

San Francisco Emergency Response Plan

ESF #15: Joint Information System Annex

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A. COORDINATING AND SUPPORTING DEPARTMENTS

Coordinating Departments are responsible for updates to this plan and emergency public information policies. In an emergency, Coordinating Departments assign Public Information Officers (PIOs) to manage emergency public information operations and/or provide policy-level guidance.

Supporting Departments are responsible for reviewing and understanding this plan. In an emergency, they may be called on by the Coordinating Departments to provide staff to coordinate Emergency Support Function (ESF) #15 functions in the Joint Information Section of the Emergency Operations Center (EOC).

Coordinating Departments	DEM, MO
Supporting Departments	311, DBI, DPH, DPW, HSA, MOD, MTA, PUC, SFFD, SFPD, SFSD, SFUSD, SFO, Port of SF, and other departments depending on the needs of the situation

B. PLAN PURPOSE

This plan establishes a framework for PIOs in the Mayor’s Office, in the EOC, and at the scene of the incident(s) to collaborate and perform the functions of emergency public information in the City and County of San Francisco (CCSF).

C. PLAN ASSUMPTIONS

The concepts in this plan are based on a realistic approach to the problems likely to be encountered during an incident. This plan makes these assumptions:

- Natural and manmade disasters can occur with or without warning, at any time of the day or night, and can affect multiple departments within CCSF.
- The succession of events in an emergency is not predictable. Specific Joint Information Section activities will depend on the nature and demands of the emergency.
- CCSF PIOs are responsible for maintaining positive working relationships, open communication, and active coordination before, during, and after an emergency.
- The release of information to the public and media will follow standard state emergency management system (SEMS) and National Incident Management System / Incident Command System (NIMS/ICS) protocols.
- Official CCSF websites are compliant with Section 508 of the Rehabilitation Act.
- As required by the Federal Communications Commission (FCC), broadcast media and video programming distributors will ensure that programming providing emergency information is accessible to people with disabilities.

D. ESF #15 COORDINATION

The following concepts and systems serve as a foundation for emergency public information in the CCSF.

ESF #15
Emergency Support Functions (ESFs) provide a structure for coordinating CCSF-wide interdisciplinary support for response to an incident.
ESFs are grouped by the functions most frequently used to provide support in an emergency.
In the CCSF, ESF #15 includes these functions: emergency public information and warning, external affairs/government affairs, community outreach, and crisis communications.
When activated for an emergency, the Joint Information Section of the CCSF EOC manages and coordinates the functions of ESF #15.
When the Joint Information Section is not activated, Department of Emergency Management (DEM) External Affairs coordinates ESF #15 functions across CCSF departments and offices.
CCSF JOINT INFORMATION SECTION
In the CCSF, Joint Information is recognized as a section within the EOC, comparable to Operations or Logistics.
Whenever the EOC is activated for an emergency, the Joint Information Section is responsible for managing and coordinating the functions of ESF #15.
The Joint Information Section supports EOC and field operations by coordinating ESF #15 objectives, messaging, and strategy across all CCSF departments, especially in emergencies that affect more than one department or office.
Joint Information Section operations are managed by the Joint Information Section Chief who reports to the EOC Manager and coordinates closely with the EOC PIO and the EOC Liaison Officer.
The Joint Information Section follows an organization based on the four states of information flow in risk and crisis communications: Information Analysis, Content Development, Information Dissemination, and Administration/Logistics.
The Joint Information Section contributes to situational awareness in the EOC by monitoring traditional and social media for ground truth and life-safety issues.
The Joint Information Section also provides a critical link to the larger Bay Area by serving as a coordination point with the Bay Area Joint Information System (JIS).

JOINT INFORMATION CENTER

When activated, the Joint Information Section operates from the Joint Information Center (JIC).

The JIC is a central location (physical or virtual) that facilitates operation of the Joint Information Section by bringing together public information officers (PIOs) to perform the functions of ESF #15.

There is only one CCSF JIC for each incident. Activating only one JIC for each incident reduces the potential for delayed coordination, confusion, and messaging conflicts which might arise from activating multiple JICs in the City and County of San Francisco for the same incident.

The primary physical location for the CCSF JIC is in a room adjacent to the EOC at 1011 Turk Street.

A virtual JIC may be established using web-based platforms, such as Yammer, conference call lines, and calls or texts to groups or individual staff member.

BAY AREA JOINT INFORMATION SYSTEM

The Bay Area Joint Information System (JIS) is a network of PIOs from multiple agencies, disciplines, and jurisdictions across the Bay Area that work together to coordinate emergency public information.

Most often, JIS members coordinate virtually (e.g., holding conference calls to share public information situational awareness and messages).

The Bay Area JIS can help the CCSF Joint Information Section in multiple ways, such as de-conflicting messages across jurisdictions, sharing the results of information analysis, amplifying rumor control efforts, or providing mutual aid and shared resources to support ESF #15 activities.

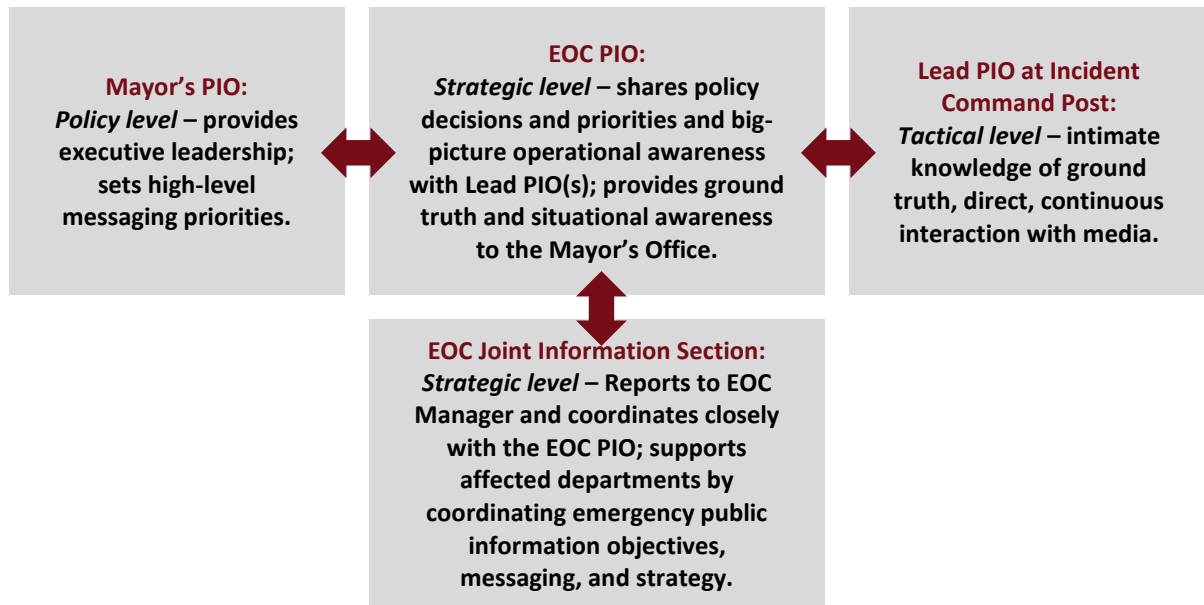
The ability to communicate with the public and other stakeholders in a timely, accurate, accessible and consistent manner is contingent on the ability of leaders to coordinate messaging. Emergency public information may be influenced by the public policies and leadership of the executive branch, the broad-spectrum knowledge about the incident available at the EOC, and the hands-on familiarity with the ground truth of the responders working at the Incident Command Post(s).

In the CCSF, the Mayor’s Office, the EOC, and the Incident Command Post must communicate freely with each other in order to ensure a common operating picture, promote public confidence by displaying a unified response to the incident, and maximize the resources available for effectively developing and disseminating information.

