

# **SANTA BARBARA COUNTY OPERATIONAL AREA**



## **PUBLIC INFORMATION ANNEX**

**TO THE**

**SANTA BARBARA COUNTY EMERGENCY OPERATIONS PLAN**

2010

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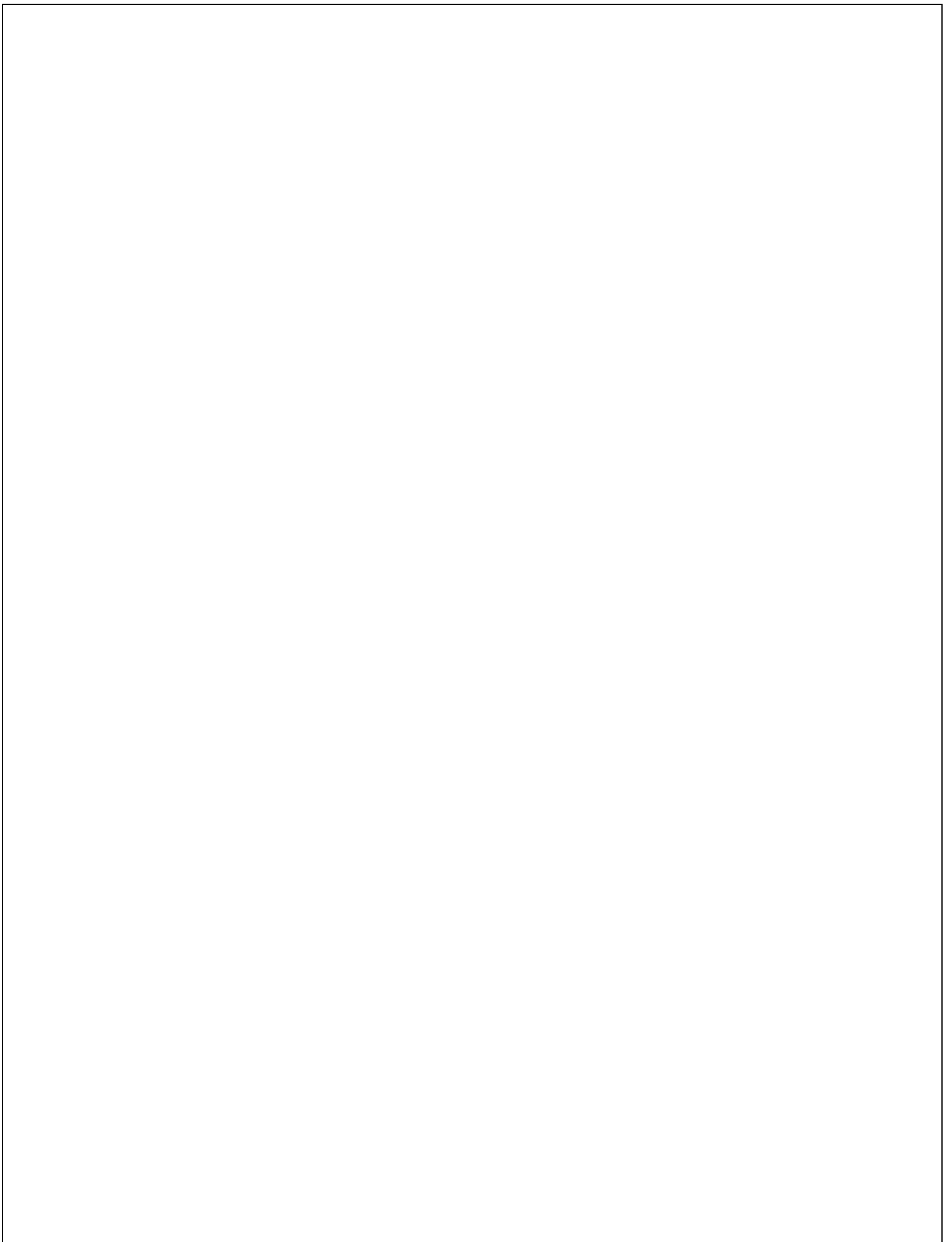
**Special Thanks to**

Ventura County Sheriff's Office of Emergency Services

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# Introduction

## I. PURPOSE

Systems and protocols for communicating timely and accurate information to the public are critical during crisis or emergency situations. This annex describes the principles, system components, and procedures needed to support effective emergency public information operations. It allows for the establishment of a Joint Information System (JIS) that will support emergency response through effective development, coordination, and dissemination of emergency public information, as well as the establishment of a Joint Information Center (JIC). This annex also outlines the responsibilities of various operational area emergency management/public information staff, and provides a framework for effective interaction with mutual aid response forces, emergency management agencies, the media, and the general public.

## II. SITUATION

- a. The Santa Barbara County Operational Area is vulnerable to a wide range of disasters including earthquakes, floods, fires, hazardous material incidents, dam failures, tsunamis, civil unrest, transportation accidents and terrorism. There is also a potential for public health and agricultural emergencies to occur within the Operational Area.
- b. Public Information is critical to alerting and informing citizens.
- c. During an emergency situation, it is essential that the public be provided with timely, accurate and easily understood information on the protective measures to be taken to save lives and protect property.
- d. Public information is also critical in assisting residents in the response and recovery phases of an event.

## III. ASSUMPTIONS

- a. When the Operational Area activates its Emergency Operations Center (EOC), it is the intention to move as quickly as possible to initiate a JIS.
- b. The local media will perform an essential role in providing emergency instructions and the most current information to the public. Depending on the severity of an emergency, regional and national media may also cover the story and increase substantially the demand for information and comment from local officials.
- c. The activation of a JIS and JIC will result in the pooling of resources so that each individual agency will have far greater resources than if it is functioning alone.
- d. An activated JIC will disseminate information to the public faster, more accurately, more thoroughly, and with less risk of conflict.
- e. Depending on the severity of the incident, telephone communications may be sporadic, interrupted or impossible. Local and regional radio and television stations without emergency power may also be off the air. A clearly identified JIS and JIC will be necessary and must be flexible enough to continue providing effective information. During these situations, non-traditional means of communicating between participating agencies, the media, and the general public must be established and utilized.
- f. Additional public information and administrative resources will likely be needed to support the increased level of public information activities required.

## Concept of Operations

- I. Jurisdictions, agencies and organizations are responsible for providing their respective communities with information on the incident and what immediate protective actions they should take, such as shelter or evacuation.
- II. The public information function of individual organizations may be based on the size and scope of the emergency situation.
- III. Public Information Officers (PIOs) from an agency may provide support to the Incident Commander.
- IV. As the incident grows or there are multiple incident sites, the public information function may be conducted from the EOC with multiple PIOs working together.
- V. As the incident grows or there are multiple incident sites, the public information function may be conducted from the JIC with multiple PIOs working together

## Organization and Responsibilities

### I. PRIMARY AGENCIES

- a. Primary agencies are responsible for ensuring that public information functions and operations are appropriately coordinated following a disaster.
- b. Primary agencies should:
  - i. Organize and coordinate the emergency public information function for their individual organization.
  - ii. Conduct training for personnel assigned to PIO functions.
  - iii. Establish and coordinate procedures and the use of designated facilities during emergencies and disasters.
  - iv. Provide trained PIO staff or other appropriate individuals to staff a JIC in support of other affected organizations and regional events.
  - v. Make appropriate staff available to coordinate and share information through various communication means if public information resources cannot be sent to an established JIC.
  - vi. Utilize the JIS when activated.
  - vii. Maintain updated public information contact names and numbers as part of a PIO Resource Directory.

### II. SUPPORT AGENCIES

- a. Support agencies should conduct their public information function in a way that is consistent with local agencies' public information functions and operations following a disaster.
- b. Support agencies should:
  - i. Coordinate respective public information within the JIS.
  - ii. Provide trained PIO representatives or other appropriate individuals to the JIC as the situation dictates.

# Joint Information System

## I. INTRODUCTION

### a. Joint Information System (JIS)

- i. The advantage of the National Incident Management System (NIMS) public information system is that public information, through the JIS, is coordinated and integrated across jurisdictions and functional agencies.
- ii. To avoid confusion, the JIS is the method of operating during an incident that allows multiple PIOs to coordinate information and integrate messages to avoid confusing the public.
- iii. The mission of the JIS is to:
  1. Provide a structure and system for developing and delivering coordinated interagency messages.
  2. Supports the incident by developing and executing an information strategy.
  3. Provides information to incident command staff and EOC management concerning public affairs issues that could affect a response effort.
  4. Monitor, verify and dispel rumors and control rumors and inaccurate information that could undermine public confidence in the emergency response effort.
- iv. The decision by the Operational Area or an individual jurisdiction to activate the JIS is based on the complexity of the situation and need to ensure coordination and integration of messages.
- v. In an emergency, the JIS provides the mechanism for integrating public information activities to ensure coordinated and consistent message development, verification, and dissemination.
- vi. Through the JIS, PIOs will create coordinated and consistent messages.
- vii. Verify accuracy of information through appropriate channels, identify needed information, key messages, audience, and means of communication.
- viii. If an incident is of the size or complexity to warrant it, an EOC may be activated and the JIS may operate from a JIC.
- ix. The JIS will operate at three levels:
  1. Level One – Two or more local information centers are activated for a minor incident. All activated agencies will distribute their own public information messages. Those involved in the incident are encouraged to share and coordinate their messages before release.
  2. Level Two – Multiple agencies are affected and response operations are expected for over 24 hours. A JIC may be activated.
  3. Level Three – A disaster or emergency proclamation has been issued. The JIC could expand to include state and federal agencies. Public information liaisons would be established between operating information centers.

- x. Organizations participating in the JIS will retain their independence. Each agency contributes to the overall message, but do not lose their individual identities or responsibility for their own programs or policies.
- xi. The process of getting information to the public and additional stakeholders during an incident is an ongoing cycle that involves four steps.

#### 1. Gathering Information

The first step in the process of getting information to the public and additional stakeholders during an incident is information gathering. Information is collected from:

- a. On-scene Command – A source of ongoing, official information on the response effort.
- b. On-scene PIOs – Report to the JIC what they are observing and hearing at the incident from the news media, elected officials and their staff, and the public.
- c. Media Monitoring – Used to assess the accuracy and content of news media reports. It also helps to identify trends and breaking news.
- d. News Media Liaisons – A valuable source of developing information and current issues directly from reporters.
- e. Public and Elected Officials – Inquiries from elected officials, community leaders, and the general public point to the specific concerns of those in the affected areas.
- f. Internet and social networking sources (ie blogs, twitter, etc...)

#### 2. Verifying Information

The next step in the process is to verify the accuracy of the information that has been collected, by consulting:

- a. Other PIOs in the JIC – Comparing notes is one way to verify the accuracy of information.
- b. EOC Sources – Including section coordinator who should be asked to confirm information.
- c. On-scene PIOs – A valuable source for checking the accuracy of information reported to the EOC.

#### 3. Coordinating Information

The next step in the process is to coordinate with other PIO's who are part of the JIS. These PIOs include both those represented in the JIC and those working from other locations that are part of the JIS. Coordinating information involves:

- a. Establishing Key Message(s) –Based on the overall response and recovery strategy.
- b. Obtain Approval – Obtaining approval from those from the authority having jurisdiction, who will ensure that the information is consistent, accurate and accessible.

#### 4. Disseminating Information

The next step in the process is to disseminate the information to the public and additional stakeholders. This step involves:

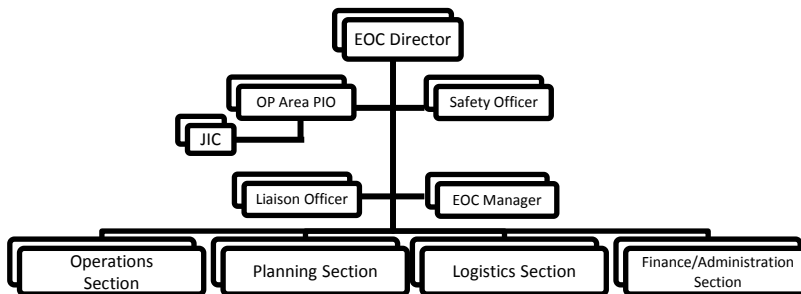
- a. Using Multiple Methods –Including but not limited to phone calls, interviews, community meetings, out reach efforts, internet, flyers, kiosks, bulletin boards, Cal Trans/Department of Transportation (DOT) electronic signs.
- b. Monitoring the Media – Monitor to ensure that messages are reported accurately and inaccuracies should be addressed as soon as possible.

**b. Joint Information Center (JIC)**

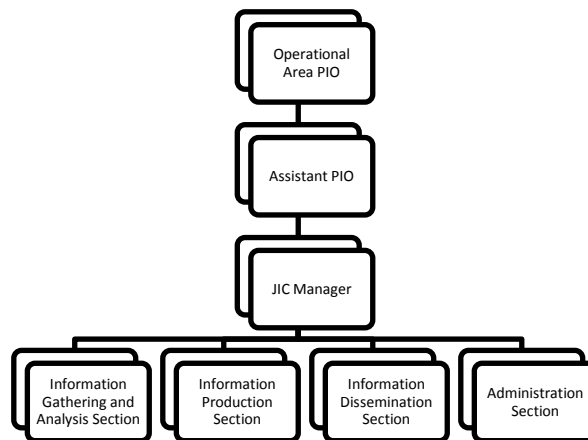
- i. The JIC is a central location to facilitate operation of the JIS during and after an incident.
- ii. The JIC enhances information coordination, reduces misinformation, and maximizes resources by co-locating PIOs as much as possible.
- iii. The JIC shall be staffed and configured to meet the needs of the incident.
- iv. The JIC may be co-located with the Santa Barbara County EOC.
- v. The decision to demobilize the JIC will be made by the EOC Director in consultation with the jurisdiction’s PIO(s) and other Section Coordinators. Media should be notified that the functions of the JIC are being transferred back to regional and local PIOs.

