addition to the most frequently heard English, Spanish, Chinese, Tagalog, and Vietnamese, tens of thousands of residents speak more than 100 other languages.

In sports and recreation, San José is home to teams for soccer, minor league baseball, and professional ice hockey. Local sports teams include the San Francisco 49ers, the San Jose Sharks, San Jose Earthquakes, San Jose Saber Cats, and the San Jose Giants. Numerous public and private golf courses are located throughout the county. In addition to these recreational outlets, the County operates 28 parks covering more than 50,000 acres. The county is home to three major universities—Stanford University, Santa Clara University, and San Jose State University. Local museums and art galleries include The Tech Museum of Innovation, the Rosicrucian Museum, the Children's Discovery Museum, the San Jose Museum of Art, and the Triton Museum of Art. Local theme parks and venues for children and adults include California's Great America, Gilroy Gardens, Raging Waters, and the Santa Clara County Fairgrounds. Special events include the San Jose Jazz Festival, Gilroy Garlic Festival, and the Morgan Hill Mushroom Mardi-Gras.

The local industry is dominated by the technology sector. Computer software and hardware manufacturing, wholesale, and services are some of the largest industry segments in terms of both annual revenues and employees.

The county has three main interstate highways: 280, 680, and 880, U.S. Route 101, and the following State Routes; 9, 17, 82, 85, 87, 130, and 237. Mass transit in the county includes Santa Clara Valley Transportation Authority (VTA) with bus and light rail service, Caltrain, Amtrak, and ACE Train. Airports include San Jose International Airport, Moffett Federal Airfield, two county airports: Reid Hillview, and South County, and Palo Alto Airport.
V. PLANNING ASSUMPTIONS

The following list includes assumptions that form the basis for the processes and structures in this Framework.

1. The Santa Clara County Operational Area Joint Information System is always active. Members continuously operate within the Joint Information System structure and meet regularly to coordinate messaging.
2. Joint Information System coordination occurs for both emergency and non-emergency activities, such as planned events or exercises; for emergencies that occur with or without notice; and following an emergency.
3. Natural and human-caused disasters can occur with or without warning, at any time of the day or night, and can affect the Operational Area within the Santa Clara County.
4. The succession of events in an emergency is not predictable. Santa Clara County Operational Area Joint Information System activities will depend on the nature and demands of the emergency and the needs of the Joint Information System members.
5. Although there are many similarities among the Operational Area in Santa Clara County, each one is unique with its own emergency management programs and plans. The authority outlined in approved state and local emergency management plans and policies supersedes the processes or guidance in this Framework.
6. This Framework outlines a structure and processes to support coordination. It establishes a foundation for the Joint Information System through a set of guiding concepts and principles, rather than a more formal plan, to allow for the regional Joint Information System to evolve and adapt to its members’ specific needs.
7. Joint Information System members follow their local processes and agreements for mutual aid.
8. Activities to support regional coordination are not reimbursable outside of formal mutual aid agreements.
9. Unique circumstances of an emergency may prevent the implementation of Framework components or require actions that are significantly different from those described in the Framework.
10. Santa Clara County jurisdictions and the Santa Clara County Operational Area Joint Information System align with the systems, concepts, and structures in the California Standardized Emergency Management System.
11. Santa Clara County Operational Area Joint Information System members are responsible for maintaining positive working relationships, open communication, and active coordination before, during, and after an emergency.
VI. CONCEPT OF OPERATIONS

This section provides an overview of Joint Information System activities, whether for non-emergency events or to support regional coordination during an emergency response.

Coordination for Non-Emergency Events
Santa Clara County Operational Area Joint Information System members work together to prepare for, mitigate, prevent, and protect the region from emergencies. Examples of non-emergency activities include:

- Hosting or attending workshops, meetings, and trainings on emergency public information and warning.
- Hosting or attending networking gatherings to get to know other Joint Information System members.
- Sharing information on or inviting other members to participate in local preparedness campaigns.
- Sharing local public information and warning plans and tools.
- Supporting local exercises as participants, evaluators or observers.
- Participating in Bay Area regional exercises or planned events to practice Joint Information System coordination.

A Joint Information System member who would like to reach the SCC Op Area Joint Information System for support or participation for an upcoming activity has multiple options:

- Contact other member(s) directly or as a group using virtual coordination platforms or the Santa Clara County JIS listerv at O365-OEM-SantaClaraCountyJointInformationSystem@sccconnect.onmicrosoft.com.
- Contact any member of the SCC Op Area Joint Information System member to be request membership.
- Contact the Office of Emergency Management PIO at oempio@oem.sccgov.org.