CCSF PIOs recognize that by implementing this plan and coordinating public information efforts across the policy, strategic and tactical levels; emergency public information will be more timely, accurate, accessible,

and consistent than it might be if PIOs from the Mayor’s Office, EOC, and Incident Command Post(s) tried to work independently.

In the CCSF, emergency public information efforts are guided by a three-faceted coordination system that includes the Mayor’s PIO, the EOC PIO and the Lead PIO(s) at the Incident Command Post(s).



JOINT INFORMATION SECTION ↔ **MAYOR’S OFFICE COORDINATION**

The Mayor’s PIO provides executive-level guidance for emergency public information including high-level direction on messaging policy and priorities. In order to make effective and informed policy and priority decisions, the Mayor’s Office must be as fully informed about the emergency incident and correlating response operations as possible. The EOC PIO (along with the Joint Information Section and the EOC Liaison Officer) is charged with providing this situational awareness to the Mayor’s Office, via the Mayor’s PIO.

The EOC PIO provides the critical coordinating link between the Mayor’s office, the PIO(s) at the scene(s), and the EOC. By liaising with the EOC and the Lead PIO(s), the EOC PIO is uniquely positioned to provide the Mayor’s PIO with information about the incident and to make recommendations about messaging needs and priorities. The EOC PIO is also relied upon to relay the public information priorities and policy decisions from the Mayor’s Office to the Lead PIO(s), and the EOC, and is ultimately responsible for their execution.

At the beginning of an incident, the EOC PIO will contact the Mayor’s PIO to provide an initial incident briefing.

<p>MAYOR’S PIO/EOC PIO INITIAL BRIEFING TOPICS:</p>	<ul style="list-style-type: none"> • Known facts about the incident, public safety concerns and immediate response efforts. • Immediate risks to the mission, employees, services, or credibility of any CCSF department/office or partner organization. • Questions, concerns, misinformation, and/or rumors likely to be received from the public, media or other stakeholders. • A schedule for regular coordination calls/meetings.
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The frequency of ongoing calls will depend on the size, scope and specific needs of the incident (a minimum of 2 to 3 coordination calls per day is advisable). The Mayor’s PIO and EOC PIO may have ad hoc conversations about emerging issues that may require policy-level decisions about messaging priorities.

<p>MAYOR’S PIO/EOC PIO ONGOING BRIEFING TOPICS:</p>	<ul style="list-style-type: none"> • Situation update about the status of the incident, new/emerging public safety concerns and response/recovery efforts. • Emerging and/or mitigated risks to mission, employees, services, or credibility of any CCSF department/office or partner organization. • Questions, concerns, misinformation and/or rumors likely to be received from the public, media or other stakeholders. • Update on the status of emergency public information efforts (e.g., public reaction to messages on a particular topic). • Recommended next steps (e.g., when to schedule a press conference). • Policy level guidance from the Mayor’s Office about messaging priorities.
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JOINT INFORMATION SECTION
EOC COORDINATION

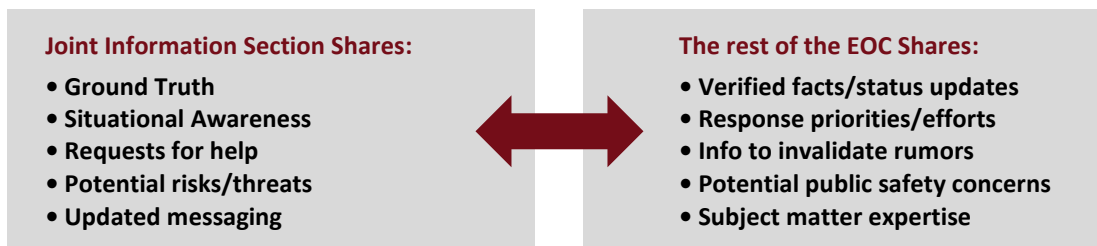
During an emergency, the EOC is responsible for coordinating and disseminating emergency public information. While the Joint Information Section takes a lead responsibility for meeting this objective, other EOC sections play critical roles.

<p>The Joint Information Section relies on the rest of the EOC to:</p>	<ul style="list-style-type: none"> • Share updated and verified facts about the degree and scope of the incident (e.g., flooding is occurring in these specific areas). • Provide information about response/recovery priorities and efforts (e.g., number of law enforcement personnel deployed to assist in response efforts, and what they are doing). • Assist in invalidating rumors (e.g., review trending information posted on social media to determine authenticity and accuracy). • Bring attention to potential public safety concerns (e.g., severe flooding is expected in a specific location). • Supply subject matter expertise about recommended public safety measures (e.g., when and in what locations the public should shelter-in-place or evacuate).
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Similarly, the CCSF EOC as a whole relies on the Joint Information Section to provide situational awareness and operationally critical information including:

- Ground truth gathered from social media monitoring [e.g., pictures of damage posted by individuals in the affected area(s)]
- Situational awareness about public perception of response/recovery efforts
- Requests for help (e.g., requests for assistance or resources posted on social media)
- Potential risks/threats to public and/or emergency responder safety (e.g., social media users calling for violent activities)
- Updated messages shared with the media or public (e.g., the Joint Information Section posts talking points to the Significant Events Board on WebEOC).

CONTINUOUS, TWO-WAY COMMUNICATION



To facilitate this continuous, two-way exchange of information, a **Joint Information Coordination Specialist** is stationed with the EOC. A designated Coordination Specialist (e.g., a liaison to the EOC) sits in the JIC as well as with the Planning Section in the main room of the CCSF EOC to streamline communication and coordination efforts. The Coordination Specialist supports the development of the EOC Emergency Action Plans (EAP) so the documents include information related to ESF #15. At the request of the EOC PIO, this Coordination Specialist may also attend EOC Command Staff Meetings with the EOC PIO.

While the Coordination Specialist is the primary facilitator for information sharing and coordination efforts between the Joint Information Section and the rest of the EOC, if the Coordination Specialist becomes overwhelmed, the Joint Information Section Chief may appoint one or more specialists to prevent the flow of information from being bottlenecked through one person.

At the beginning of every shift, the Joint Information Section Chief provides the EOC Manager with a roster of Joint Information Section staff. The EOC Manager provides this roster to appropriate EOC staff and empowers them to answer questions and provide information to all rostered Joint Information Section staff.

JOINT INFORMATION SECTION



INCIDENT COMMAND/FIELD COORDINATION

The CCSF EOC provides a centralized point of coordination to support CCSF departments and offices when responding to incidents. Similarly, one of the primary purposes of the Joint Information Section is to support the Lead PIO(s) who are in the field, at the scene(s) of the incident.

At an Incident Command Post, the Lead PIO—sometimes called the Field PIO—is typically the PIO from the lead department responding to the emergency at that site. The Lead PIO supports the Incident Commander by coordinating public information efforts at the scene. His/her responsibilities include providing information to on-site reporters, and relaying ground truth to the EOC via the EOC PIO.

On-site Lead PIOs are frequently responsible for the following activities:

- Supporting Incident Command by managing on-site media to ensure first responders and emergency managers are able to operate without interference
- Providing situation updates and other information to on-site media
- Arranging for press conferences and/or media availabilities with Incident Command staff
- Preparing for site visits by elected officials or other CCSF executives
- Assisting with community meetings and/or outreach events

While the Lead PIO is focused on supporting Incident Command and working face-to-face with the media, the Joint Information Section can assist the Lead PIO by:

- **Sharing messaging priorities** as established by executives (e.g., Mayor’s PIO/Mayor’s Office).
- **Providing visibility on the incident status** and response efforts as a whole, including how the incident affects other jurisdictions/locations.
- **Monitoring social media** and providing updates on trending concerns, issues and questions.
- **Monitoring traditional media** and providing updates on what journalists (who may be on-scene with the Lead PIO) are saying.
- **Writing fact sheets, talking points, press releases** at the request of the Lead PIO to address specific issues.
- **Coordinating logistics** for on-scene media availabilities and/or press conferences.
- **Providing subject matter expertise** and/or research support in response to media inquiries.