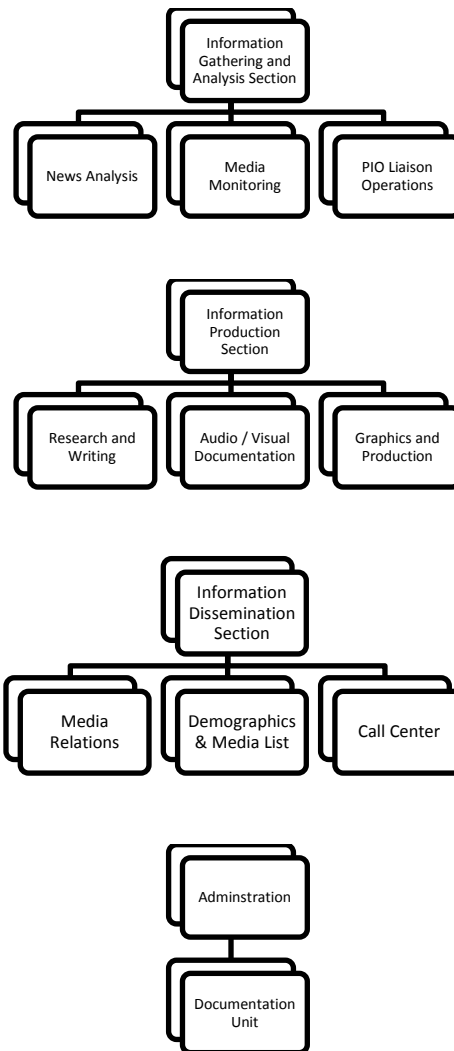
**II. ORGANIZATION CHARTS**

**SEMS Organization Chart**



**JIC Organization Charts**





### III. POSITIONS AND RESPONSIBILITIES

#### a. JIC Management

##### i. Operational Area PIO – Responsible to ensure that all of the following are completed or delegated as necessary:

1. Check-in upon arrival at the EOC.
2. Report to EOC Director.
3. Obtain a briefing on the situation.
4. Review position responsibilities and chain of command.
5. Determine operating location, staffing, conduct call-backs and set-up as necessary.
6. Clarify any issues regarding authority and assignment and what others in the organization do.
7. Establish communication plan to include:
  - a. Key messages
  - b. Target audiences
  - c. Methods of communication

- d. Establish media briefing schedule (consider news media cycles.)
8. Meet with Communications Unit Leader to ensure logistical support:
  - a. Obtain briefing on on-site and external communications capabilities and restrictions.
  - b. Establish operating procedure with Communications Unit for use of telephone, computer and radio systems. Make any priorities or special requests known.
9. Determine 24-hour staffing requirements and request additional support as required.
10. Assist in making arrangements with adjacent jurisdictions etc. for media visits.
11. Establish content for the Emergency Alert System (EAS) releases.
12. As required, periodically prepare briefings for the government liaison, jurisdiction executives or elected officials.
13. Ensure that a rumor control function is established.
14. Monitor broadcast media.
15. Ensure that file copies are maintained of all information released.
16. Provide copies of all releases to the EOC Director.
17. Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments.
18. Conduct shift change briefings in detail. Ensure that current objectives are identified.
19. Ensure that all required forms or reports are completed prior to your release and departure when authorized by the EOC Director.
20. Provide input to the after action-corrective action report.

**ii. Assistant Public Information Officer**

1. Gather, manage, and analyze information from all parts of the JIC and EOC.
2. Support the development and modification of communications.
3. Support the development of materials needed to support VIP visits to the disaster site, Incident Command Post or EOC.
4. Coordinate news conferences and community meetings.
5. Develop and implement community outreach programs.
6. Coordinate media and VIP escorts as needed.
7. Assume responsibilities of the PIO as directed.

### **iii. JIC Manager**

1. Execute plans and policies as directed by the PIO and Assistant PIO.
2. Supervise all operational and administrative activities, including staffing and inter-office communications.
3. Ensure proper set up of JIC.
4. Oversee all operations of the JIC.
5. Set staff work hours and daily operating schedule.
6. Develop a daily operating schedule.
  - a. Brief the first shift of JIC personnel.
  - b. Gather Command Message(s) from the PIO for the Production and Dissemination Sections.
  - c. Coordinate with the PIO and JIC staff on messages and strategies for researching target audiences.
  - d. Ensure preparation for press briefings.
  - e. Debrief JIC personnel at the end of the shift.
7. Edit and obtain approval from the PIO for news releases and other documents.
8. Assume responsibilities of the PIO and Assistant PIO as directed.

### **iv. Information Gathering and Analysis Section**

1. Monitor local television, radio stations and internet for information regarding the incident.
2. Gather information about the incident and display it in the JIC so that it is easily accessible.
3. Collect all incident-related news and editorial items from print and electronic media.
4. Analyze information gathered through news clips, telephone conversations, internet, community meetings and news conferences.
5. Distribute incident-related news, editorial items, fact sheets, etc. to appropriate personnel.
6. Maintain all information boards and kiosks.

### **v. Information Production Section**

1. Responsible for the production of:
  - a. Media advisories
  - b. Public Service Announcements (PSA)
  - c. Written news releases
  - d. Fact sheets
  - e. Photographs and video
  - f. Briefing packets
2. Obtain approval for all releases, advisories, and other materials.



**vi. Information Dissemination Section**

1. Determine primary newspaper, radio and television outlets and identify other significant outlets, such as Internet, trade publications, etc.
2. Responsible to maintain:
  - a. comprehensive and current media lists
  - b. comprehensive and current media logs
  - c. comprehensive and current list of community leaders
  - d. comprehensive and current logs of all information released
3. Coordinate community outreach programs.
4. Determine need and organize community meetings.
5. Prepare appropriate personnel for speaker presentations, news conferences, community meetings, single media interviews, and special events.
6. Schedule appropriate spokesperson necessary to conduct interviews with the media, community, and distinguished visitors.
7. Advise the PIO and Assistant PIO on times for news conferences and community meetings.

**vii. Call Center**

1. A Call Center will be activated to respond directly to questions from the public using trained operators and at the direction of the PIO.
2. The Call Center disseminates information by responding to requests from the public.
3. The Call Center tracks trends, inaccurate information, misunderstandings, or misperceptions reported by the public and relays information to the JIC Manager.
4. Additional responsibilities of the Call Center include:
  - a. Produce detailed accounts of calls, including name, organization, phone numbers, nature of inquiry, and results.
  - b. Record questions that cannot be answered immediately and call back when the answers are found.
  - c. Provide a detailed list of volunteers that call into the Call Center, including name, phone number and nature of their offer (skills, availability, etc.) to the Volunteer Coordinator.
5. The Public Information Call Center phone number is (805) \_\_\_\_\_.

**viii. Administration Section**

1. Responsible for Reports and Records.
2. The EOC PIO will maintain reports and records, as needed, regarding the operation of a JIC. Such reports may be included in after action reports or incident response briefings.
3. The Emergency Operations Center PIO will provide invoices for and/or estimates of expended resources to the appropriate staff following the deactivation of a JIC.

4. Upon deactivation of a JIC, the Santa Barbara County Office of Emergency Services (OES) will ensure that all supplies are restocked and other materials are readied for the next activation of the facility.
5. Reimbursement for expended resources used at a JIC will be accomplished with the established procedures used for reimbursing other emergency resources.

**ix. Documentation Unit**

1. A compilation of all public information about the incident that can be used for post incident information requests, evaluations, and provides a case history that can be used as a reference for future events.
2. The incident documentation file will contain the following:
  - a. Draft, revised, and final news releases and Public Service Announcements (PSA)
  - b. Approval records of all products
  - c. Media contact log
  - d. News clips
  - e. Video of televised interviews and other coverage
  - f. Photographs
  - g. Copies of all products (e.g. talking points, agendas, flyers, etc.)
  - h. Staffing information (contact information and assignments)
  - i. Copies of legal notices
  - j. Copies of all incident-specific reports that contain daily updates, pollution reports, air quality reports, situation reports, etc.

**x. Logistics Section**

1. Resource Requirements:
  - a. Pre-designated facilities and equipment have been identified to support the EOC PIO function during disasters.
  - b. Pre-designated facilities and equipment have been identified to support the JIC upon activation.
  - c. The EOC PIO is responsible for requesting additional resources, as they are needed at the activated JIC.

## Plan Development and Maintenance

### I. PLAN UPDATES

- a. Santa Barbara County OES will coordinate with other agency PIO's on an annual basis, and/or following a JIC activation, to review this plan and discuss any necessary changes.
- b. Santa Barbara County OES will approve all changes before they are made.
- c. Santa Barbara County OES will make and distribute changes of this plan to the recipients listed on the distribution list.

### II. TRAINING AND EXERCISES

- a. This plan will be exercised during full scale or functional events when the County EOC is being exercised.
- b. Any jurisdiction within the Operational Area or Santa Barbara County OES may suggest additional exercises specifically for the JIC.

## Communications Systems

### I. AMATEUR RADIO EMERGENCY SERVICES (ARES)

- a. The ARES organization in Santa Barbara County provides essential communications during periods of National, State or local emergency or upon request from the appropriate government authority. ARES are mobilized when there has been a government declaration of a state of emergency. Additionally, the ARES organization allows for operation under the FCC ARES regulations in the event of a Presidential Declaration of an Emergency.
- b. Santa Barbara County OES is responsible for ARES activities. The main task for ARES is to provide a communications link from the EOC designated sites within the Operational Area. Santa Barbara County OES may also designate additional communication links to various facilities such as hospitals, as deemed necessary.

### II. EMERGENCY ALERT SYSTEM (EAS)

- a. PURPOSE: These procedures are meant to be used by jurisdictions within the Operational Area who may have the need to request emergency messages to be broadcast via the countywide Emergency Alert System.
- b. DESCRIPTION: The EAS system is a network of all radio; TV broadcast stations and cable TV companies in the county. Messages normally enter the system via specialized equipment at three points: (1) Santa Barbara County Office of Emergency Services, (2) the National Weather Service (NWS) headquarters in Oxnard and (3) California Highway Patrol (CHP). These messages are received by all Local Primary 1 (LP-1) stations and then relayed to all other radio; TV broadcast stations and cable companies within the County. Any message transmitted from either the Santa Barbara County Office of Emergency Services or NWS will be broadcast countywide via all of the stations and cable companies within the county.
- c. To Access the EAS system:
  - i. Santa Barbara County OES, NWS or CHP personnel are the primary persons having access to the system and are authorized to initiate and/or release messages.

- ii. Weather related messages are primarily released through NWS; all others would most likely come under the purview of Santa Barbara County OES.
- iii. Refer to the Emergency Crisis Communications Plan on procedures to access EAS.
- iv. The Emergency Alert System should only be used in situations where other means of notification will either be too slow or not cover a widespread area. EAS should be used for acute situations that affect, or could affect the safety or well being of the public. Because of the widespread coverage of this system, best judgment is required when requesting the issuance of an EAS.

### **III. EMERGENCY DIGITAL INFORMATION SERVICE (EDIS)**

- a. The Emergency Digital Information System (EDIS) delivers official information about emergencies and disasters to the public and news media in California.
- b. EDIS is a service of the California Emergency Management Agency (CalEMA) in partnership with private, local, state and federal organizations and agencies.
- c. The purpose of EDIS is to alert, inform and reassure the public about current or foreseen threats to public safety. EDIS carries a wide range of emergency and public safety bulletins including weather alerts, earthquake data, and tsunami warnings, as well as urgent alerts and prevention information from state and local agencies

### **IV. REVERSE 911®**

- a. PURPOSE: to deliver telephonic messages to selected areas advising recipients of public safety or emergency events that affect the community and provide appropriate instructions. (ie warn residents of impending severe weather, and request residents to shelter-in-place during a hazardous materials spill.)
- b. DESCRIPTION: Reverse 911® is a telephonic community notification system that utilizes a combination of database and GIS technologies to deliver outbound messages in the event of an emergency.
- c. The system allows emergency responders to pinpoint a specific geographic area and deliver the appropriate message to thousands of residents in the area simultaneously.
- d. In addition to notifying communities, Reverse 911® can be used to mobilize first designated teams to the scene of a disaster or incident.
- e. The Santa Barbara County Sheriff's Department are the primary persons that have access to the system and are authorized to initiate and/or release messages. Authorized personnel from jurisdictions within the Operational Area and other authorized personnel within the county are also considered primary users and may input into the system via Sheriff's personnel.
- f. To access Reverse 911®:
  - i. Determine whether it is appropriate to use Reverse 911®.
  - ii. Be sure to keep the message clear and concise. The length of the message will have a direct effect on the time it takes to complete a calling session.
  - iii. Call the Santa Barbara County Sheriff's Dispatch Center —(805) 692-5722 Clearly identify yourself, including your agency name and position and state that you wish to activate the Reverse 911® system. If you are a person who is not known, be prepared to positively prove your identity to prevent any unauthorized use of the system. This will require providing

your supervisor's name and contact information. You should also give an agency call back number.

- iv. After verification of identity is complete, clearly identify the geographic area that needs to receive notification and the message to be delivered.
  - v. Santa Barbara County Sheriff's personnel will then record the message or provide instructions on how to record the alert message.
  - vi. Stay in contact with Santa Barbara County Sheriff's personnel to receive the results of the calling session. If necessary, request termination of the calling session if changes occur that no longer warrants the alert.
- g. The alert/notification message is one of the most important elements of the public warning effort. The content and style of the hazard notification message has a direct impact on the public's response to a warning and the willingness to comply with the recommended protective actions. The length of the message will have a direct effect on the capacity of the system to complete the calling session in a timely manner. Therefore, messages should be limited to 30 seconds in length.

Example Alert Message:

"This is the Sheriff's Department Reverse911® system. Due to changing conditions of the fire, Sheriff and Fire officials are issuing an evacuation order for your area. Please monitor local public safety warning systems for further information."

- h. In addition to Reverse911®, some jurisdictions utilize additional communication systems that can be accessed.

**V. SATELLITE COMMUNICATIONS**

- a. A satellite telephone, satellite phone or satphone is a mobile phone that communicates directly with orbiting communication satellites.
- b. Satellite telephones are able to place calls to other satellite telephones, as well as terrestrial-based telephone systems, such as landlines, cellular telephones, etc. In some cases, use of satellite telephones requires conformance with international dialing plans. These telephones can be permanently installed in an indoor location, with the satellite antenna located outdoors and cabled to the telephone. Other options include portable battery powered telephones, vehicle-mounted docking stations for portable satellite telephones, and indoor docking stations for the telephone, which can be removed from the docking station and taken outdoors for use. There are several options for commercial satellite telephone services, by different companies.