Emergency Coordination
Joint Information System members are expected to verify information before sharing it with other members as situational awareness (or clearly indicate when information is not yet confirmed). It is a best practice for the Lead Public Information Officer or liaison to the Joint Information System to confirm their information with the Public Information Officers and/or Incident Commander in the field and/or the appropriate section in their Emergency Operations Centers. Public Information Officers should refer to their local plans for verification procedures.

An emergency, whether a single incident (such as a fire) or large-scale regional disaster (such as an earthquake or epidemic), emergencies threaten life safety, property, and/or the environment. Emergencies typically limit our ability to perform our normal, day-to-day functions, so we rely on emergency organizational structures, operations plans, policies, and training.

An event is a planned, non-emergency activity. Examples include sporting events, lectures, parades, and festivals.

When an emergency occurs, Santa Clara County Op Area Joint Information System activities may include:

- **Sharing Situational Awareness** on individual jurisdictions’ public information activities. Also see the text box on Verifying Information.
- **Message collaboration** whenever possible, working together to de-conflict messages before they are disseminated to the public.
- **Social and traditional media monitoring** of trending topics, misinformation, and rumors.
- **Coordinating strategies to address trends and misinformation** as a means of rumor control is crucial to ensure media confidence in response efforts and avoid information conflicts.
- **Sharing written products** including news releases, talking points, toolkits, and fact sheets with Joint Information System members, or providing support drafting materials for other jurisdictions overwhelmed by the demands of the emergency.
- **Mutual Aid Support** the Joint Information System leadership does not fill mutual aid requests, but they may have ideas for the types of mutual aid that affected jurisdictions may want to consider; and or have suggestions for members with the availability and experience to fill requests. *Outside of formal mutual aid agreements, activities that support SCC Operational Area Joint Information System coordination are not reimbursable.*
- **Media Management** by way of coordinating responses to media inquiries, especially those that have the potential to affect another jurisdiction and ensuring that media are directed to the correct entities.
- **After-Action Reporting** to provide feedback on coordination, evaluating and implementing corrective actions as appropriate.

Joint Information System coordination will depend on the level and type of incident. The different types of emergency events may include:

- **TYPE 1 INCIDENT**: National level resources are required, the incident will extend into multiple operational periods, all ICS Command and General Staff positions are utilized, and Branches need to be established.
- **TYPE 2 INCIDENT**: Regional or National resources will be required, the incident will extend into multiple operational periods, most or all ICS Command and General Staff positions are filled.
- **TYPE 3 INCIDENT**: Resource requirements will exceed the initial response resources, may extend into multiple operational periods, some or all ICS Command and General Staff are activated.
- **TYPE 4 INCIDENT**: Several single response resources required, response will be limited to one operational period, select ICS Command and General Staff activated only as needed.
- **TYPE 5 INCIDENT**: One or two single response resources with up to 6 response personnel, the incident is expected to last only a few hours, no ICS Command and General Staff positions activated.
Joint Information System Coordination Activities