While the Joint Information Section is positioned to support on-scene response, Lead PIO(s) are also uniquely positioned to gather and share ground truth with the Joint Information Section. For example:

- Public perceptions regarding response and recovery efforts
- Firsthand observations about the incident (ground truth)
- Firsthand knowledge about response efforts and potential resource needs

At the start of an emergency and as soon as practicable, the Lead PIO notifies the EOC PIO that he/she is supporting Incident Command on-scene. At that time, the Lead PIO and the EOC PIO (or designated Joint Information Coordination Specialist) establish a time for regular coordination calls. The frequency of these calls will depend on the size, scope and specific needs of the incident; however a minimum of two to three coordination calls/check-ins per day is advisable.

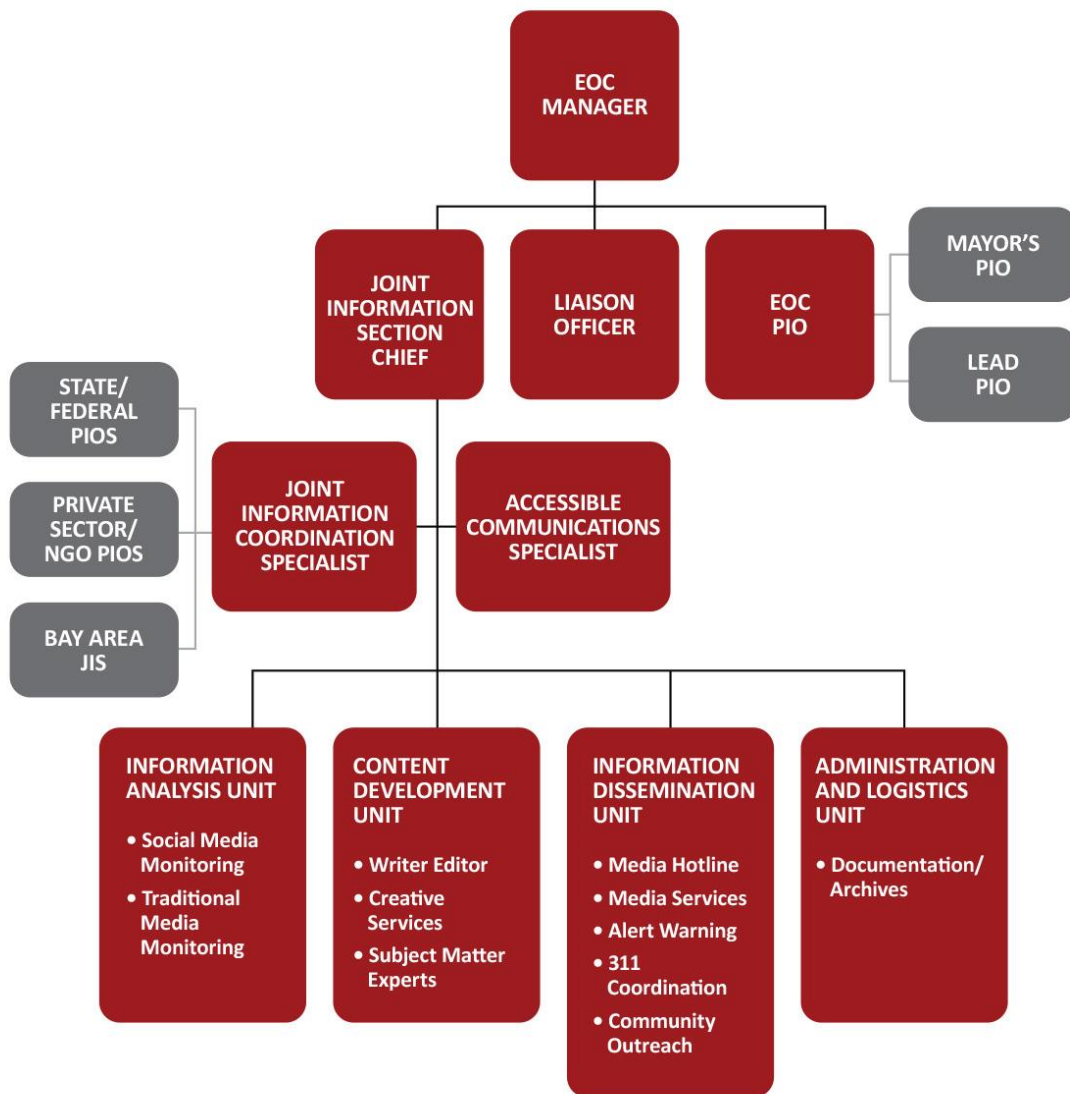
<p>Joint Information Section/Lead PIO Coordination Call Topics:</p>	<ul style="list-style-type: none"> • Lead PIO shares firsthand observations about public perceptions and response/recovery efforts. • Joint Information Section shares update on status of the incident and response/recovery efforts from a holistic perspective, including: <ul style="list-style-type: none"> – Update on response/recover efforts at other locations and/or involving other agencies/organizations/jurisdictions. – Situational awareness on traditional and social media trends. – Executive messaging priorities. • Lead PIO provides brief update on communications activities (e.g., media availabilities, press conferences, etc.) • Lead PIO requests any needed support (e.g., talking points, interview requests, etc.)
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E. ESF #15 ROLES AND RESPONSIBILITIES

CCSF departments or offices may provide staff for the Joint Information Section, staff public information functions at an Incident Command Post, or provide subject matter experts to inform messaging. Specific roles and responsibilities depend on the unique demands of the emergency or event.

The following chart illustrates the organization, common functions, and reporting structures for managing and coordinating Joint Information in an emergency or for an event in the CCSF.

CCSF JOINT INFORMATION ORGANIZATION



The following roles serve in executive and management-level emergency public information positions.

ROLE	RESPONSIBILITIES
MAYOR'S PIO	<ul style="list-style-type: none"> • Provides executive-level guidance for emergency public information including high-level direction on messaging policy and priorities • Approves statements or other information released by the Mayor's Office • Ensures that the Mayor is apprised of information relevant to emergency public information activities • Supports Mayor with talking points and strategic communications advice at media or public events (e.g., press conference)
LEAD PIO (FIELD PIO)	<ul style="list-style-type: none"> • PIO(s) from the CCSF department or office serving as the lead agency for the emergency response. • Appointed by the Incident Commander, EOC Manager, or Mayor's PIO • Often stationed in the field at the scene of the emergency, supporting the Incident Commander by coordinating public information efforts at the scene. • Shares with Joint Information Section information approved by the Incident Commander for release • Summarizes on scene media requests • Responds to media inquiries directed at the Lead department/office • May request additional staff support from the Joint Information Section
EOC PIO	<ul style="list-style-type: none"> • Reports to EOC Manager. • Facilitates coordination between the Mayor's office, the Lead PIO(s) at the scene(s) of the incident, and the EOC • Provides public information situational awareness to the Mayor's PIO and discusses messaging priorities • Supports Joint Information Section Chief in management of the Joint Information Section of the EOC • Provides executive oversight for the production, coordination and dissemination of emergency public information in the EOC and Joint Information Section. • Attends EOC Command Staff meetings • Discusses message approval guidelines with the EOC Manager • Serves as spokesperson for the EOC
EOC LIAISON OFFICER	<ul style="list-style-type: none"> • Reports to EOC Manager, serves as a member of the EOC command staff, and coordinates closely with the EOC PIO and the Joint Information Section Chief • When the EOC is activated, responsible for managing ESF #15 functions related to Government Affairs/External Affairs • Updates the Board of Supervisors on the emergency response and recovery • Liaises with local, regional, state, and federal elected officials • Participates in EOC briefings

ROLE	RESPONSIBILITIES
JOINT INFORMATION SECTION CHIEF	<ul style="list-style-type: none"> • Reports to EOC Manager • Mobilizes/demobilizes the Joint Information Section as necessary • Oversees staffing and manages overall operations of the physical or virtual JIC • Coordinates activities of PIOs in the field, EOC, and the Joint Information Section in consultation with the EOC PIO • Leads Joint Information Section briefings and coordinates information flow across the Section • Central reporting point for Administration and Logistics, Information Dissemination, Information Analysis, and Content Development units

In addition to management staff, the Joint Information Section performs the public information functions of Information Analysis, Content Development, Information Dissemination, and Administration and Logistics.