**VI. RADIO READY**

- a. Santa Barbara County OES, the Orfalea Fund's Aware and Prepare Initiative, and California Concern, a local citizen group, have partnered with designated local radio stations to create Radio Ready, a system that connects the release of timely information from Santa Barbara County OES to the radio-listening public.
- b. During an emergency when the power is out and when critical and timely information must get out to the general public, Santa Barbara County OES will utilize satellite equipment to regularly communicate with designated County radio stations that have generators and can continue to broadcast. These stations will transmit this information over their airways in English or Spanish.
- c. The following radio stations are a part of the Radio Ready System:

- i. Santa Barbara KTMS 990 AM
- ii. KIST 1490 AM
- iii. KIST 107.7 FM Spanish
- iv. KSPE 94.5 FM Spanish
- v. KTYD 99.9 FM
- vi. KSBL 101.7 FM
- vii. KCSB 91.9 FM
- viii. Santa Maria KUHL 1440 AM
- ix. Santa Ynez KRAZ 105.9 FM

**VII. TELETYPE**

- a. The California Law Enforcement Telecommunications Systems is commonly referred to as CLETS.
- b. CLETS provides law enforcement and criminal justice agencies access to various databases and the ability to transmit and receive point-to-point administrative messages to other agencies within California or via the National Law Enforcement Telecommunications System (NLETS) to other states and Canada.
- c. To access CLETS, contact the Law Enforcement Liaison from the primary jurisdiction.

**VIII. IF NO COMMUNICATION METHODS ARE AVAILABLE**

- a. If all communication methods are lost, the Santa Barbara County EOC will use volunteers and assigned personnel as Runners to physically relay critical information between the EOC and various work centers.
- b. Other methods of getting information to the public may include the use of loud speakers to relay critical information, volunteers to go door-to-door or hand out information in public places, or the placement of Information Boards or Kiosks.

## Contact Lists

### FEDERAL AGENCIES

DEPARTMENT	PHONE NUMBER	WEBSITE ADDRESS
FEMA	(800) 621-FEMA (3362) (510) 627-7006 – Regional HQ	<a href="http://www.fema.gov/regionix">www.fema.gov/regionix</a>
U.S. Department of Homeland Security	(202) 282-8000	<a href="http://www.dhs.gov">www.dhs.gov</a>
Inciweb	Accessed through local USFS Service Office.	<a href="http://www.inciweb.org">www.inciweb.org</a>
US Forest Service – Pacific Southwest Region	(707) 562.8737	<a href="http://www.fs.fed.us">www.fs.fed.us</a>

### STATE AGENCIES

DEPARTMENT	PHONE NUMBER	WEBSITE ADDRESS
CALEMA	(916) 845-8510 (562) 795-2900 – Regional HQ	<a href="http://www.calema.ca.gov">www.calema.ca.gov</a>
Governor's Office of Homeland Security	(916) 324-8908	<a href="http://www.homeland.ca.gov">www.homeland.ca.gov</a>
CAL FIRE	(916) 653-5123	<a href="http://www.fire.ca.gov">www.fire.ca.gov</a>

### COUNTY DEPARTMENTS

DEPARTMENT	PHONE NUMBER	WEBSITE ADDRESS
Santa Barbara County Animal Services	(805) 681-5285	<a href="http://www.sbcphd.org/as/default.html">www.sbcphd.org/as/default.html</a>
Santa Barbara County Fire Department	(805) 681-5500	<a href="http://www.sbcfire.com/">www.sbcfire.com/</a>
Santa Barbara County Sheriff	(805) 681-4100	<a href="http://www.sbsheriff.org/">www.sbsheriff.org/</a>
Santa Barbara County Public Works Department	(805) 568-3000	<a href="http://www.countyofsb.org/pwd/">www.countyofsb.org/pwd/</a>
Santa Barbara County Office of Emergency Services	(805) 560-1081	<a href="http://www.countyofsb.org/ceo/oes">www.countyofsb.org/ceo/oes</a>
Santa Barbara County Public Health Department	(805) 681-5100	<a href="http://www.sbcphd.org">www.sbcphd.org</a>
Santa Barbara County Public Health Department – Environmental Health Services	(805) 681-4900	<a href="http://www.sbcphd.org/ehs">www.sbcphd.org/ehs</a>
Santa Barbara County Education Office	(805) 964-4711	<a href="http://www.sbceo.k12.ca.us">www.sbceo.k12.ca.us</a>
SB County Public Schools – Jan Clevenger	(805) 964-4711 ext 5265	<a href="mailto:jclevenger@sbceo.org">jclevenger@sbceo.org</a>
SB City Public Schools – Barbara Keyani	(805) 963-4331 ext 206	<a href="mailto:bkeyanu@sbsdk12.org">bkeyanu@sbsdk12.org</a>

## CITY RESOURCES

<b>CARPINTERIA</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Carpinteria	(805) 684-5405	<a href="http://www.carpinteria.ca.us/">www.carpinteria.ca.us/</a>
Fire District	(805) 684-4591	<a href="http://www.carpfire.com/">www.carpfire.com/</a>
Police Department (SBSO Substation)	(805) 684-4561	<a href="http://www.sbsheriff.org/">www.sbsheriff.org/</a>
City of Carpinteria Public Works Department	(805) 684-5405	<a href="http://www.carpinteria.ca.us/public_works">www.carpinteria.ca.us/public_works</a>

<b>GOLETA</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Goleta	(805) 961-7500	<a href="http://www.cityofgoleta.org/">www.cityofgoleta.org/</a>
Santa Barbara County Fire Department	(805) 681-5500	<a href="http://www.sbcfire.com/">www.sbcfire.com/</a>
Police Department (SBSO Substation)	(805) 681-4100	<a href="http://www.sbsheriff.org/">www.sbsheriff.org/</a>
City of Goleta Community Services – Public Works	(805) 968-6769	<a href="http://www.cityofgoleta.org">www.cityofgoleta.org</a>

<b>GUADALUPE</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Guadalupe	(805) 343-1340	<a href="http://ci.guadalupe.ca.us/index.php">http://ci.guadalupe.ca.us/index.php</a>
Fire Department	(805) 343-1340	<a href="http://ci.guadalupe.ca.us/content/view/38/62/">http://ci.guadalupe.ca.us/content/view/38/62/</a>
Police Department	(805) 343-2112	<a href="http://ci.guadalupe.ca.us/content/view/40/63/">http://ci.guadalupe.ca.us/content/view/40/63/</a>

<b>LOMPOC</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Lompoc	(805) 875-8212	<a href="http://www.cityoflomdoc.com/">www.cityoflomdoc.com/</a>



Fire Department	(805) 736-4513	<a href="http://www.cityoflompop.com/fire/">www.cityoflompop.com/fire/</a>
Police Department	(805) 736-2341	<a href="http://www.cityoflompop.com/police/">www.cityoflompop.com/police/</a>

<b>MONTECITO</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
Fire District	(805) 969-7762	<a href="http://www.montecitofire.com">www.montecitofire.com</a>
Santa Barbara County Sheriff	(805) 681-4100	<a href="http://www.sbsheriff.org">www.sbsheriff.org</a>

<b>SANTA BARBARA</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Santa Barbara	(805) 963-0611	<a href="http://www.santabarbaraca.gov/">www.santabarbaraca.gov/</a>
Office of Emergency Services	(805) 564-5711	<a href="http://www.santabarbaraca.gov/Resident/OES/">www.santabarbaraca.gov/Resident/OES/</a>
Fire Department	(805) 965-5254	<a href="http://www.santabarbaraca.gov/Government/City_Directory/Fire/">www.santabarbaraca.gov/Government/City_Directory/Fire/</a>
Police Department	(805) 897-2300	<a href="http://www.santabarbaraca.gov/Government/Departments/Police/">www.santabarbaraca.gov/Government/Departments/Police/</a>

<b>SANTA MARIA</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Santa Maria	(805) 925-0951	<a href="http://www.ci.santa-maria.ca.us/home.shtml">www.ci.santa-maria.ca.us/home.shtml</a>
Fire Department	(805) 925-0951 ext 255	<a href="http://www.ci.santa-maria.ca.us/3052.shtml">www.ci.santa-maria.ca.us/3052.shtml</a>
Police Department	(805) 925-0951 ext 272	<a href="http://www.ci.santa-maria.ca.us/3051.shtml">www.ci.santa-maria.ca.us/3051.shtml</a>

<b>SOLVANG</b>		
<b>DEPARTMENT</b>	<b>PHONE NUMBER</b>	<b>WEBSITE ADDRESS</b>
City of Solvang	(805) 986-6530	<a href="http://www.cityofsolvang.com/">www.cityofsolvang.com/</a>
Fire Department	(805) 686-8184	<a href="http://www.cityofsolvang.com/index.php/departments/fire">www.cityofsolvang.com/index.php/departments/fire</a>
Police Department	(805) 685-5000	<a href="http://www.cityofsolvang.com/index.php/departments/police">www.cityofsolvang.com/index.php/departments/police</a>

**SPECIAL DISTRICTS**

<b>NAME</b>	<b>PHONE NUMBER</b>	<b>FAX NUMBER</b>
CACHUMA RESOURCE CONSERVATION DIST.	(805) 928-9269 ext:5	
CARPINTERIA PUBLIC CEMETERY DIST	(805) 684-2466	(805) 684-8823
CARPINTERIA SANITARY DIST.	(805) 684-7214	(805) 684-7213
CARPINTERIA VALLEY WATER DIST.	(805) 684-2816	(805) 684-3170
CARPINTERIA/SUMMERLAND FIRE PROTECTION DIST.	(805) 684-4591	(805) 684-3170
CASMALIA COMMUNITY SERVICES	(805) 937-4356	(805) 937-4356
CUYAMA COMMUNITY SERVICES DIST.	(661) 766-2780	(661) 766-2632
CUYAMA VALLEY RECREATION DIST.	(661) 766-2270	(661) 766-2632
EMBARCADERO MUNICIPAL IMPROVEMENT DIST.	(805) 968-5885	
GOLETA CEMETERY DISTRICT	(805) 967-3608	(805) 964-8268
GOLETA SANITARY DIST.	(805) 964-3583	(805) 964-3583
GOLETA WATER DISTRICT	(805) 964-6761	(805) 964-7002
GOLETA WEST SANITARY DISTRICT	(805) 968-2671	(805) 562-8987
GUADALUPE PUBLIC CEMETERY DISTRICT	(805) 343-1415	(805) 343-6495
ISLA VISTA RECREATION & PARK DISTRICT	(805) 968-2017	(805) 968-2829
UCSB ENVIRONMENTAL HEALTH & SAFETY	(805) 893-2040	
LOMPOC CEMETERY DISTRICT	(805) 375-1817	
LOMPOC HEALTHCARE DISTRICT	(805) 737-3301	(805) 737-3326
LOS ALAMOS CEMETERY DISTRICT	(805) 344-4145	(805) 344-2908
LOS ALAMOS COMMUNITY SERVICES DISTRICT	(805) 344-4195	(805) 344-2908
MISSION HILLS COMMUNITY SERVICES DISTRICT	(805) 733-4366	(805) 733-4188

MONTECITO FIRE PROTECTION DISTRICT	(805) 969-7762	(805) 969-3598
MONTECITO SANITARY DISTRICT	(805) 969-4200	(805) 969-9049
MONTECITO WATER DISTRICT	(805) 969-2271	(805) 969-7261
VECTOR MANAGEMENT	(805) 969-5050	(805) 681-9929
OAK HILL CEMETERY DISTRICT	(805) 688-4035	
SANTA BARBARA AIRPORT	(805) 681-4803	(805) 964-1380
SANTA MARIA CEMETERY DISTRICT	(805) 925-4595	(805) 928-9665
SANTA MARIA VALLEY WATER CONSERVATION DISTRICT	(805) 925-5212	(805) 739-0763
SANTA YNEZ COMMUNITY SERVICES DISTRICT	(805) 688-3008	
SANTA YNEZ RIVER WATER CONSERVATION IMPROVEMENT DISTRICT	(805) 688-6015	(805) 688-3078
SANTA YNEZ RIVER WATER CONSERVATION DISTRICT	(805) 693-1156	(805) 688-8065
SUMMERLAND SANITARY DISTRICT	(805) 969-4344	(805) 969-5794
UCSB CAMPUS EOC	(805) 893-3901	(805) 893-3446
UCSB EH & S	(805) 448-4089	
VANDENBERG VILLAGE COMMUNITY SERVICES DISTRICT	(805) 733-2475	(805) 733-2109
COTTAGE HOSPITAL SANTA BARBARA	(805) 729-7330	(805) 569-7500
LOMPOC VALLEY HOSPITAL	(805) 737-3333	(805) 737-3324
HARBOR PATROL	(805) 965-7250	(805) 448-0271

### **HOSPITALS**

<b>HOSPITAL</b>	<b>ADDRESS</b>	<b>PHONE NUMBER</b>
Santa Barbara Cottage Hospital	320 W. Pueblo Santa Barbara, CA 93101	(805) 682-7111
Goleta Valley Cottage Hospital	351 S. Patterson Goleta, CA 93111	(805) 681-6468
Lompoc Valley Medical Center	216 N 3rd St Lompoc, CA 93436	(805) 736-3466
Marian Medical Center	1400 E. Church St. Santa Maria, CA 93454	(805) 739-3000
Santa Ynez Valley Cottage Hospital	2050 Viborg Rd. Solvang, CA 93463	(805) 688-6431

## AM RADIO STATIONS

FORMAT	CALL LETTERS	PHONE NUMBER	EMAIL	WEBSITE
News, Talk	KTMS 990	(805) 879-8300	peter.bie@rinconbroadcasting.com keith.royer@rinconbroadcasting.com	www.990am.com/main.php
News, Talk	KZBN 1290	(805) 568-1444	kzsb@mediasb.com	www.ontheradio.net/ radiostations/kzbnam.aspx
News, talk, sports	KVTA 1400	(805) 289-1400	Brian.davis@goldcoastbroadcasting.com	www.kvta.com
News, talk, sports	KVTA 1520	(805) 289-1400	Brian.davis@goldcoastbroadcasting.com	www.kvta.com
News, talk, sports	KVTA 1590	(805) 289-1400	Brian.davis@goldcoastbroadcasting.com	www.kvta.com
Vintage, '50s, '60s	KVEN 1450	(805) 642-8595	No email	www.kven.com www.1450theboomer.com
News, Talk	KUHL 1440	(805) 922-7727	ben@knightbroadcasting.com geff@knightbroadcasting.com mike@knightbroadcasting.com	www.am1440.com
News, Talk	KSMA 1410	(805) 922-7727	ben@knightbroadcasting.com geff@knightbroadcasting.com mike@knightbroadcasting.com	www.am1410.com