The following table (Table 1) provides examples of ways that the Joint Information System may coordinate public information and warning efforts during non-emergencies and different levels of emergencies. Actual Joint Information System activities will depend on the demands of the event or emergency, as well as requests for support from an affected jurisdiction.
## Table 1. Joint Information System Coordination Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Non-Emergency</th>
<th>Operational Area Level</th>
<th>Regional Level</th>
<th>Catastrophic Level</th>
<th>Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Situational Awareness</strong></td>
<td>• Share public information and warning efforts as they relate to emerging hazards, threats, mitigation efforts, upcoming events, etc.&lt;br&gt;• Share best practices, lessons learned and new trends/standards in public information and warning.</td>
<td>• Verify and share information about public information and warning response activities for evolving incidents that have the potential to impact other Operational Areas.&lt;br&gt;• Monitor and share status updates on virtual coordination platforms.</td>
<td>• Identify a Joint Information System Liaison (who is also a staff member of the local Joint Information Center, if activated) to verify and share information with the Joint Information System.&lt;br&gt;• Gather information from most heavily affected Operational Areas.&lt;br&gt;• Monitor and share status updates on virtual coordination platforms.</td>
<td>• Conduct or participate in after action debriefs to share best practices and lessons learned and identify improvements to the Joint Information System.</td>
<td></td>
</tr>
<tr>
<td><strong>Media Management</strong></td>
<td>• Conduct joint press conferences and other joint media events and availabilities to help build relationships.&lt;br&gt;• Conduct networking events to talk about regional coordination with the media.</td>
<td>• Share information about emerging stories or media inquiries with the potential to impact other Operational Areas.&lt;br&gt;• Redirect media inquiries to appropriate jurisdiction as needed.</td>
<td>• Coordinate press conference scheduling to avoid timing conflicts.&lt;br&gt;• Support technical logistics for virtual joint press availabilities.&lt;br&gt;• Support affected Operational Areas by answering media lines.</td>
<td>• Advise Joint Information System members when local Joint Information Centers and/or media hotline are demobilized.&lt;br&gt;• Provide contact info for future inquiries so Joint Information System members can refer media to appropriate contacts if requested.</td>
<td></td>
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<tr>
<td><strong>Media/Social Media Monitoring</strong></td>
<td>• Like and follow other Joint Information System member jurisdictions, media, and other influencers on social media.</td>
<td>• Monitor own social media account for inquiries or concerns from users who may be affected by an emergency in the Operational Area or concerned about the effects</td>
<td>• Coordinate social media monitoring efforts and share trending hashtags, questions, concerns, rumors, themes, etc.</td>
<td>• Maintain monitoring activities for own jurisdiction throughout recovery.</td>
<td></td>
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</table>
- Maintain daily monitoring and active listening activities for own jurisdiction.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Non-Emergency</th>
<th>Operational Area Level</th>
<th>Regional Level</th>
<th>Catastrophic Level</th>
<th>Recovery</th>
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<tbody>
<tr>
<td>Message Development and Coordination</td>
<td>• Share preparedness, mitigation, prevention, and protection messages.</td>
<td>• Affected jurisdiction shares messaging about emergency and response with Joint Information System.</td>
<td>• Coordinate messaging (before release, if possible) to avoid conflicts among Operational Areas.</td>
<td>• Coordinate messaging with the State and Federal Joint Information Center, if activated.</td>
<td>• Coordinate messaging on recovery and deactivation with Joint Information System.</td>
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<td></td>
<td>• Share preparedness campaign materials and activities.</td>
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<td></td>
<td>• Develop joint messaging.</td>
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<td></td>
<td>• Review and update messaging templates.</td>
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<tr>
<td>Message Distribution</td>
<td>• Disseminate messaging across appropriate communication channels including website and social media handles.</td>
<td>• Share and retweet posts from affected Operational Area.</td>
<td>• Coordinate alert notification messages.</td>
<td>• Coordinate alert notification messages.</td>
<td>• Coordinate alert notification messages.</td>
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<td></td>
<td>• Share and retweet social media posts with messages about preparedness, mitigation, prevention, and protection from other Joint Information System members.</td>
<td>• Notify other Operational Area partners when sending AlertSCC notifications.</td>
<td>• Coordinate consistent use of social media hashtags.</td>
<td>• Coordinate non-traditional messaging including leveraging community door-to-door teams when communications infrastructure is compromised.</td>
<td>• Coordinate messaging with the State and Federal Joint Information Center, if activated.</td>
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<td>• Notify other jurisdictions when testing AlertSCC notification system.</td>
<td>• Share alert notification message templates internally and with other Operational Areas.</td>
<td>• Share/retweet posts from affected Operational Areas.</td>
<td>• Coordinate alert notification messages.</td>
<td>• Coordinate alert notification messages.</td>
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<tr>
<td></td>
<td>• Share alert notification message templates internally and with other Operational Areas.</td>
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<td>• Coordinate alert notification messages.</td>
<td>• Coordinate alert notification messages.</td>
<td>• Coordinate alert notification messages.</td>
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- Coordinate alert notification messages.
- Coordinate non-traditional messaging including leveraging community door-to-door teams when communications infrastructure is compromised.
- Coordinate messaging with the State and Federal Joint Information Center, if activated.
- Coordinate messaging on where media and the public should find information during recovery.
- Distribute messaging across all communication channels including various social media platforms, website, TV, radio, and print.
<table>
<thead>
<tr>
<th>Activity</th>
<th>Non-Emergency</th>
<th>Operational Area Level</th>
<th>Regional Level</th>
<th>Catastrophic Level</th>
<th>Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin/ Maintenance</td>
<td>• Maintain relationships and operational readiness through regional training and exercise opportunities.</td>
<td>• Document any Joint Information System activities.</td>
<td>• Document mutual aid activations.</td>
<td>• Facilitate coordination with state, federal and other California regional and private sector partners.</td>
<td>• Document best practices and lessons learned.</td>
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<td>• Implement the Joint Information System for planned events.</td>
<td>• Facilitate information sharing between affected and un-affected Operational Areas including virtual coordination platforms.</td>
<td>• Support utilization of virtual coordination platforms for regional coordination.</td>
<td>• Document mutual aid activations.</td>
<td>• Support utilization of virtual coordination platforms for regional coordination.</td>
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<td></td>
<td>• Welcome and onboard new members.</td>
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<td>• Support utilization of virtual coordination platforms for regional coordination.</td>
<td>• Participate in after-action reporting.</td>
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<td></td>
<td>• Maintain Joint Information System Listserv.</td>
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<td></td>
<td>• Support implementation of corrective actions.</td>
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<td></td>
<td>• Continuously use virtual coordination platforms to share information.</td>
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</table>
VII. ROLES AND RESPONSIBILITIES
This section describes the general roles and responsibilities that support Joint Information System operations and activities.