ROLE	RESPONSIBILITIES
INFORMATION ANALYSIS UNIT	<ul style="list-style-type: none"> • Compiles a list of a variety of sources for situational awareness and intelligence to help inform messaging, to include: <ul style="list-style-type: none"> – Lead PIO(s)/Field PIOs(s), Mayor’s PIO, EOC Manager, EOC Liaison Officer, EOC PIO, and EOC Sections (via the Joint Information Coordination Specialist) (e.g., Operations or Planning) – 311 and CCSF PIOs – Business and Non-governmental Organizations (NGOs) communications staff and subject matter experts – State and federal PIOs – Bay Area JIS PIOs – Social media, reporters, and online traditional media • Aggregates information on trending topics, rumors and misinformation, and urgent requests • Reports information gathered to other units in the Joint Information Section • Works with the Joint Information Coordination Specialist to verify incident information gathered with the EOC, the field, and other partners before sharing with the Content Development Unit

ROLE	RESPONSIBILITIES
<p style="text-align: center;">CONTENT DEVELOPMENT</p>	<ul style="list-style-type: none"> • Receives direction on messaging priorities and audiences/stakeholders from the Joint Information Section Chief and/or EOC PIO • Receives requests from the Joint Information Section Chief to develop all types of content, whether written, visual, video, etc. (e.g., alerts and warning messages, media advisories, press releases, holding statements, website updates, strategic or significant social media posts, talking points, fact sheets, flyers, etc.) • Coordinates with the Information Analysis Unit to determine trending topics and address common concerns voiced by the general public and audiences/stakeholders in content developed for the Joint Information Section • Coordinates with the Information Analysis Unit to determine rumors/misinformation and creates content to dispel them • Works with the appropriate subject matter experts on messages • Responsible for verifying all factual information, copy editing and formatting content, and for obtaining approvals as needed • Coordinates with Accessible Communications Specialist to ensure content is inclusionary and accessible to people with disabilities and access and functional needs (e.g., written materials are translated in to multiple languages) • Shares content with the Information Dissemination Unit

ROLE	RESPONSIBILITIES
<p style="text-align: center;">INFORMATION DISSEMINATION</p>	<ul style="list-style-type: none"> • Using messages created by Content Development, disseminates CCSF messages, (e.g., sends alert messages via AlertSF or CCSFAlert, post website updates, shares statements with reporters, posts to social media, etc.). • Coordinates with the Accessible Communications Specialist to disseminate information in multiple and accessible formats to ensure wide distribution and comprehension by people with disabilities and others with access and functional needs. • Shares messages with agencies and/or organizations that routinely provide services for or represent people with disabilities and others with access and functional needs

ROLE	RESPONSIBILITIES
<p style="text-align: center;">INFORMATION DISSEMINATION UNIT (continued)</p>	<ul style="list-style-type: none"> • Disseminates information via multiple methods, including: <ul style="list-style-type: none"> – CCSFAlert and AlertSF – 311 (operators taking calls from the public) – Television (interviews, live or recorded coverage of press briefings and conferences, supplied video footage or photos) – Print (quotes and interviews, press releases or statements, print coverage of press briefings and conferences, supplied photos) – Social Media (posts to department social media accounts, replies or direct messages to users) – Radio (interviews, live or recorded coverage of press briefings and conferences) – Partner/Stakeholder lists [coordinating with the Joint Information Coordination Specialist(s), email distribution lists, etc. of agencies, business, volunteer, and other organizations that employ or provide services to target audiences] – Other methods (printed information distributed door-to-door) • Works with the Information Analysis Unit to determine rumors/misinformation and responds rapidly on social media and with reporters to correct serious rumors and misinformation that could negatively affect incident response or life safety • Coordinates with 311 (e.g., collects and shares metrics on calls and website traffic with the Information Analysis Unit and shares CCSF messages with 311) • Sets up and staffs a media hotline in the Joint Information Section (and distributes the phone number for the hotline in a statement to the media at the onset of the response and in all following releases). • Logs calls to the hotline, following up on media requests and inquiries in a timely matter • Coordinates and organizes press, community outreach, and stakeholder/partner events, such as press briefings at the request of the Joint Information Section Chief • Provides support to spokespersons • Works with Accessible Communications Specialist to ensure accessibility at Joint Information Section events (e.g., request sign language interpreters at press events) • Works with Joint Information Coordination Specialist(s), coordinates information dissemination with the Bay Area JIS to ensure message consistency • Identifies alternative dissemination methods that do not rely on technology in the event of a power outage

ROLE	RESPONSIBILITIES
ADMIN AND LOGISTICS UNIT	<ul style="list-style-type: none"> • Sets up all virtual or physical facilities, such as conference call lines, the JIC or a press conference room • Provides the Joint Information Section with administrative support and maintains documentation and status log • Responsible for Joint Information Section facilities management • Processes requests for resources to support Joint Information Section activities, coordinating with the Logistics Section of the EOC • Ensures that the other positions in the Joint Information Section are documenting their activities during activation, saving copies of messages/talking points, publicly released documents, forms, worksheets, staffing lists, and posting activities to WebEOC • Archives records when the Section has been demobilized

Generally at a minimum, Joint Information Section staff includes a lead for each function/unit. The Joint Information Section Chief assigns additional PIOs to support the functions based on the demands of the emergency. One individual may be assigned to multiple functions and perform them concurrently.

The following positions are always staffed when the Joint Information Section is activated.

ROLE	RESPONSIBILITIES
JOINT INFORMATION COORDINATION SPECIALIST(S)	<ul style="list-style-type: none"> • Facilitates coordination with the EOC (and has a seat in the Planning Section, when activated, in addition to a seat in the JIC) • Also serves as the liaison/coordinator to other CCSF ESFs, the Bay Area Joint Information System, state, federal, NGO and private sector PIOs, and any CCSF departments not activated with the EOC Joint Information Section.
ACCESSIBLE COMMUNICATIONS SPECIALIST	<ul style="list-style-type: none"> • Ensures all oral and written communications including news release, press briefing, talking points, web and social media content, and alert and warning messages are accessible to people with disabilities and others with access and functional needs • Advises all functions within the Joint Information Section, as well as the EOC PIO and Liaison Officer

If CCSF PIOs are not assigned to positions in the Joint Information Section, they coordinate emergency public information efforts with the Joint Information Section via the Joint Information Coordination Specialist.