## FM RADIO STATIONS

FORMAT	CALL LETTERS	PHONE NUMBER	EMAIL	WEBSITE
Adult contemporary	KHJL 92.7	(805) 497-8511	publicservice@927jillfm.com	www.927jillfm.com
Classical	KDB 93.7	(805) 966-4131	kdb@kdb.com	www.kdb.com
Hot adult contemporary	KBBY 95.1	(805) 642-8595	No Email	www.b951.com
Classic Rock	KTYD 99.9	(805) 879-5893	No Email	www.ktyd.com
Country	KHAY 100.7	(805) 642-8595	No Email	www.khay.com
Soft Rock	KZVY 96.7 fm	(805)-922-7727 (888) 625-1440	No Email	www.mix96.com
Country	KRAZ 105.9 fm	(805)-922-7727 (888) 625-1440	No Email	www.krazfm.com
Today's hit music	KVYB 103.3	(805) 642-8595	No Email	www.1033thevibe.com
Today's hit music	KFYV 105.5	(805) 289-1400	Brian.davis@ goldcoastbroadcasting.com	www.live1055.fm
Hip hop, R&B and dance	KCAQ 104.7	(805) 289-1400	Brian.davis@ goldcoastbroadcasting.com	www.q1047.com
Local, NPR news	KCLU 88.3 / 102.3	(805) 493-3900	kclunews@aol.com	www.kclu.org
Christian talk, music	KDAR 98.3	(805) 485-8881	No Email	www.kdar.com

## **SPANISH LANGUAGE RADIO STATIONS**

<b>FORMAT</b>	<b>CALL LETTERS</b>	<b>PHONE NUMBER</b>	<b>EMAIL</b>	<b>WEBSITE</b>
Romantic	KLJR 96.7 FM	(805) 240-2070		<a href="http://www.radiolazer.com">www.radiolazer.com</a>
Regional Mexican	KMLA 103.7 FM	(805) 240-2070		<a href="http://www.lam1037.com">www.lam1037.com</a>
Spanish Christian music and talk	KMRO 90.3 FM	(805) 482-4797		<a href="http://www.nuevavida.com">www.nuevavida.com</a>
Regional Mexican	KOXR 910 AM	(805) 240-2070		<a href="http://www.radiolazer.com">www.radiolazer.com</a>
Regional Mexican	KXLM 102.9 FM	(805) 240-2070		<a href="http://www.radiolazer.com">www.radiolazer.com</a>
News and talk	KUNX 1590 AM	(805) 492-1068		<a href="http://www.goldcoastbroadcasting.com">www.goldcoastbroadcasting.com</a>

## **DAILY NEWSPAPERS**

<b>NEWSPAPER</b>	<b>PHONE NUMBER</b>	<b>EMAIL</b>	<b>WEBSITE</b>
Santa Barbara News Press	(805) 564-5200 FAX – (805) 966-6258	<a href="mailto:ssteepleton@newspress.com">ssteepleton@newspress.com</a>	<a href="http://www.newspress.com">www.newspress.com</a>
The Daily Sound	(805) 564-6001 FAX - (805) 962-9101	<a href="mailto:news@thedailysound.com">news@thedailysound.com</a>	<a href="http://www.thedailysound.com/">www.thedailysound.com/</a>
Santa Maria Times	(805) 925-2691	<a href="mailto:tbolton@santamariatimes.com">tbolton@santamariatimes.com</a> <a href="mailto:janscully@santamariatimes.com">janscully@santamariatimes.com</a>	<a href="http://www.santamariatimes.com/">www.santamariatimes.com/</a>
Los Angeles Times	(805) 653-7547 (213) 237-5000 FAX (213) 237-7679	<a href="mailto:metrodesk@latimes.com">metrodesk@latimes.com</a>	<a href="http://www.latimes.com">www.latimes.com</a>
Lompoc Record	(805) 736-2313	<a href="mailto:bpoertner@lompocrecord.com">bpoertner@lompocrecord.com</a>	<a href="http://www.lompocrecord.com">www.lompocrecord.com</a>
Daily Nexus	(805) 893-2691	<a href="mailto:eic@dailynexus.com">eic@dailynexus.com</a>	<a href="http://www.dailynexus.com">www.dailynexus.com</a>

## **WEEKLY / BI-WEEKLY NEWSPAPERS**

<b>NEWSPAPER</b>	<b>PHONE NUMBER</b>	<b>EMAIL</b>	<b>WEBSITE</b>
Coastal View	(805) 684-4428	<a href="mailto:news@coastalview.com">news@coastalview.com</a>	<a href="http://www.coastalview.com">www.coastalview.com</a>
Independent	(805) 965-5205 FAX - (805) 965-5518	<a href="mailto:admin@independent.com">admin@independent.com</a>	<a href="http://www.independent.com">www.independent.com</a>
Montecito Journal	(805) 565-1860 FAX - (805) 969-6654	<a href="mailto:news@montecitojournal.net">news@montecitojournal.net</a>	<a href="http://www.montecitojournal.net">www.montecitojournal.net</a>
Santa Maria Sun	(805) 347-1968 FAX - 805-347-9889	<a href="mailto:mail@santamariasun.com">mail@santamariasun.com</a>	<a href="http://www.santamariasun.com">www.santamariasun.com</a>
Santa Ynez Valley Journal	(805) 688-1694 FAX - (805) 688-1748	<a href="mailto:editor@syvjournal.com">editor@syvjournal.com</a>	<a href="http://www.santaynezvalleyjournal.com">www.santaynezvalleyjournal.com</a>

**TELEVISION – SANTA BARBARA COUNTY**

STATION	PHONE NUMBER	EMAIL	WEBSITE
KEYT - ABC Channel 3	(805) 882-3933 (805) 882-3903	assignmentdesk@keyt.com	<a href="http://www.keyt.com">www.keyt.com</a>
KSBY - NBC Channel 6	(805) 925-6660 (805) 597-8400 / Ext. 6	news@ksby.com	<a href="http://www.ksby.com">www.ksby.com</a>
KCOY/KKFX - CBS Channel 11/12	(805) 925-1200	news12@kcoy.com	<a href="http://www.kcoy.com/">http://www.kcoy.com/</a>

**TELEVISION – VENTURA COUNTY**

STATION	PHONE NUMBER	EMAIL	WEBSITE
KBEH (Spanish) Channel 63	(805) 388-0081		<a href="http://www.canal63.com">www.canal63.com</a>

**TELEVISION – LOS ANGELES**

STATION	PHONE NUMBER	EMAIL	WEBSITE
KNBC Channel 4	(818) 840-4444	knbc.desk@nbcuni.com	<a href="http://www.knbc.com">www.knbc.com</a>
KTLA Channel 5	(213) 460-5500 (213) 460-5501	ktlastoryideas@tribune.com	<a href="http://www.ktla.com">www.ktla.com</a>
KABC Channel 7	(818) 863-7777	pr@myabc7.com	<a href="http://www.abc7.com">www.abc7.com</a>
KCAL/CBS Channel 2 & 9	(213) 467-9999 (818) 655-2000	kcbstvnewscenter@cbs.com	<a href="http://cbs2.com/local">http://cbs2.com/local</a>
KTTV/FOX Channel 11	(310) 584-2000 (310) 584-2025	news@fox11.com	<a href="http://www.myfoxla.com">www.myfoxla.com</a>
KCOP Channel 13	(213) 883-9802 (310) 584-2000	news@fox11.com	<a href="http://www.my13la.com">www.my13la.com</a>

# Forms





<b>OES 214 – Section Log</b>	
1. Date	2. Time
3. Operational Period:	
4. Section:	

**How to use this form:**

- Purpose:**
- Record major decisions, activities and products from your position during this operational period. Used as a means of documentation and to inform staff who work in the next operational period of past actions.
- When to fill out:**
- As major decisions, actions and products are made
- Completed by:**
- Everyone working in the EOC
- Signed by:**
- Person completing
- Send to:**
- Put original in Section binder for next shift to reference
  - Send one copy to the Documentation Unit in Planning/Intelligence Section

**Decisions, Major Actions, Documents/Products Developed and Policy Changes**

Time	Description
Prepared by:        Name:	
Position:	



Blank Phone Log

Fire Name: \_\_\_\_\_

Date: \_\_\_\_\_

Time	Caller/Media	Subject	PIO initials







**JIC SIGN IN-SHEET**

DATE	TIME IN	NAME	AGENCY	WORK PHONE	CELL PHONE	EMAIL	TIME OUT

**JIC SIGN IN-SHEET**

<b>DATE</b>	<b>TIME IN</b>	<b>NAME</b>	<b>AGENCY</b>	<b>WORK PHONE</b>	<b>CELL PHONE</b>	<b>EMAIL</b>	<b>TIME OUT</b>





**COUNTY OF SANTA BARBARA**  
**OFFICE OF EMERGENCY SERVICES**  
**NEWS RELEASE**

**FOR IMMEDIATE RELEASE**

**News Media Contact:**

PIO NAME  
POSITION  
(805) 555-1234  
pio@anyemail.com

**Insert Press Release Numbering (INCNAME-YEAR-DATE)**

JESUSITA 09-0505  
DATE: July 5, 2008  
TIME: 9:35 AM  
[WWW.COUNTYOFSB.ORG](http://WWW.COUNTYOFSB.ORG)

---

**MAIN TITLE ALL CAPS**  
*Subtitle Upper and Lower*

- A first paragraph (two to three sentences) must actually sum up the press release and the further content must elaborate it. In a fast-paced world, neither journalists nor other readers would read the entire press release if the start of the article didn't generate interest.
- Deal with actual facts - events, products, services, people, targets, goals, plans, projects. Try to provide maximum use of concrete facts. A simple method for writing an effective press release is to make a list of following things:
  1. What is the actual news?
  2. Why this is news.
  3. The people, products, items, dates and other things related with the news.
  4. The purpose behind the news.

xxx



## **EMERGENCY OPERATIONS CENTER**

# **NEWS RELEASE**

## **FOR IMMEDIATE RELEASE**

**News Media Contact:**

PIO NAME  
POSITION  
(805) 555-1234  
pio@anyemail.com

**Insert Press Release Numbering (INCNAME-YEAR-DATE)**

JESUSITA 09-0505  
DATE: July 5, 2008  
TIME: 9:35 AM  
[WWW.COUNTYOFUSB.ORG](http://WWW.COUNTYOFUSB.ORG)

---

## **MAIN TITLE ALL CAPS**

*Subtitle Upper and Lower*

- A first paragraph (two to three sentences) must actually sum up the press release and the further content must elaborate it. In a fast-paced world, neither journalists nor other readers would read the entire press release if the start of the article didn't generate interest.
- Deal with actual facts - events, products, services, people, targets, goals, plans, projects. Try to provide maximum use of concrete facts. A simple method for writing an effective press release is to make a list of following things:
  1. What is the actual news?
  2. Why this is news.
  3. The people, products, items, dates and other things related with the news.
  4. The purpose behind the news.

xxx

## Job Aids

OPERATIONAL AREA PUBLIC INFORMATION OFFICER

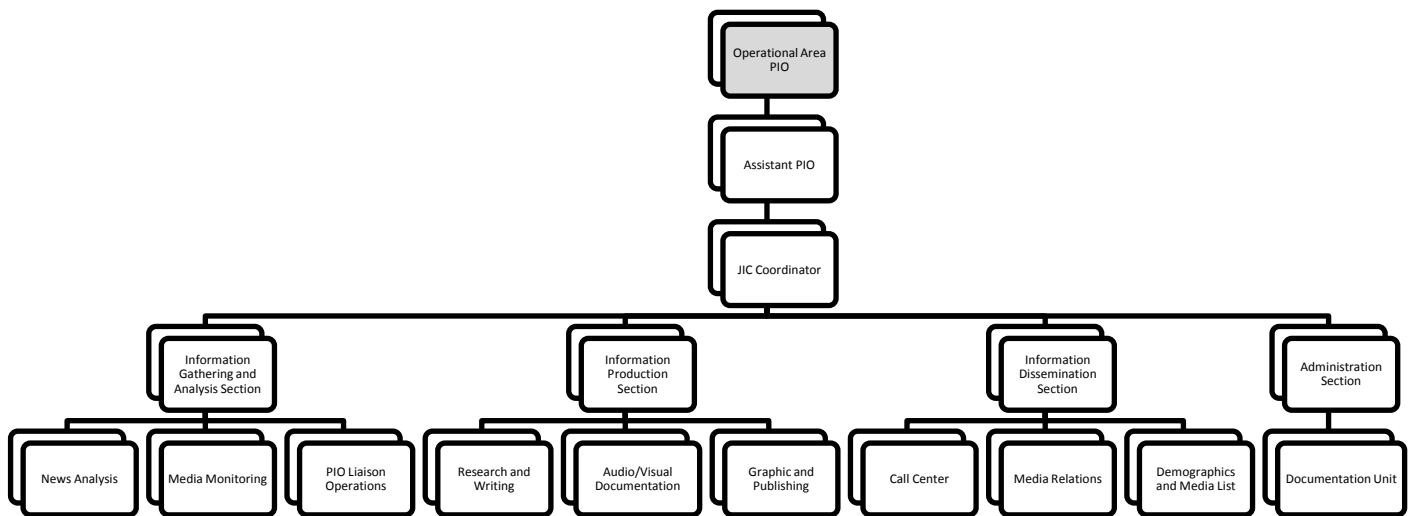
Reports To:

EOC Director

Responsibilities:

1. Check-in upon arrival at the EOC.
2. Report to EOC Director.
3. Obtain a briefing on the situation.
4. Review position responsibilities.
5. Determine operating location and set-up as necessary.
6. Clarify any issues regarding authority and assignment and what others in the organization do.
7. Establish communication plan to include:
  - a. Key messages
  - b. Target audiences
  - c. Methods of communication
  - d. Frequency of distribution
8. Meet with Communications Unit Coordinator to ensure logistical support:
  - a. Obtain briefing on on-site and external communications capabilities and restrictions.
  - b. Establish operating procedure with Communications Unit for use of telephone and radio systems. Make any priorities or special requests known.
9. Determine 24-hour staffing requirements and request additional support as required.
10. Determine which radio and TV stations are operational.
11. Assist in making arrangements with adjacent jurisdictions etc. for media visits.
12. Establish content for the Emergency Alert System (EAS) releases.
13. As required, periodically prepare briefings for the jurisdiction executives or elected officials.
14. Ensure that a rumor control function is established.
15. Monitor broadcast media.
16. Ensure that file copies are maintained of all information released.
17. Provide copies of all releases to the EOC Director.