Advisory Group
Select members of the SCC Op Area JIS will form the advisory group. This Advisory Group is responsible for reviewing and providing feedback on the County’s Emergency Operational Plan and Annexes that belong to the plan. The Advisory group will also be responsible for providing feedback to messaging and other public information materials on an as needed basis. There is no term limit requirement.

Joint Information System Roles and Responsibilities for Non-Emergency Coordination
The Santa Clara County Operational Area Joint Information System is a network of individuals with responsibilities to support emergency public information and warning. Member responsibilities include:

- Identifying and reaching out to their jurisdiction for status updates and reporting out during the Joint Information System meetings.
- Regularly using the Joint Information System’s SharePoint folder to share information about upcoming events, activities, preparedness campaigns, local plans, interesting articles, best practices, etc.
- Developing relationships with fellow Joint Information System members.
- Participating in local and regional training and exercise opportunities for JIS coordination.
- Participating in regular Joint Information System conference calls.
- Participating in the formal policy planning review process by providing feedback to the jurisdictional partner requesting policy review.
- Participating in after-action reporting efforts, as appropriate.

Joint Information System Roles and Responsibilities for Emergency Coordination
When emergency communication is required, the County of Santa Clara Office of Emergency Management Emergency Risk Communications Officer is responsible for:

- Convening the SCC Op Area JIS and facilitating conversations among affected and non-affected jurisdictions, including conversations to coordinate message development and dissemination.
- Managing situational awareness across the Joint Information System.
- Facilitating the SCC Op Area Joint Information System conference calls to brainstorm solutions to regional public information and warning challenges.
- Providing updates and communicating with the SCC Op Area JIS members through the group channel.
- The Chair and or Co-Chair will notify the Bay Area JIS Coordinator of status especially if local Joint Information Center is activated and serve as liaisons for the Bay Area JIS to share information about the County’s coordination.
- The Chair and or Co-Chair may facilitate a report out directly from a Public Information Officer of the Emergency Operations Center’s Joint Information Center when necessary.
VIII. MAINTENANCE
The Joint Information System Leadership Committee is responsible for the ongoing implementation and maintenance of the operational area system, including annual reviews and updates to this Framework and accompanying tools, maintenance of virtual coordination tools, and evaluating and implementing improvements.

Near the end of their term of service, Leadership Committee members are also responsible for transitioning their duties to new members who will represent their Operational Area or jurisdiction on the Leadership Committee.

IX. JOINT INFORMATION SYSTEM RESOURCES
Members may reference the following resources and tools to support the activities of the Santa Clara County Operational Area Joint Information System. To request access to these resources, email 0365-OEM-SantaClaraCountyJointInformationSystem@sccconnect.onmicrosoft.com.

- **Santa Clara County Operational Area Joint Information System SharePoint**
  The SharePoint Drive folder is an online shared document repository with copies of plans, messaging tools and templates, contact lists, and other information that may be useful to Joint Information System members.

- **Santa Clara County Operational Area Joint Information System Outlook Calendar**
  Santa Clara County Operational Area Joint Information Systems members use the online shared calendar to share information about upcoming regional and local public information-related opportunities and events.

- **Santa Clara County Operational Area Joint Information System SharePoint Group**
  The SharePoint Group is an email listserv where the Santa Clara County Operational Area Joint Information System where members exchange information about events and activities, request support on preparedness activities, and discuss topics related to public information and warning with other members.
Appendix I. List of References

5. *Annex L: Emergency Public Information Plan*, Unified San Diego County Emergency Services Organization and County of San Diego, September 2018
7. *Creating Evidence-Based Effective and Actionable Alert Messages*, Mass Notification Seminar, Michele M. Wood, Ph.D., Professor and Chair, CSU Fullerton Department of Public Health, May 3, 2019
8. *Crisis and Emergency Risk Communication (CERC) Plan*, County of Santa Clara Public Health Department, March 2019
12. *Getting It Wrong: An Indictment with a Blueprint for Getting It Right, Disability Rights, Obligations and Responsibilities Before, During and After Disasters*, The Partnership for Inclusive Disaster Strategies, May 2018