Joint Information in CCSF is also supported by PIOs from regional and federal agencies, NGOs, and the private sector. Their responsibilities include:

ROLE	RESPONSIBILITIES
<p>NGOS AND PRIVATE SECTOR PIOs</p>	<ul style="list-style-type: none"> • May provide a liaison to the Joint Information Section (virtual or physical, depending on the demands of the incident) • Provide subject matter experts to share relevant background, technical, and/or scientific information to help inform messages • Provide organization-specific information to the Joint Information Section to be included in coordinated CCSF public information dissemination • Disseminate public information (through social media, press releases, leadership talking points, etc.) in coordination with the Joint Information Section to ensure message consistency • Relay information to their stakeholders
<p>BAY AREA JOINT INFORMATION SYSTEM</p>	<ul style="list-style-type: none"> • Use online platform for coordination • Convene regular coordination conference calls • Provide up-to-date contact information from Bay Area PIOs • Coordinate joint statements or events when appropriate (e.g., multi-jurisdictional press conferences) • Provide jurisdiction-specific information to promote coordinated regional public information dissemination
<p>STATE AND FEDERAL PIOs</p>	<ul style="list-style-type: none"> • Provide a liaison to the Joint Information Section (virtual or physical, depending on the demands of the incident) • Provide agency-specific information to the Joint Information Section to be included in coordinated CCSF public information dissemination • Disseminate public information (through social media, press releases, leadership talking points, etc.) in coordination with the Joint Information Section to ensure message consistency

F. JOINT INFORMATION SECTION COORDINATION

Within the Joint Information Section, information must be shared liberally to ensure a coordinated release of information that is accurate and helpful to the public and media. Every member of the Joint Information Section plays a critical role in fostering open communication and information sharing.

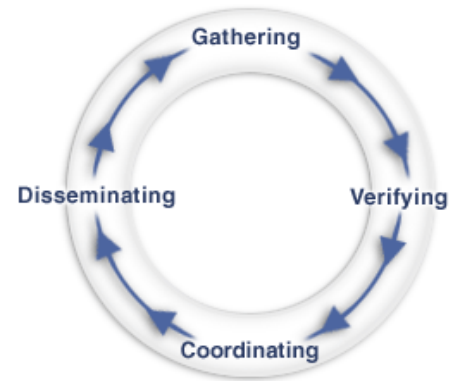
Joint Information Section Briefings

- Information sharing begins with formal briefings.
- Briefing times align with EOC operational periods (*at least one briefing occurs in an operational period*).
- Additional briefings are scheduled any time a substantive change in information or incident response has occurred, especially if it will alter strategic messaging or coordination activities.
- Holding briefings too frequently may distract Joint Information Section staff from performing their duties.
- During the briefing, the Joint Information Section Chief assigns select team members to continue to perform public information activities, such as answering the media hotline or monitoring social media, as needed.

Ongoing Joint Information Section Coordination

While Joint Information Section briefings provide a formal venue for sharing information, coordination within the Joint Information Section is continuous and ongoing.

- **Information Analysis Unit** – Gathers and verifies facts about the incident, response efforts, and emergency protective actions. This Unit monitors traditional and social media outlets and is responsible for sharing this information with the Content Development Unit.
- **Content Development Unit** – Receives information from the Information Analysis Unit, responsible for crafting messages and developing messaging products. These may include social media posts, press releases, talking points, website content, public service announcements, infographics, etc. The Content Development Unit is then responsible to share these products with the Information Dissemination Unit.
- **Information Dissemination Unit** – The Information Dissemination Unit receives finished and approved products from the Content Development Unit and disseminates information to the public. This Unit takes media calls, arranges interviews, and briefs spokespersons. This Unit is also responsible for sharing any intel with Information Analysis Unit from dissemination and media relations



DISCUSSION TOPICS FOR JOINT INFORMATION SECTION BRIEFING

- **Provide a common operating picture.** Section Chief briefs staff about the status of the incident and response/recovery operations.
- **Share executive messaging priorities and strategies.** (e.g., Section Chief may assign specific tasks, such as organizing a press conference or community outreach event.)
- **Share awareness about Section operations.** Units provide a brief update on the status of their activities (e.g., the Information Gathering Unit may share information about trending questions or rumors. The Information Dissemination Unit may share an update about the progress of press conference coordination efforts.)
- **Identify areas where enhanced coordination within the Section is needed.** (e.g., the Information Dissemination Unit may notify the Information Production Unit that they need to discuss the development of talking points for a spokesperson.)
- **Identify areas where enhanced coordination is needed with other sections in the EOC or with other external stakeholders** [e.g., with the Mayor's PIO or Lead PIO(s)]
- **Identify the need for additional resources or logistics** (e.g., additional staffing, translation services, food, etc.)

activities about how messages are being received (e.g., whether the public appears to be complying with recommended protective actions, or additional/ revised messaging is needed).

EXAMPLES OF JOINT INFORMATION SECTION COORDINATION BETWEEN UNITS

<p>Information Analysis shares with Information Dissemination</p>	<ul style="list-style-type: none"> • Journalists’ and the public’s response to disseminated messages (e.g., whether the public is receiving and complying with directions). • Needed information to answer reporter inquiries. • Trending questions/concerns on social media that may help drive messaging strategies.
<p>Information Dissemination shares with Information Analysis</p>	<ul style="list-style-type: none"> • Information gathered from 311 calls (e.g., website analytics, trending questions from the public, etc.). • Trending topics, rumors, misinformation, etc. from reporters (gathered from calls to the media hotline). • A summary of posts to social media (posts to social media coordinated closely with social/traditional media monitoring)
<p>Information Analysis shares with Content Development</p>	<ul style="list-style-type: none"> • Ideas/topics for creative services support – suggestions or topics for gathering pictures or video that address trending topics, rumors, etc. • Updates on the incident and response efforts for status reports. • Recommendations from subject matter experts on the types of protective actions the public should take.
<p>Information Dissemination shares with Content Development</p>	<ul style="list-style-type: none"> • Requests for talking points, alert messages, or other content. • The types and format of messages that need to be created— multimedia materials, products in languages other than English, etc. • Products needed for community outreach events or press conferences –talking points, maps, graphs, translators, etc.
<p>Content Development shares with Information Dissemination</p>	<ul style="list-style-type: none"> • Sharing approved messages (e.g., talking points for use by media call takers) • Products developed for community outreach events or press conferences –talking points, maps, graphs, translators, etc.

The Joint Information Section Chief is responsible for ensuring the continuity of this information flow and for making sure executive priorities and deadlines are met. While the Joint Information Section Chief conducts regular briefings with the section to receive and share information, at times it is necessary to share information with the Joint Information Section Chief immediately. For any of these issues, the Section Chief facilitates immediate problem-solving in consultation with the EOC PIO, the Liaison Officer, the EOC Manager, and/or Joint Information Section Staff, as appropriate.

Examples of information that should be shared immediately with the Joint Information Section Chief:

- **Misinformation or rumors** particularly dangerous to public safety or welfare.
- **Trending public negativity toward response efforts** and/or elected officials or other prominent figures associated with the incident or response/recovery efforts.
- **Media inquiries or published stories or with the potential to create an image crisis.**
- **Critical staffing** or other resource needs.
- **Media requests for interviews with elected officials** and/or department executives.
- **Inquiries received from high-profile individuals** (e.g., elected officials, national or international media outlets, department executives, etc.)
- **Significant changes in the incident** or response/recovery activities.

Recognizing that the functions of each unit in the Joint Information Section frequently overlap, workstations in the JIC have been intentionally arranged to allow for cross-communication and information sharing.

- Joint Information Section staff all share the same space.
- The Joint Information Section Chief, the EOC PIO, and leads for each of the units have seats at the same table in the JIC.

JIC LAYOUT

- **Unit leaders** share a table with six seats.
- **Joint Information Coordination Specialist(s)**, the EOC Liaison and the EOC PIO have seats both in the JIC and in the EOC.
- **Staff may use cubicles in the JIC** for Media Hotline, writer(s), the Joint Information Coordination Specialist, or other JIC staff needing a slightly separate space.