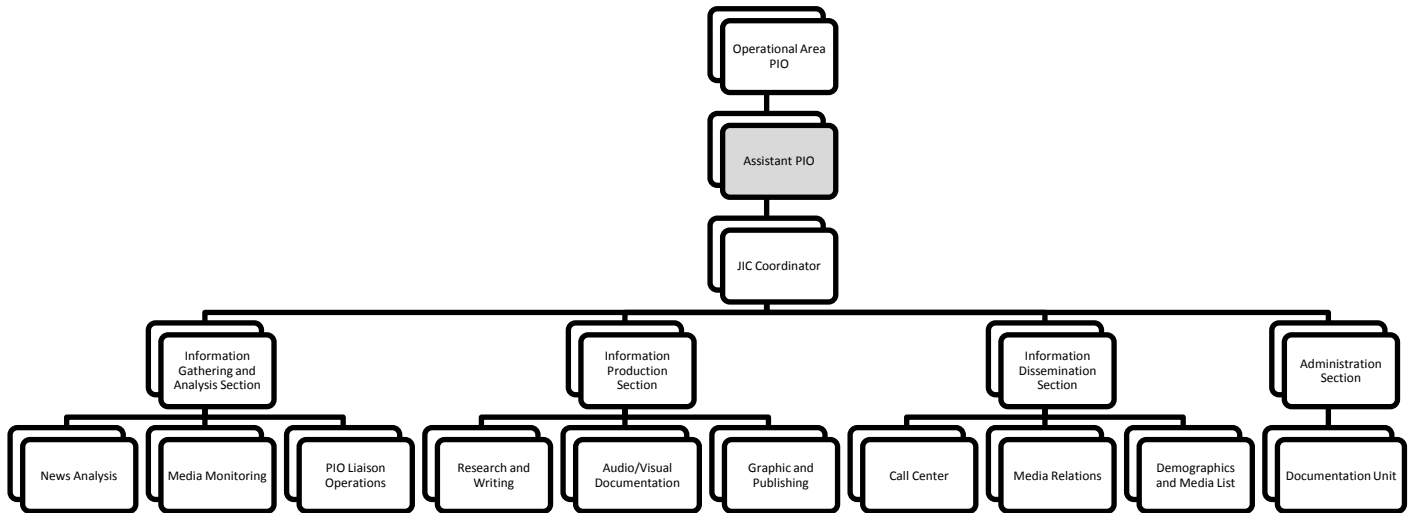
18. Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments.
19. Conduct shift change briefings in detail. Ensure that current objectives are identified.
20. Ensure that all required forms or reports are completed prior to your release and departure when authorized by the EOC Director.
21. Provide input to the after action-corrective action report.



ASSISTANT PUBLIC INFORMATION OFFICER

Reports To: OPERATIONAL AREA PIO

- Responsibilities:
1. Gather, manage, and analyze information from all parts of the JIC and EOC.
  2. Support the development and modification of communications.
  3. Support the development of materials needed to support VIP visits to the disaster site, ICP or EOC.
  4. Coordinate news conferences and community meetings.
  5. Develop and implement community outreach programs.
  6. Coordinate media and VIP escorts as needed.
  7. Assume responsibilities of the PIO as directed.



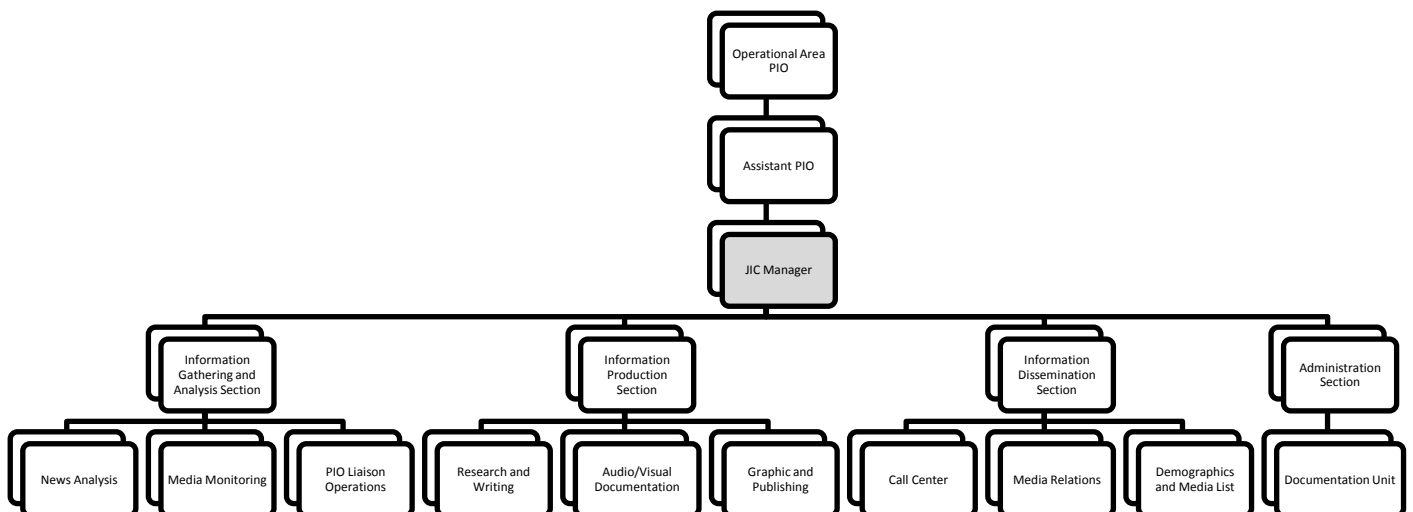
JOINT INFORMATION CENTER MANAGER

Reports To:

ASSISTANT PUBLIC INFORMATION OFFICER

Responsibilities:

1. Execute plans and policies as directed by the PIO and Assistant PIO.
2. Supervise all operational and administrative activities, including staffing and inter-office communications.
3. Ensure proper set up of JIC.
4. Oversee all operations of the JIC.
5. Set staff work hours and daily operating schedule.
6. Develop a daily operating schedule.
  - a. Brief the first shift of JIC personnel.
  - b. Gather Command Message(s) from the PIO for the Production and Dissemination Sections.
  - c. Coordinate with the PIO and JIC staff on messages and strategies for researching target audiences.
  - d. Ensure preparation for press briefings.
  - e. Debrief JIC personnel at the end of the shift.
7. Edit and obtain approval from the PIO for news releases and other documents.
8. Assume responsibilities of the PIO and Assistant PIO as directed.



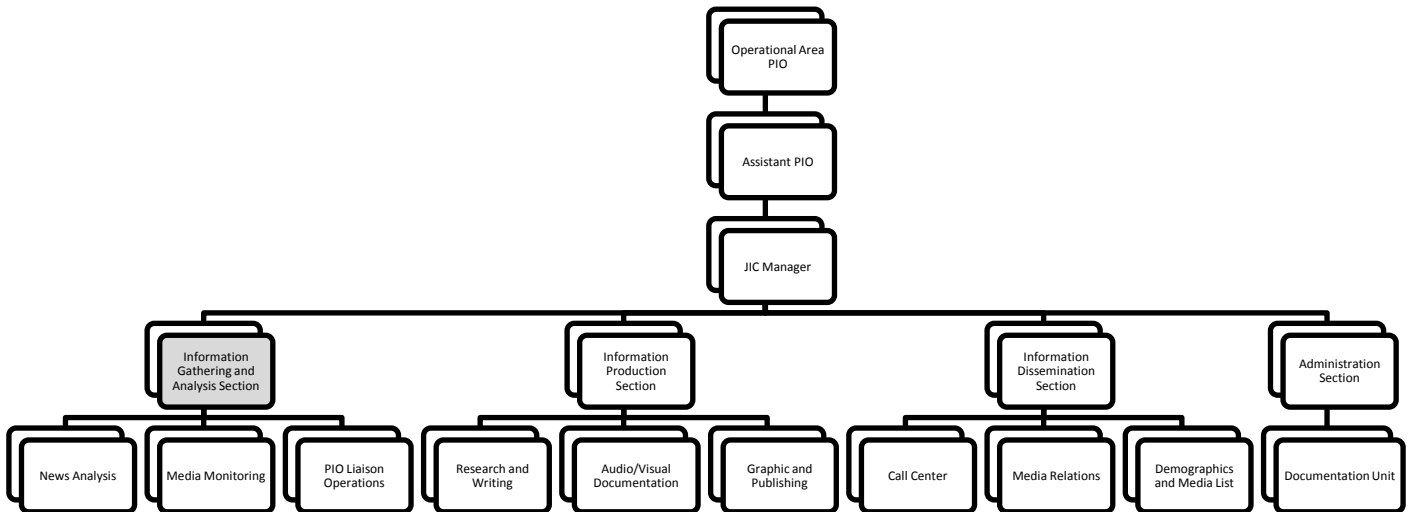
## INFORMATION GATHERING AND ANALYSIS

Reports To:

JIC MANAGER

Responsibilities:

1. A Call Center will be activated to respond directly to questions from the public using trained operators and at the direction of the PIO.
2. The Call Center disseminates information by responding to requests from the public.
3. The Call Center tracks trends, inaccurate information, misunderstandings, or misperceptions reported by the public and relays information to the JIC Manager.
4. Additional responsibilities of the Call Center include:
  - a. Produce detailed accounts of calls, including name, organization, phone numbers, nature of inquiry, and results.
  - b. Record questions that cannot be answered immediately and call back when the answers are found.
  - c. Provide a detailed list of volunteers that call into the Call Center, including name, phone number and nature of their offer (skills, availability, etc.) to the Volunteer Coordinator.
5. The Public Information Call Center number is (805) \_\_\_\_\_



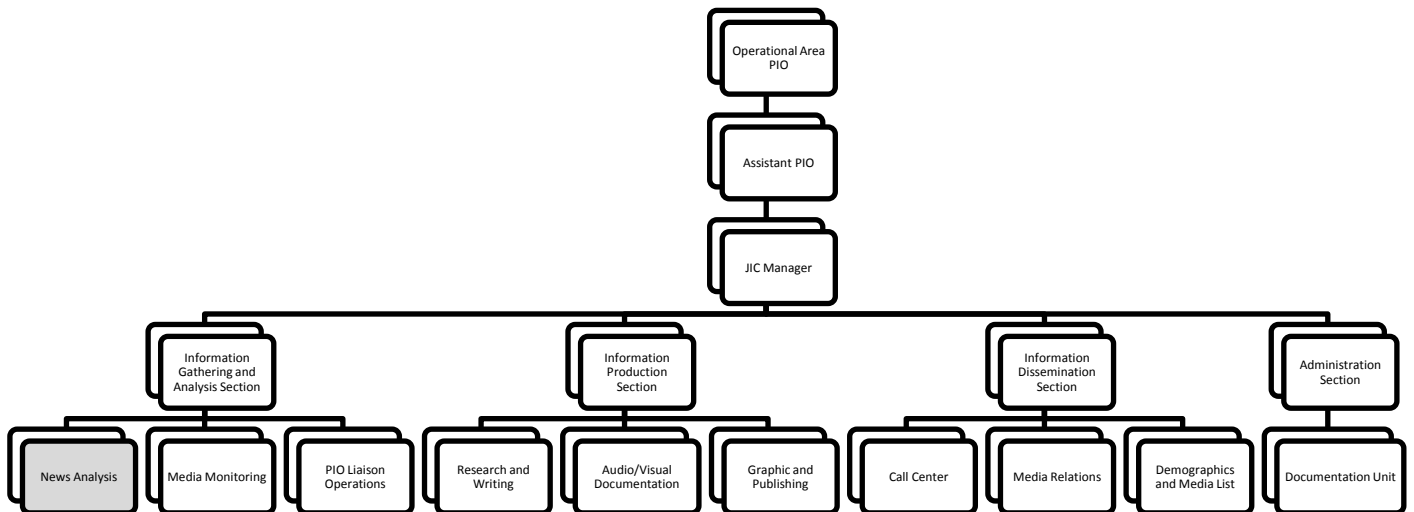
NEWS ANALYSIS

Reports To:

INFORMATION GATHERING and ANALYSIS

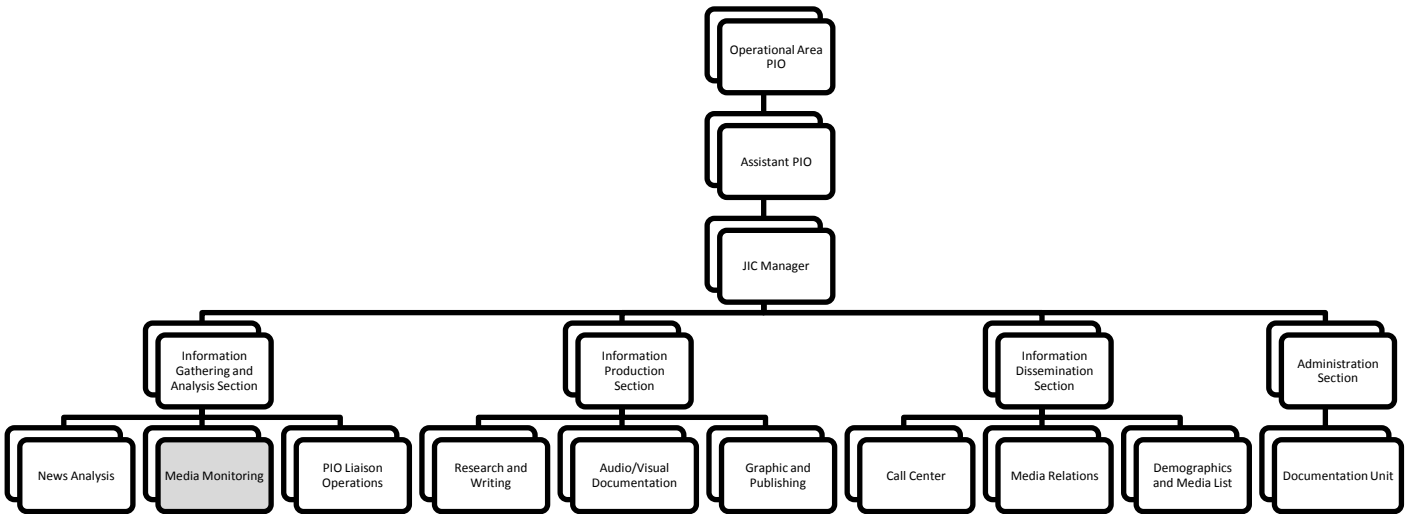
Responsibilities:

1. Determining primary newspaper, radio, television and internet outlets to monitor.
2. Attending town meetings.
3. Conducting door-to-door surveys.
4. Tracking incoming phone calls and requests.
5. Determining media outlets that reach significant diverse audiences.
6. Gathering perceptions from the media about the progress of the response effort.
7. Identifying potential issues, problems, and rumors and report the information immediately to the Information Officer and appropriate agency or office.
8. Identifying potential detrimental rumors and rapidly determine effective ways to deal with them.
9. Identifying significant diverse communities and determine the most effective ways to communicate with them (e.g. media, fliers, posters, town meeting, etc.)
10. Monitoring the perceptions of the affected communities concerning the progress of the response.