F. JOINT INFORMATION SECTION OPERATIONS

Joint Information Section Activation

- At all times in the CCSF, a Duty Officer is on watch. Also, a 24/7 on call administrator serves as the EOC Manager if an activated is needed.
- The EOC Manager approves requests to activate the Joint Information Section.
- The Joint Information Section of the EOC is typically activated when:
 - *The EOC Manager activates the EOC; or*
 - *The Duty Officer has sent an alert and warning via AlertSF and the Joint Information Section may send subsequent alert and warning messages; or*
 - *A CCSF PIO or department/office executive leadership request ESF #15/Emergency Public Information coordination for an emergency, crisis, or event.*
 - *Media demands or public demands for information are overwhelming (or are anticipated to overwhelm) individual department public information resources*

LEVELS OF CCSF EMERGENCY MANAGEMENT

- **ALPHA** – Warm stand-by mode with DEM personnel standing by while monitoring the situation.
- **BRAVO** – involves DEM personnel plus affected departments at the EOC (the EOC is generally activated at this level).
- **CHARLIE** – involves DEM plus all directly and indirectly affected City departments at the EOC.
- **DELTA** – the highest level of activation with all sections and all position staffed at the EOC.

Notification

- When the EOC Manager activates the Joint Information Section, he/she contacts the DEM External Affairs Manager/DEM PIO or the on call Joint Information Section Chief.
- In consultation with the EOC PIO, the EOC Manager staffs the Joint Information Section Chief and the EOC Liaison Officer positions.
- The EOC PIO and Joint Information Section Chief take the following steps when the Joint Information Section is activated:

<p>1. Receive notification of Joint Information Section activation from EOC Manager.</p>	<p>2. Review initial alert and warning messages; determine need for follow up messages.</p>	<p>3. Gather situational awareness on the incident from Duty Officer or verify facts with Duty Officer if emergency information is from social media, etc.</p>	<p>4. Determine location for JIC (virtual or physical).</p>	<p>5. Assign and notify (via CCSF) Joint Information Section staff to report to the JIC.</p>	<p>6. Conduct an initial conference call with Joint Information Section staff.</p>	<p>7. Attend initial EOC Command Staff meeting.</p>
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- The Joint Information Section Chief notifies Joint Information Section staff of the JIC location via CCSFAlert.
 - *The primary location for the physical JIC is in a room adjacent to the DEM EOC (1011 Turk Street).*
 - *A virtual JIC may be established using web-based platforms, such as Yammer, conference call lines, and calls or texts to groups or individual staff members.*

Staffing the Joint Information Section

- DEM maintains a rotating schedule of External Affairs staff who serves as the EOC PIO or the Joint Information Section Chief, although the EOC Manager is ultimately responsible for designating and approving Joint Information Section staff.
- The EOC PIO works with the Joint Information Section Chief to assign all functions in the Joint Information Section.
- The CCSF PIOs staffing the Joint Information Section are determined according to the scope of the incident.
 - *The Joint Information Section organizational structure lists the functions necessary to operate successfully.*
 - *The Mayor’s Office of Communications maintains a current list of PIOs and relevant 24/7 contact information, which can be utilized by the EOC PIO and Joint Information Section Chief.*

Alert and Warning

- DEM issues emergency alerts and warnings primarily via AlertSF and CCSFAlert.
 - *Everbridge is the system that enables both types of alerts.*

AlertSF

- Alert and Warning messages published via AlertSF are sent automatically to:
 - *Public users who opt-in to receive texts, phone calls, and/or emails*
 - *@SF_Emergency Twitter account*
- The Joint Information Section copies AlertSF messages to the DEM Facebook account (@DEM) as soon as possible after a message is sent so that CCSF messages are consistent across social media channels.
- The Duty Officer on watch sends the initial alert and warning message via AlertSF, especially when the message contains urgent life safety information that must be sent immediately.
 - *CCSF Duty Officers have procedures and have received training on issuing initial alerts.*
- If the emergency appears to be broadening in scope or intensity after the initial alert is sent, the Joint Information Section activates and is responsible for sending subsequent messages via AlertSF.

CCSFAlert

- Alert and Warning messages published via CCSFAlert are sent to a pre-populated email/text/phone distribution list of designated CCSF employees.
- The Duty Officer on watch is responsible for sending the initial alert and warning message via CCSFAlert, especially when the message contains urgent life-safety information that must be sent immediately.
- During an emergency, the Planning Section in the EOC sends situational updates to the CCSFAlert list.
 - *These Situation Reports (SitReps) and other situational updates are for official use only (FOUO).*
- The Joint Information Section may use CCSFAlert to send other types of alert and warning messages.

- Other sections in the EOC work with the Joint Information Section to provide factual information and create messages, as necessary.

SUMMARY OF CCSF ALERT AND WARNINGS

TYPE OF ALERT AND WARNING	AUDIENCES	RESPONSIBILITY FOR INITIAL MESSAGES	ONGOING RESPONSIBILITY	TYPES OF MESSAGES
AlertSF	Public/Media	Duty Officer for urgent alerts	Joint Information Section when activated for all other messages	Public safety messages; information on emergency protective actions; road closure information
CCSFAlert	Select CCSF department and office employees	Duty Officer for urgent alerts	Planning Section for situational updates, etc.; Joint Information Section for additional alerts messages	Updates on the situation; information about department/office response to emergency, government closures, etc.

Initial Joint Information Section Tasks

Once the Joint Information Section is activated, staff perform the following initial tasks.

JOINT INFORMATION SECTION CHIEF:

- Log on to WebEOC.
- Works with Admin and Logistics function in the Joint Information Section to set up or establish the physical or virtual location for the JIC.
- Participates in EOC Command Staff meeting.
 - May include Joint Information Coordination Specialist from the Joint Information Section.
- Convenes staff and facilitates initial briefing (see sample briefing agenda in the next section).

EOC PIO:

- Log on to WebEOC.
- Participates in EOC Command Staff meeting.
 - May include the Joint Information Coordination Specialist from the Joint Information Section.
- Contacts the Lead PIO(s)/PIO(s) in the field to discuss the emergency, CCSF messages, and needs for support.
 - May include the Joint Information Coordination Specialist from the Joint Information Section.
- Discusses initial messaging priorities with the Mayor’s PIO.

- Discusses with the EOC Manager general guidelines for determining what messages the EOC PIO may approve and what messages the EOC Manager would like to review (see message approval section of this plan).

JOINT INFORMATION SECTION STAFF:

- Log on to WebEOC.
- Review roles and responsibilities (see checklists and tools on Dropbox) and ask questions about tasks as needed.
- Participate in initial briefing.
- At the direction of the Joint Information Section Chief, craft and distribute a holding statement with JIC contact information [including the Media Hotline number(s)] to all major media outlets.

Response

<p>During activation, the Joint Information Section supports the EOC by:</p>	<ul style="list-style-type: none"> • Maintaining situational awareness about the incident, response/recovery efforts. • Monitoring traditional and social media outlets for ground truth, public perceptions about the response efforts, rumors and misinformation. • Creating and disseminating messages that are timely, accurate, consistent and accessible to the public, media, partner organizations and other stakeholders.
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Planned Events

- The Joint Information Section may be leveraged to share information and coordinate messaging in anticipation of a notice incident, such as:
 - *A planned event (e.g., Fleet Week or Bay to Breakers) or*
 - *A potential emergency when there is advanced notice (e.g., anticipated civil unrest or severe weather, like an El Nino event).*
- If the event or potential emergency incident will likely impact multiple departments, the PIOs from the potentially affected departments may convene via conference call or in person to discuss possible emergency public information needs.
 - *For example, PIOs may wish to develop and disseminate joint information about the event or potential emergency (e.g., evacuation messaging for event participants in case of severe weather).*
- When the EOC is activated for a planned event or in anticipation of a likely emergency, the Joint Information Section will be activated as well to support public information functions.
- Typically during a notice incident the role of the Joint Information Section is to support situational awareness through:
 - *Monitoring traditional and social media,*

- Disseminating public information to encourage preparedness for any potential risks, and
- Being prepared to respond quickly in the event of an emergency.
- CCSF PIOs may coordinate pre-incident and/or planned event activities through a virtual JIC, as opposed to a physical one, as the need for collaboration may be more sporadic than during an actual emergency.