MEDIA MONITORING	
Reports To:	INFORMATION GATHERING and ANALYSIS
Responsibilities:	<ol style="list-style-type: none"> <li>1. Gather information about the incident and display it in the JIC so that it is easily accessible to personnel answering inquiries and producing written products.</li> <li>2. Provide all members of the JIC with copies of news releases, fact sheets, current command message(s) and talking points.</li> <li>3. Establish contacts and maintain regular times to pick up information from all branches of the ICS/UCS.</li> <li>4. Maintain information boards in high traffic areas for response personnel.</li> <li>5. Respond rapidly to requests for the latest response information from other units of the JIC.</li> <li>6. Maintain information boards in high traffic areas of the Incident Command Post to keep response community informed.</li> </ol>



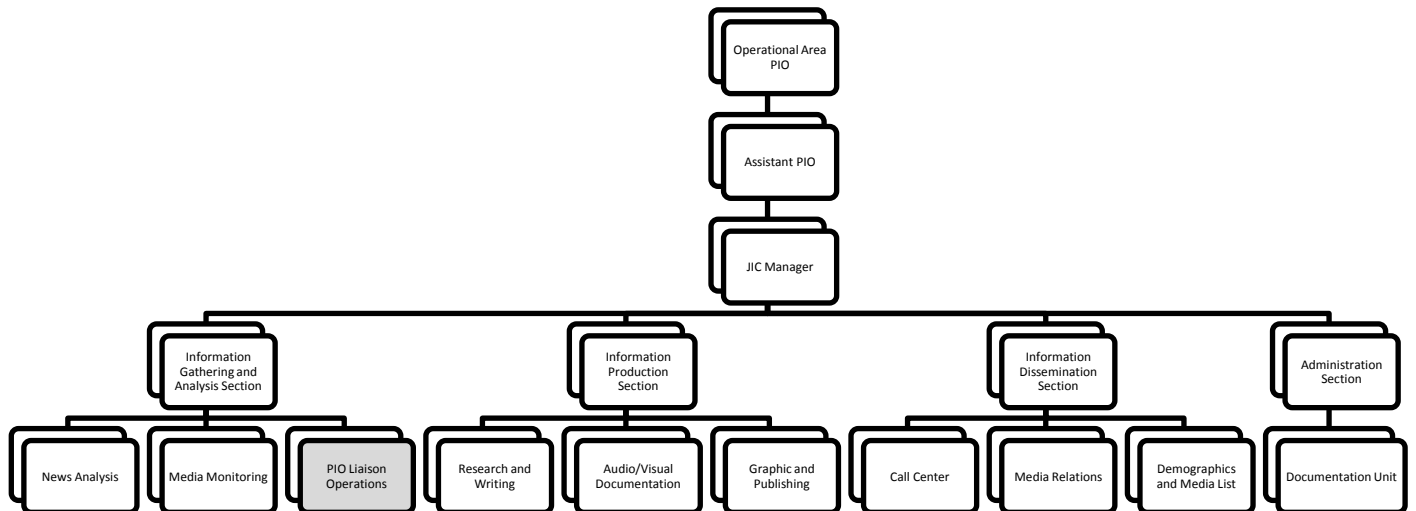
PIO LIAISON OPERATIONS

Reports To:

INFORMATION GATHERING and ANALYSIS

Responsibilities:

1. Prepare all spokespersons prior to interviews.
2. Conduct speaker preparation for Dissemination Section.
3. Provide guides to the field and Incident Command Post for media, community and distinguished visitors.
4. Analyze information gathered through news clips, telephone conversations, town meetings and news conferences.
5. Prepare for news conferences and town meetings.
6. Coordinate protocol activities and concerns with the Liaison Officer.
7. Ensure guides are available and scheduled in support of the Liaison Officer.
8. Ensure briefing packets are available to guides and the Liaison Officer for Congressional and VIP visits.
9. Inform appropriate federal, state, and local stakeholders of response activity.



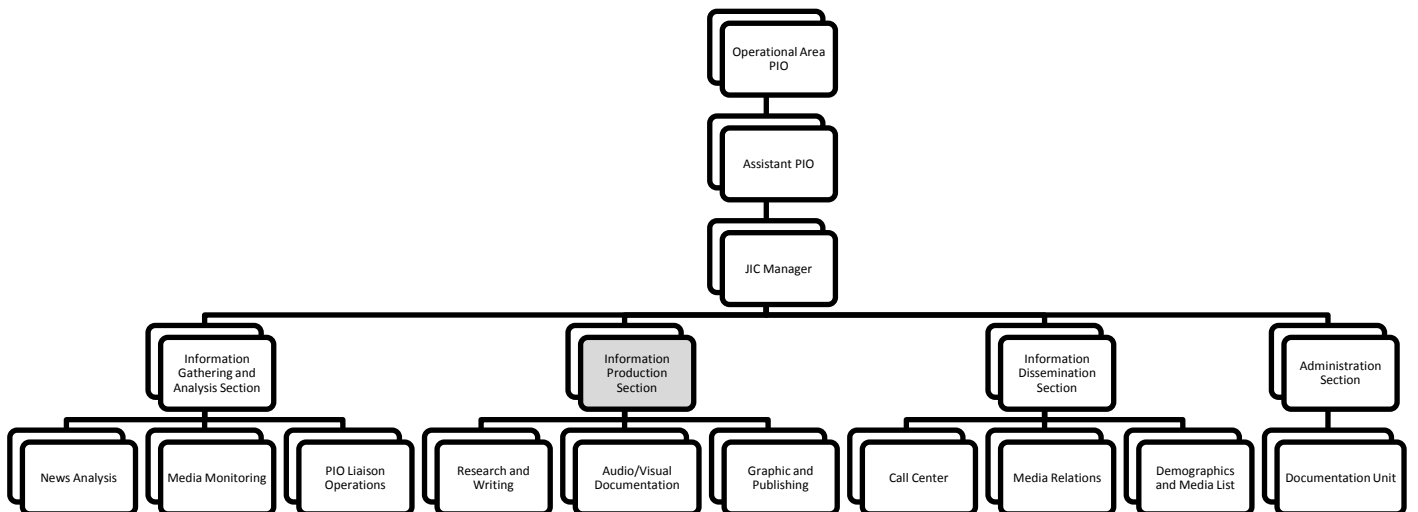
## INFORMATION PRODUCTION SECTION

Reports To:

JIC MANAGER

Responsibilities:

1. Produce media advisories.
2. Produce Public Service Announcements (PSA).
3. Produce written news releases.
4. Produce fact sheets.
5. Produce photographs and video.
6. Produce briefing packets.
7. Obtain approval for all releases, advisories, and other materials.



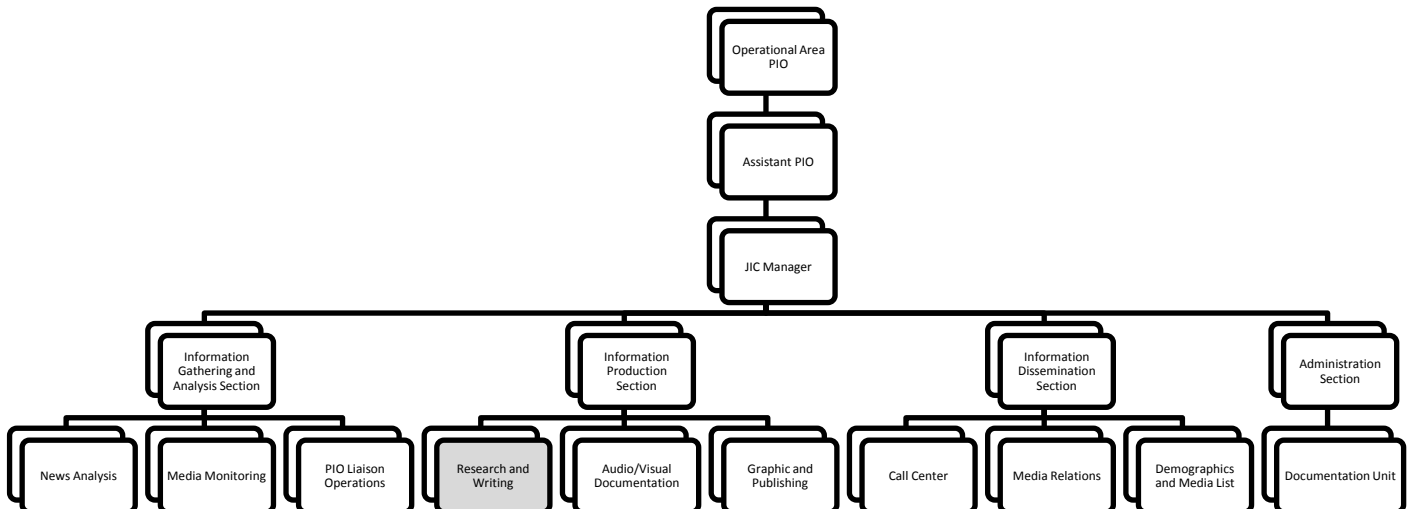
RESEARCH and WRITING

Reports To:

INFORMATION PRODUCTION

Responsibilities:

1. Gather information about the incident and display it in the JIC so that it is easily accessible to personnel answering inquiries and producing written products.
2. Provide all members of the JIC with copies of news releases, fact sheets, current command message(s) and talking points.
3. Establish contacts and maintain regular times to pick up information from all branches of the ICS/UCS.
4. Maintain information boards in high traffic areas for response personnel.
5. Respond rapidly to requests for the latest response information from other units of the JIC.
6. Maintain information boards in high traffic areas of the Incident Command Post to keep response community informed.
7. Produce media advisories.
8. Produce public service announcements.
9. Produce written news releases.
10. Obtain approval from HQ for all releases, advisories, and other materials (accurate information is essential in preventing public confusion, loss of credibility, and/or adverse publicity).
11. Produce fact sheets.
12. Produce news releases.



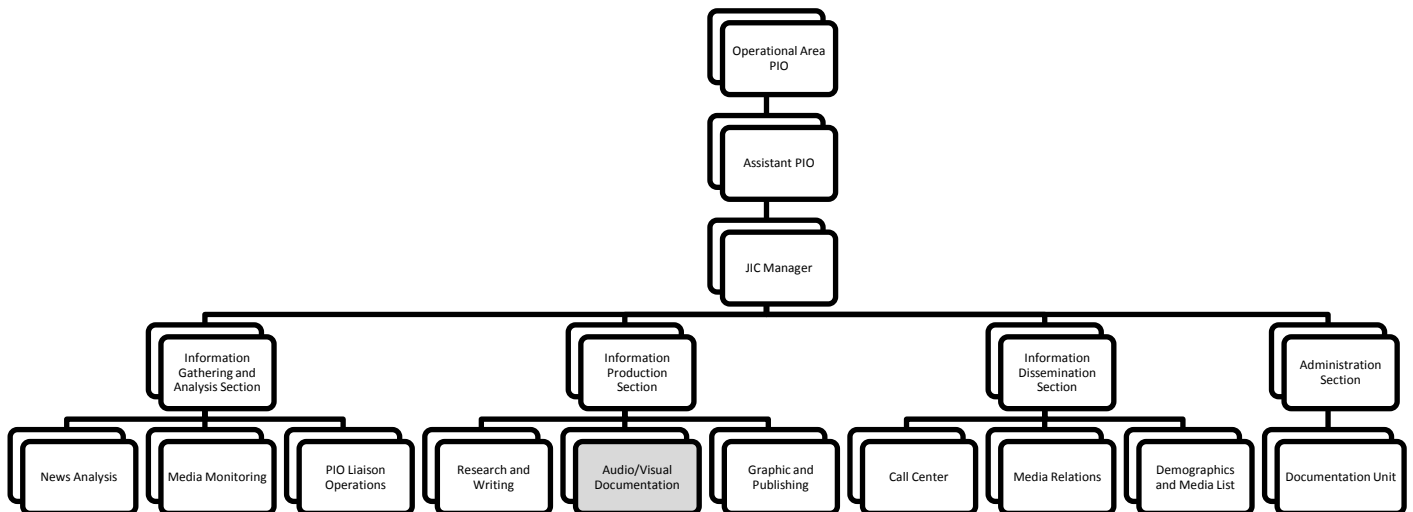
## AUDIO / VISUAL DOCUMENTATION

Reports To:

INFORMATION PRODUCTION

Responsibilities:

1. Produce photographs of newspaper/magazine quality.
2. Produce video of broadcast quality.
3. Manage and archive all photographers and videographers assigned to the incident.



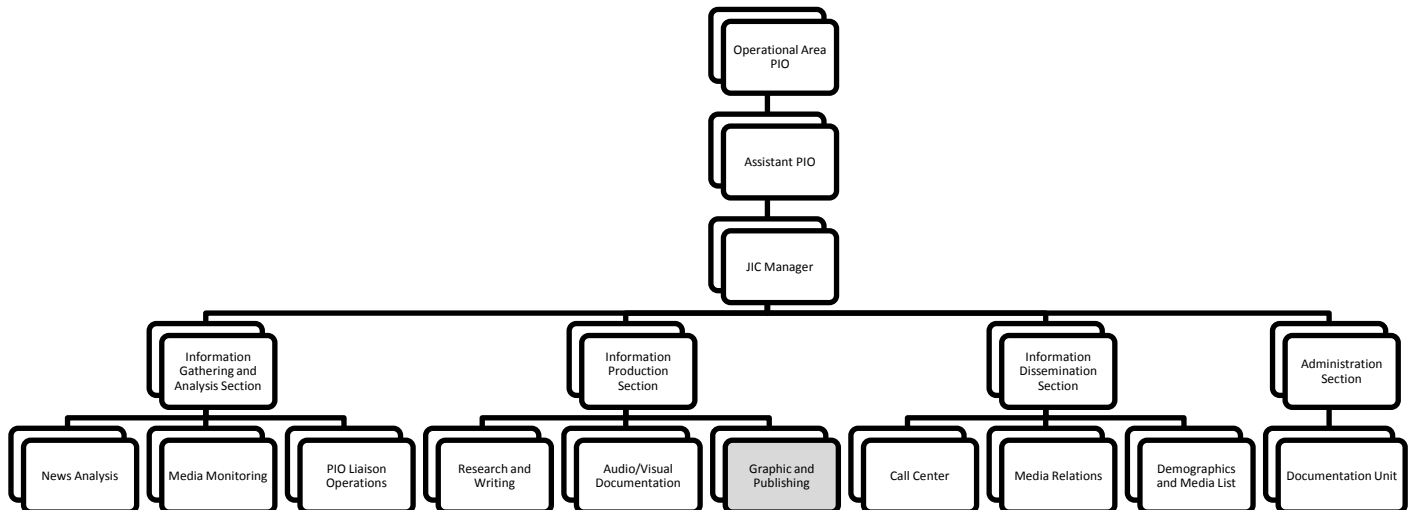
## GRAPHIC and PUBLISHING

Reports To:

INFORMATION PRODUCTION

Responsibilities:

1. Produce media advisories.
2. Produce public service announcements.
3. Produce written news releases.
4. Obtain approval from HQ for all releases, advisories, and other materials (accurate information is essential in preventing public confusion, loss of credibility, and/or adverse publicity).
5. Produce fact sheets.
6. Produce news releases.
7. Produce photographs of newspaper/magazine quality.
8. Produce video of broadcast quality.
9. Update social media releases (SMR).
10. Update web based publishing.



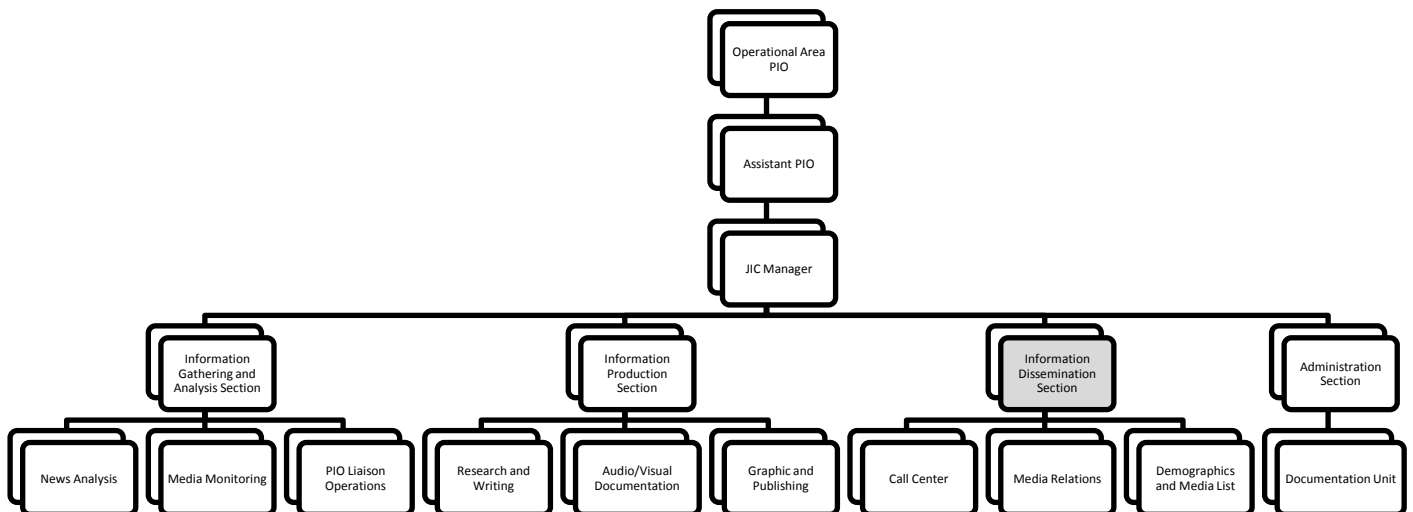
## INFORMATION DISSEMINATION SECTION

Reports To:

JIC MANAGER

Responsibilities:

1. Determine primary newspaper, radio and television outlets and identify other significant outlets, such as Internet, trade publications, etc.
2. Maintain a comprehensive and current media list.
3. Maintain a comprehensive and current media log.
4. Maintain a comprehensive and current list of community leaders.
5. Maintain a comprehensive and current log of all information released.
6. Coordinate community outreach programs.
7. Determine need and organize community meetings.
8. Prepare appropriate personnel for speaker presentations, news conferences, community meetings, single media interviews, and special events.
9. Schedule appropriate spokesperson necessary to conduct interviews with the media, community, and distinguished visitors.
10. Advise the PIO and Assistant PIO on times for news conferences and community meetings.



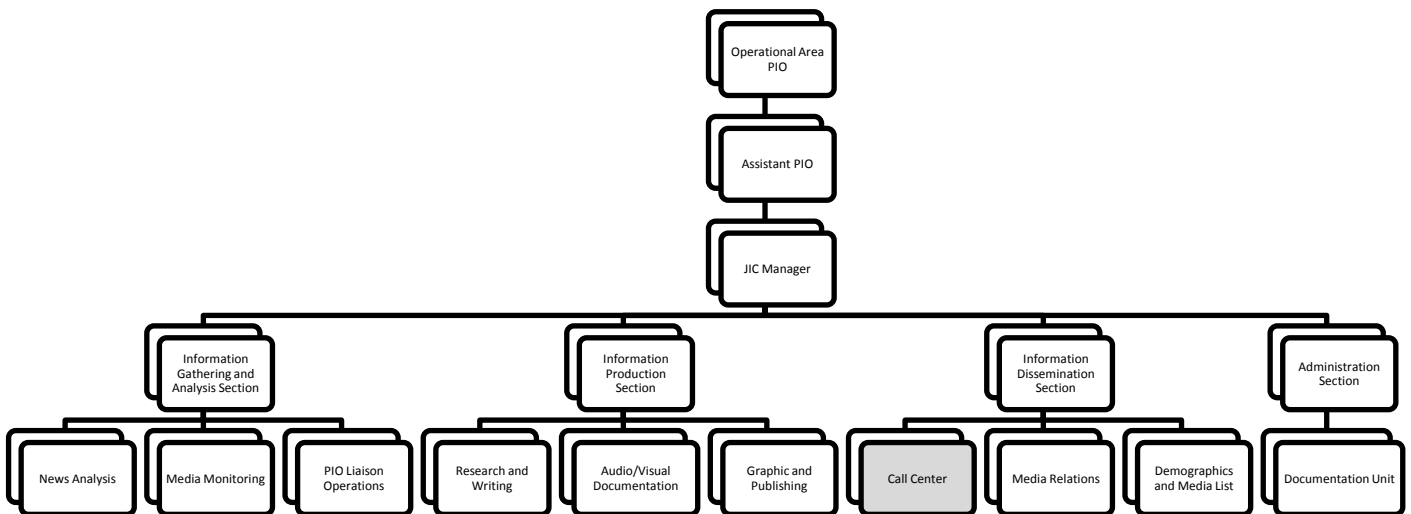
**CALL CENTER**

Reports To:

INFORMATION DISSEMINATION SECTION

Responsibilities:

1. A Call Center will be activated to respond directly to questions from the public using trained operators and at the direction of the PIO.
2. The Call Center disseminates information by responding to requests from the public.
3. The Call Center tracks trends, inaccurate information, misunderstandings, or misperceptions reported by the public and relays information to the JIC Manager.
4. Additional responsibilities of the Call Center include:
  - a. Produce detailed accounts of calls, including name, organization, phone numbers, nature of inquiry, and results.
  - b. Record questions that cannot be answered immediately and call back when the answers are found.
  - c. Provide a detailed list of volunteers that call into the Call Center, including name, phone number and nature of their offer (skills, availability, etc.) to the Volunteer Coordinator.
5. The Public Information Call Center number is (805)\_\_\_\_\_





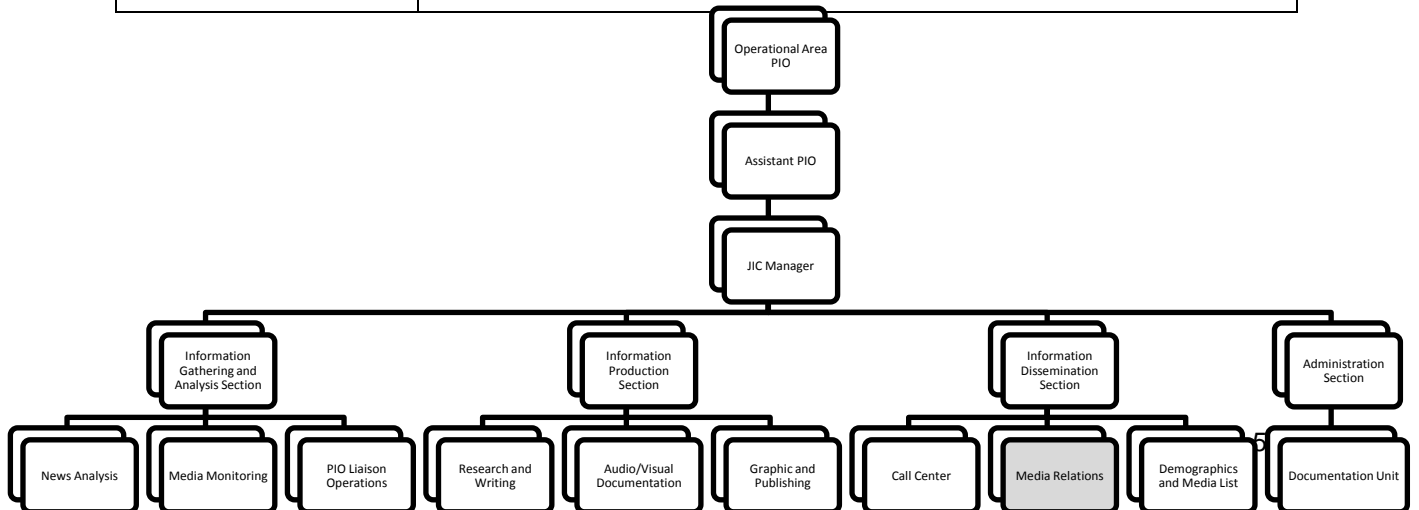
**MEDIA RELATIONS**

**Reports To:**

**INFORMATION DISSEMINATION**

**Responsibilities:**

1. Prepare speakers prior to interviews.
2. Conduct news conferences and town meetings.
3. Analyze print and electronic news clips.
4. Provide guide services to the media.
5. In coordination with the Liaison Officer, provide guide service as needed for community, distinguished, and congressional visitors.
6. Develop and implement community outreach programs.
7. Provide protocol support to the Liaison Officer.
8. Provide reception and phone screening support.
9. Monitor and maintain audience and stakeholder relations.
10. Support agency and team coordination.
11. Prepare appropriate personnel for speaker preparation, news conferences, town meetings, single media interviews, and special events.
12. Schedule appropriate spokespersons necessary to conduct interviews with the media, community, and distinguished visitors.
13. Schedule designated spokespersons to receive speaker preparation prior to each interview.
14. Advise the Information Officer and Assistant IO/JIC Manager on times for news conferences and town meetings.
15. Schedule field guides in coordination with Protocol Support Assistant.
16. Establish a daily drive-time call-out schedule that meets local radio and television deadlines. This will vary with each incident.



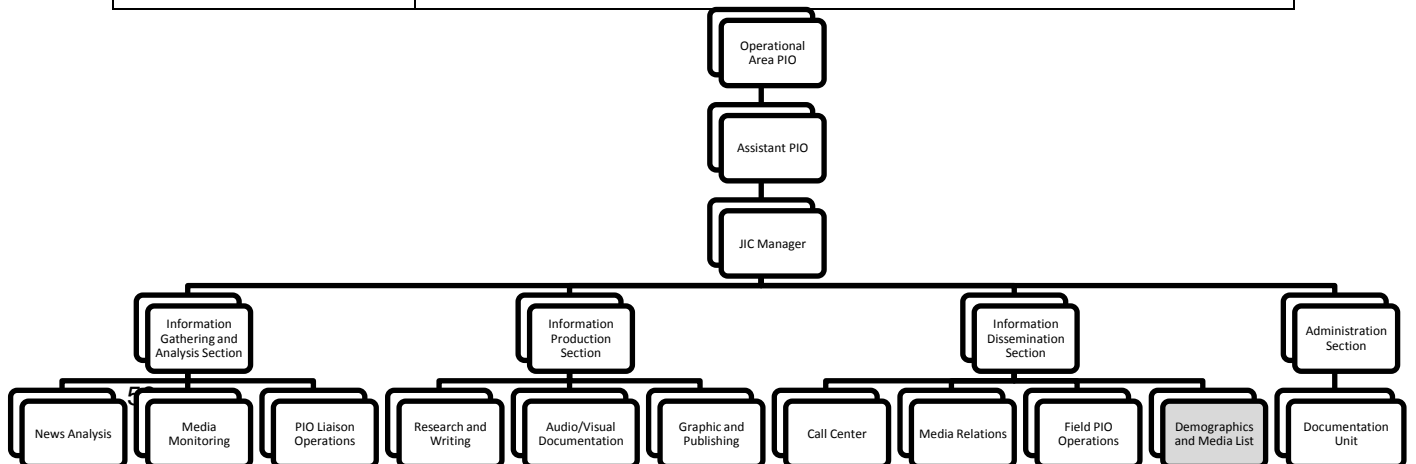
DEMOGRAPHICS and MEDIA LIST

Reports To:

INFORMATION DISSEMINATION

Responsibilities:

1. Determine primary newspaper, radio and television outlets and identifies other significant outlets, such as internet, trade publications, etc.
2. Produce detailed accounts of calls, including name and organization, phone numbers, nature of inquiry, and results.
3. Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers, and e-mail and postal addresses.
4. Maintain a comprehensive and current media log containing the date, name of Public Affairs Officer responding, reporter, action taken, nature of inquiry, fax number, and telephone number.
5. Maintain a comprehensive and current list of community leaders and points of contact that contain phone and fax numbers, e-mail and postal addresses.
6. Maintain a comprehensive and current list of interested stakeholder phone and fax numbers or e-mail addresses and gives a copy to the Liaison Officer.
7. Send written material to requestors as it is approved via fax, e-mail, and internet.
8. Staff the phones with people able to answer calls, possibly in more than one language, from local, state, national and international media, the community and governmental entities.
9. Record questions that cannot be answered immediately and calls back when the answers are found.
10. Respond to routine inquiries using talking points, speaker preparation, news releases, and fact sheets.
11. Maintain a comprehensive and current log of information released; all informational materials should be kept on a computer diskette and a diskette directory should be maintained.