Recovery

- At the direction of the EOC Manager, the Joint Information Section transitions to recovery operations.
- During recovery, the Joint Information Section continues to monitor the media, correct rumors and misinformation, and provide updates to the public and other audiences as necessary.
- Common topics for recovery messages:

Continue to update the public on the incident	Provide status information on services and infrastructure	Advise the public of resources available to support recovery
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Deactivation

- The Joint Information Section of the EOC deactivates at the request of the EOC Manager.
- The Joint Information Section Chief and Admin and Logistics Unit return facilities to normal, and archive all documentation on WebEOC and on Dropbox.

<p>Upon deactivation and in coordination with the Mayor’s PIO, the EOC PIO and Joint Information Section Chief may take the following steps:</p>	<ul style="list-style-type: none"> • In consultation with the Mayor’s PIO, prepare a deactivation news release which will include contact information for future information sources. • Provide deactivation information to all CCSF PIOs. • Assign long-term communications responsibilities to appropriate CCSF PIOs. • Provide updated status reports to all PIOs who will be taking over communications activities on behalf of their respective departments. • CCSF PIOs return to their day-to-day operations.
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G. JOINT INFORMATION STRATEGIES

Types of Emergency Public Information Messages

The Joint Information Section focuses on creating and disseminating two types of messages:

1 PUBLIC SAFETY AND RECOVERY MESSAGES

- Typically the most urgent messages to disseminate quickly
- Provide directions to 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 further recovery)
- General evergreen messages that can be pre-produced in coordination with partners and subject matter experts
- Authority for approval delegated to the EOC PIO or Joint Information Section Chief to promote rapid dissemination
- Should be released immediately, as needed

2 STATUS UPDATES

- Increasingly important once immediate danger passes, and media/public attention shifts to what happened, and what the CCSF is doing to respond/recover
- Provide known facts about the incident and response/recovery activities
- Intended to promote public confidence in response efforts and the ability of the community to recover
- Emerging information that must generally be compiled as the incident develops (However, the topics checklist below may be used as an evergreen template for collecting information)
- Authority for approval may remain with the EOC Manager or be delegated to the EOC PIO or Joint Information Section Chief, depending on the needs of the incident
- Advisable to release on a set schedule to provide media with clear expectations about when to expect new information (however, should not replace timely response to media inquiries)

EXAMPLES OF PUBLIC SAFETY/RECOVERY MESSAGE TOPICS:

- Evacuating or sheltering-in-place
- Purifying contaminated water before drinking
- Coping with a utility outage (e.g., use flashlights not candles, etc.)
- Safety after an earthquake (e.g., preparing for aftershocks)
- Public/Private/Business Assistance/Loan Requests
- Fraud Prevention
- Preventing mosquitoes after flooding
- Debris disposal
- Volunteer information
- Information for missing pets
- How to manage mold
- Tetanus shot information
- Curfews
- Protecting identity
- Protect yourself from fraud and scams when hiring a contractor
- Shelters
- Recovered pictures, keepsakes and important documents and where/how to recover
- Tips for working with insurance companies

EXAMPLES OF STATUS UPDATE TOPICS:

- Known facts about the incident (e.g., known magnitude of the earthquake)
- Known facts about the scope of damage (e.g., 300 home destroyed)
- Federal disaster declaration process (e.g., damage is currently being assessed. The CCSF Mayor's Office is in conversation with the California Governor's Office and will advise on the potential need for federal assistance once damage assessments are complete.)
- Emergency declarations in effect
- Affected utilities (e.g., known number of power outages, internet and phone outages, water, gas, sewer outages, etc.)
- 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 (e.g., There are 200 law enforcement officers directing traffic away from damaged bridges.)
- Other partners with whom the CCSF is coordinating response/recovery efforts (e.g., the American Red Cross is providing meals at these locations.)

Message Approval

- The EOC PIO is accountable to the EOC Manager who is ultimately responsible for ensuring that emergency public information conveys the proper tone and messaging priorities as directed by executive leadership.
- To streamline the dissemination of information—including life-saving protective actions, to the public—the EOC Manager delegates message approval authority to the EOC PIO whenever possible.
- At the start of the emergency, the EOC Manager and EOC PIO discuss general guidelines for determining what messages the Joint Information Section Chief may approve, and what messages the EOC Manager would like to review.

EXAMPLES OF DELEGATED AUTHORITY FOR MESSAGE APPROVAL

MESSAGES THAT MAY NEED TO BE REVIEWED BY THE EOC MANAGER AND/OR EXECUTIVE LEADERSHIP	MESSAGES THAT MAY BE DELEGATED TO THE EOC PIO FOR APPROVAL
<ul style="list-style-type: none"> • Incident status updates (or portions thereof) • Information about casualties/fatalities associated with an incident • Politically sensitive topics (e.g., FEMA denial of federal assistance requests) • Messages disseminated in response to negative public sentiment or particularly divisive rumors (e.g., messages dispelling rumors about martial law or curfews) 	<ul style="list-style-type: none"> • Public safety and recovery messages • General public safety advisories and protective actions (e.g., boil water orders, evacuation notices, tsunami warnings, etc.) • Recovery messages (e.g., fraud prevention, messages for volunteers, mold clean up, etc.) • General information about the incident and response efforts (e.g., 300 National Guardsmen are deployed in San Francisco to assist with debris clean up) • Availability of resources to individuals affected by the incident (e.g., sandbags are available for pick up at Broadway street)

To ensure messages are accurate, any member of the EOC staff may be asked to review draft language for emergency public information messages during the message development process.

Once a message has been drafted by the Content Development Unit and reviewed by appropriate subject matter experts and other EOC staff, the EOC PIO or Joint Information Section Chief will either approve the message under his/her delegated authority, or provide the message to the EOC Manager for approval. Once the message has been approved, it will be delivered to the Information Dissemination Unit for distribution to the media, public and other internal and external stakeholders.

BEST PRACTICES FOR STREAMLINING THE EMERGENCY PUBLIC INFORMATION REVIEW PROCESS INCLUDE:

- **Be responsive.** During an emergency, public safety information must be available in a timely manner. When asked to review and/or approve public messages, make every effort to do so immediately.
- **Focus on verifying facts and ensuring the most important public safety messages are included.** During a fast-paced emergency, there typically isn't time for overly-comprehensive wordsmithing. In general, provided that formatting/grammar/semantics errors are not so distracting as to detract from the overall credibility of the source, these should not be grounds for delaying approval (although they should be fixed before the content is shared with the media or public).
- **Ask writers to summarize the current messaging priorities.** Review draft messages with these priorities in mind to ensure they have been clearly articulated.
- **Review information through the lens of your specific role and/or subject matter expertise.** (e.g., if you are a radiological subject matter expert, pay special attention to messages asking the public to evacuate or shelter-in-place after a radiological incident.)

Media Management

- When working with reporters during an emergency, one of the CCSF EOC's overarching missions is to **be available**.
- When the information provided through official channels is too slow, incomplete, or inaccurate, media will often find other, sometimes less credible, sources from which to gather information.
- The Joint Information Section can use the following strategies to help meet the needs of the media during an emergency:

MEDIA HOTLINE:

The Joint Information Section establishes a media hotline as a centralized point of contact for reporters looking for information about the incident.

- The number for the hotline is distributed to the media in a holding statement and on all subsequent media advisories.
- This hotline is staffed by spokespersons 24/7 until the Joint Information Section is deactivated.
- When possible, the media hotline will ring on multiple phone lines simultaneously in the JIC to order to handle high call volume.

Spokespersons:

- The Joint Information Section Chief assigns spokespersons (in the Information Dissemination Unit) to answer the media hotline.

- Spokespersons are well-informed about the incident, and CCSF emergency response/recovery processes, able to remain calm and collected, friendly, and authoritative when speaking with reporters and answering difficult questions.
- Spokespersons have the authority to share approved facts about the incident and response efforts along with emergency public messages and information about incident response processes.

Answering Calls:

- When answering media calls, spokespersons announce that they have reached the “San Francisco Emergency Public Information Hotline”.
- Spokespersons log information about the reporter and his/her inquiry (see log form in Dropbox).
- Spokespersons are sensitive to reporter deadlines and make every effort to provide requested information in a timely manner.
- Approved messages are adapted to the inquiries of each reporter in order to most effectively address individual questions and concerns.

Pre-Recorded Messages:

- The Joint Information Section may pre-record a message with updated information about the incident.
- Pre-recording these messages will not interfere with the media’s ability to use the hotline to contact a live spokesperson.

Voicemail:

- The Joint Information Section may set up voicemail to receive missed calls in the event that no spokesperson is immediately available to receive a reporter’s call.
- A spokesperson will be designated to retrieve any missed calls from the voicemail system and call the reporter back quickly (ideally within 20 minutes).

MEDIA EVENTS:

Early in a disaster, PIOs will likely serve as the primary spokespersons while executives are busy guiding the initial phase of emergency response. At an appropriate time, media events will be arranged to allow the press opportunity to hear directly from CCSF leadership.

- **Interviews:** Whenever possible, the Joint Information Section will accommodate individual media requests for interviews with CCSF leaders.
 - If an executive spokesperson is not immediately available, a PIO from the Joint Information Section will be made available for interviews.
- **Press Conferences:** Press conferences provide executive leaders a chance to interact directly with the media, express their empathy for those affected by the incident, and outline their strategy for guiding response and recovery efforts.
 - The Joint Information Section records press conferences and uploads recordings to the SF72 website.
 - Whenever possible, executive spokespersons will be made available to take questions and/or conduct one-on-one interviews with media following the press conference.

- At the conclusion of a press conference, a PIO from the Joint Information Section will remain available to reporters for as long as necessary to provide follow up information and answer any remaining questions.
- **Media Availabilities:** Media availabilities offer a less logistically-intensive option for making executives available to reporters for interview.
 - The Joint Information Section notifies area reporters of the time, location, and executive spokesperson available for any media availabilities.
 - During a media availability, a PIO from the Joint Information Section accompanies the executive spokesperson and remains available to reporters for as long as necessary to provide follow up information and answer any remaining questions.
 - The Joint Information Section also coordinates phone-based media availabilities for print and out-of-area media.

NEW INFORMATION RELEASES:

- As soon as the Joint Information Section is activated, an advisory is sent to the media with contact information for the Media Hotline.
- Throughout the incident, most updates are posted to the CCSF website and social media platforms.
- While media is encouraged to follow these channels as the fastest ways to receive updates, the Joint Information Section also distributes updates (e.g., new website copy) to the media via email distribution list.
- Social media posts and/or website updates are offered to media as a supplement, rather than a replacement, for information available through a media hotline with live spokespersons.

Joint Information Section Events

The Joint Information Section may hold events to disseminate information to the media, public, or other stakeholders, such as elected officials. The following lists include reminders for Joint Information Section events.

PRESS BRIEFINGS OR PRESS CONFERENCES

- Coordinate with all appropriate departments/offices to develop talking points and appoint spokespersons
- Invite the media (see contact list in Dropbox)
- Produce briefing packets for distribution to the media (include name, title for each spokesperson)
- Have a Joint Information Section team member collect contact information from media as they arrive
- Remind camera operators to include interpreters in frame when filming
- Designate a Joint Information Section team member to remain with media while they are on the premises

GENERAL JOINT INFORMATION SECTION REMINDERS FOR ALL EVENTS:

- **Ensure the site is ADA compliant**
- **Provide content and materials that are accessible to people with disabilities**
- **Create talking points for spokespersons**
- **Have written materials (fact sheets, etc.) available for participants**
- **Lead rehearsal with spokespersons**
- **Provide spokesperson support as needed**
- **Consider logistical needs (e.g., podium, backdrop, parking for media, etc.)**

- Designate a spokesperson/PIO to remain with media after the press conference to provide follow up information and answer any remaining questions

COMMUNITY MEETINGS

- Maintain a comprehensive and current list of community leaders and points of contact to help distribute information about the meetings
- Information Analysis and Content Development units work together to prepare talking points that address the most prominent concerns of the community
- Consider having disaster resource providers available at community events (e.g., mental health services, FEMA representative to assist with applications for Individual Assistance, etc.)

STAKEHOLDER MEETINGS

- Coordinated in consultation with the EOC Liaison Officer
- Invite the appropriate stakeholders (the CCSF Department of Health maintains a list of organizations that provide services to people with disabilities)
- Ensure appropriate spokespersons are available to speak with the stakeholder audience (e.g., an executive officer from the lead CCSF department should attend meetings with elected officials)
- Note sensitive information that should not be shared with the public or media

I. TRAINING, EXERCISING, AND PLAN MAINTENANCE

DEM provides annual trainings and exercises for PIOs who may potentially be called on to staff the Joint Information Section. Training opportunities allow PIOs to practice activation and Joint Information Section activities.

DEM, in coordination with the Mayor's PIO and other CCSF PIOs, is responsible for planning for the Joint Information Section, including the development, review, and revision of this plan and supporting operational procedures.

This plan is a living document. DEM reviews it annually and after every implementation, including real events and exercises. DEM requests and includes input from all CCSF departments annually as part of this review process. The plan is revised when updates can help meet the needs of the Joint Information Section and improve CCSF emergency public information efforts.

J. LIST OF WORKSHEETS AND TOOLS

2015 On Call EOC Response Teams Schedule

Accessible Communications Guidance

- *Accessible Communications Resources*
- *Creating Accessible Messages for People with Disabilities: Best Practices/ Guidance*
- *Terms and Acronyms used by the Disability Community*
- *Instructions for Accessible Communications Services: A Joint Information Section Guide*
- *Tips for Public Information Officers: Communicating with and about People with Disabilities*

CCSF Alert Instructions

Holding Statement Guidance

Draft Emergency Messages

- *A collection of sample templates and past messages by hazard and type*

Joint Information Locations Equipment List

Joint Information Section Chief Public Information Messages Guide

Joint Information Section Incident Status Worksheet

Joint Information Section Passwords

Joint Information Staffing Worksheet

Media Hotline Voicemail Instructions

Media Inquiry Log

Message Approval Form

Message Approval Guidance (*excerpted from this plan*)

Message Mapping Worksheet

Messaging Strategy Worksheet

Phone Lists

- *DEM Phone List (by division)*
- *DEM Teleconference Call Phone List*
- *EOC Staff Contact List*
- *Key City PIOs Contact List*
- *Media Contact List*
- *Regional JIS Contact List*

Position Checklists

Rumors/Trending Topics Log

Sample Joint Information Section Briefing Agenda

Sample CCSF Press Release

WebEOC Instructions

K. ACRONYMS

The following acronyms are found in this plan.

ADA	Americans with Disabilities Act
CCSF	The City and County of San Francisco
DEM	Department of Emergency Management
DBI	Department of Building Inspection
DPH	Department of Public Health
DPW	Department of Public Works
EAP	Emergency Action Plan
EOC	Emergency Operations Center
ESF	Emergency Support Function
FCC	Federal Communications Commission
FOUO	For Official Use Only
HSA	Human Services Agency
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
MO	Office of the Mayor
MOD	Mayor's Office on Disability
MTA	Municipal Transportation Agency
NGO	Non-Governmental Organization
NIMS	National Incident Management System
PIO	Public Information Officer
PUC	San Francisco Public Utilities Commission
SEMS	Standardized Emergency Management System
SF	San Francisco
SFFD	San Francisco Fire Department
SFO	San Francisco International Airport
SFPD	San Francisco Police Department
SFUSD	San Francisco Unified School District