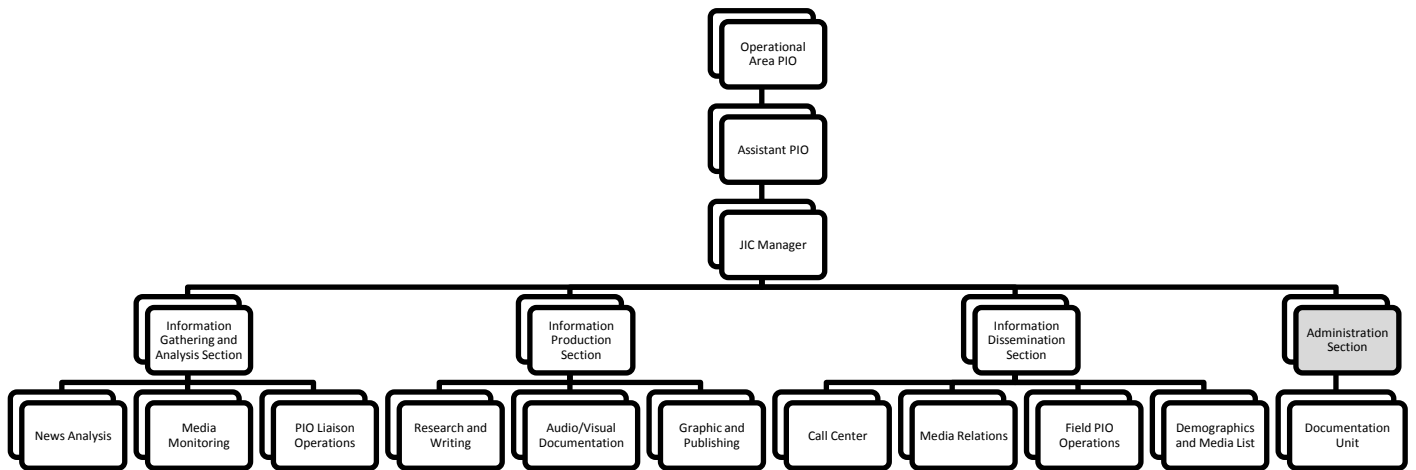
ADMINISTRATION SECTION

Reports To:

JIC MANAGER

Responsibilities:

1. Oversee all incident reports and records:
  - a. The EOC PIO will maintain reports and records, as needed, regarding the operation of a JIC. Such reports may be included in after action reports or incident response briefings.
  - b. The EOC PIO will provide invoices for and/or estimates of expended resources to the appropriate staff following the deactivation of a JIC.
2. Upon deactivation of a JIC, works with the Santa Barbara County OES to ensure that all supplies are restocked and other materials are readied for the next activation of the facility.
3. Maintains proper documentation for reimbursement of expended resources used at a JIC.



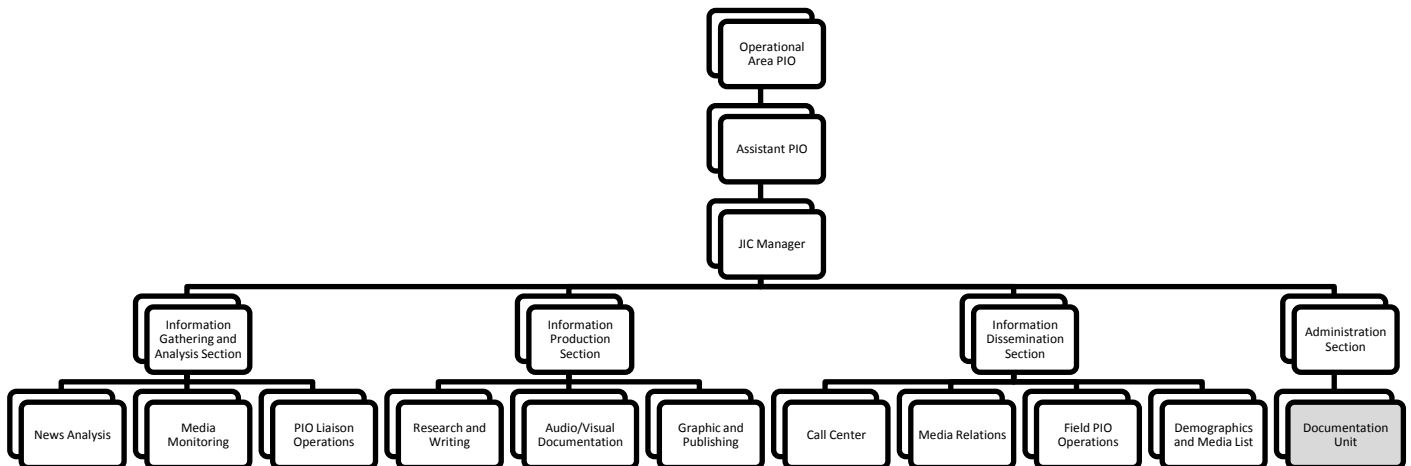
DOCUMENTATION UNIT

Reports To:

ADMINISTRATION SECTION

Responsibilities:

1. Create a compilation of all public information about the incident that can be used for post incident information requests, evaluations, and provides a case history that can be used as a reference for future events.
2. The incident documentation file will contain the following:
  - a. Draft, revised, and final news releases and Public Service Announcements (PSA)
  - b. Approval records of all products
  - c. Media contact log
  - d. News clips
  - e. Video of televised interviews and other coverage
  - f. Photographs
  - g. Copies of all products (e.g. talking points, agendas, flyers, etc.)
  - h. Staffing information (contact information and assignments)
  - i. Copies of legal notices
  - j. Copies of all incident-specific reports that contain daily updates, pollution reports, air quality reports, situation reports, etc.



## Types of Joint Information Centers

Incident	Typically, an incident specific JIC is established at a single location in coordination with federal, state and local agencies (depending on the requirements of the incident) or at the national level, if the situation warrants. It provides easy media access, which is paramount to success. (i.e. Typical JIC)
Virtual	A virtual JIC is established when a physical co-location is not feasible. It connects PIOs through email, cell/land-line phones, faxes, video teleconferencing, etc. (i.e. A pandemic incident where PIOs at different locations communicate and coordinate public information electronically)
Satellite	A satellite JIC is smaller in scale than other JICs. It is established primarily to support the incident JIC and to operate under their direction. (i.e. A subordinate JIC which is typically located closer to the scene)
Area	An area JIC supports multiple-incident ICS structures that are spread over a wide geographic area. It is typically located near the largest media market and can be established on a local, state or multi-state basis. (i.e. Multiple states experiencing storm damage participating in one area JIC)
Support	A support JIC is established to supplement the efforts of several incident JICs in multiple states. It offers additional staff and resources outside of the disaster area. (i.e. A JIC support facility outside of the incident area)
National	A national JIC is established when an incident requires federal coordination and is expected to be of long duration (weeks or months) or when the incident affects a large area of the country. A national JIC is staffed by numerous federal departments and/or agencies (i.e. A JIC in response to a national catastrophic or emergency event)

Telephone Procedures	
How to Answer the Phone	“Joint Information Center. This is ( <i>your first name</i> ). How may I help you?”
What If You Don’t Know the Answer to a Question?	<p>Ask the caller to hold while you get the answer for them.</p> <p>Ask the PIO, JIC Manager or other EOC personnel for assistance.</p> <p>If the information is not readily available, ask the caller if they would like to continue to hold or if they would prefer a call back with the information.</p>
Taking a Message <b>Use General Message Forms</b>	<p>If you are unable to provide the information requested and a response is not urgent, ask the caller if you may call them back with the information.</p> <p>Gather the following information when taking a message:</p> <p>Name: _____</p> <p>Organization (if applicable): _____</p> <p>Telephone Number: _____</p> <p>Information Requested: _____</p> <p>Advise the caller when you will call them back (i.e. 15 minutes, an hour, this afternoon, tomorrow, next week, etc.)</p> <p>Be sure to call back on the date/time you agreed to. If you don’t have the answer, let the person know that you are still working on finding the answer and will call them back.</p>
Returning a Call	Clearly identify yourself and why you are calling by stating: “This is ( <i>your first name</i> ) calling from the Santa Barbara County Emergency Operations Center. I am following up with you to provide the information you requested on ( <i>information requested</i> ).”

Evacuation Definitions	
Evacuation Warning	An evacuation warning means that residents should be prepared to leave immediately if their area is upgraded to an Order.
Evacuation Order	An Evacuation Order means that residents are being directed to leave their homes immediately.

Shelter In Place	
<p>Definition and Instructions</p> <p>CHECK WITH FEMA DIRECTIONS</p>	<p>“Shelter in Place” is a term for one of the best ways to protect you from a cloud of hazardous materials if an evacuation is not recommended or practical.</p> <p>When advised to shelter in place, follow these measures:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Immediately go indoors.</li> <li><input type="checkbox"/> Shut off heaters and air conditioning.</li> <li><input type="checkbox"/> Seal doors and windows with duct tape and wet towels.</li> <li><input type="checkbox"/> If you smell the hazardous material, cover your nose and mouth with a wet cloth.</li> <li><input type="checkbox"/> Do not call 9-1-1 for information. Call 9-1-1 for emergencies only.</li> <li><input type="checkbox"/> Listen to local news radio stations.</li> <li><input type="checkbox"/> Wait for an “All Clear” notification from a news radio station or Police or Fire personnel.</li> </ul> <p>When given the “All Clear,” you may open windows and doors and go outside.</p>

INFORMATION DURING A DISASTER	RESOURCE
Air Quality	Santa Barbara County Air Pollution Control District <a href="http://www.sbcapcd.org/">www.sbcapcd.org/</a>
Animal Shelters	County of Santa Barbara Animal Control <a href="http://www.sbcphd.org/as">www.sbcphd.org/as</a>
Evacuations	Santa Barbara County Sheriff's Department <a href="http://www.sbsheriff.org">www.sbsheriff.org</a>
Road Closures / COnditions	California Highway Patrol <a href="http://cad.chp.ca.gov">http://cad.chp.ca.gov</a> Santa Barbara County Roads <a href="http://www.countyofsb.org/pwd/">http://www.countyofsb.org/pwd/</a>
Shelters	Santa Barbara County Chapter American Red Cross <a href="http://www.sbredcross.org">http://www.sbredcross.org</a>
Weather	National Weather Service <a href="http://www.wrh.noaa.gov">www.wrh.noaa.gov</a>  Santa Barbara County Flood Control District <a href="http://www.countyofsb.org/pwd/">www.countyofsb.org/pwd/</a>



Job Aid: Acronyms / Abbreviations

<b>ARC</b>	American Red Cross
<b>ACS</b>	Auxiliary Communication Services
<b>CALTRANS</b>	California Department of Transportation
<b>CBO</b>	Community Based Organization
<b>CDF</b>	California Department of Forestry
<b>CISD</b>	Critical Incident Stress Debriefing
<b>CNG</b>	California National Guard
<b>DOC</b>	Department Operations Center
<b>DSW</b>	Disaster Service Worker
<b>EAS</b>	Emergency Alert System
<b>EDIS</b>	Emergency Digital Information System
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>FCC</b>	Federal Communications Commission
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOG</b>	Field Operations Guide
<b>GIS</b>	Geographic Information System
<b>HAZMAT</b>	Hazardous Materials
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IMT</b>	Incident Management Team
<b>JIS</b>	Joint Information System
<b>JIC</b>	Joint Information Center
<b>JRIC</b>	Joint Regional Intelligence Center
<b>MACS</b>	Multi Agency Coordination System
<b>NGO</b>	Nongovernmental Organization
<b>NIMS</b>	National Incident Management System
<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>NRF</b>	National Response Framework
<b>NWS</b>	National Weather Service

<b>OES</b>	Office of Emergency Services
<b>OSHA</b>	Occupational Safety and Health Act
<b>PIO</b>	Public Information Officer
<b>PVO</b>	Private Voluntary Organizations
<b>R911</b>	Reverse 911
<b>RESTAT</b>	Resources Status
<b>ROSS</b>	Resource Ordering and Status System
<b>SEMS</b>	Standardized Emergency Management System
<b>SITREP</b>	Situation Report
<b>SOC</b>	State Operations Center
<b>SOP</b>	Standard Operating Procedures
<b>SMR</b>	Social Media Release
<b>UC</b>	Unified Command
<b>USAR</b>	Urban Search and Rescue
<b>VOAD</b>	Volunteer Organizations Active in Disaster

## **Job Aid: Glossary**

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Area Emergency Management Coordinator:** Area Coordinators are assigned to work with county coordinators. The Area Coordinator is assigned to a Branch Office that serves the county. The Branch Coordinator serves as liaison between state and local governments, procures and coordinates necessary state resources.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Post:** A centralized base of operations established near the site of an incident.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Continuity of Government (COG):** Plans and procedures for ensuring the survival and operational capabilities of governmental processes and lines of succession. This includes the protection and maintenance of agency and departmental vital records.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Damage Assessment/Estimation:** The conduct of on the scene surveys following any disaster to determine the amount of loss or damage caused by the incident. Extent of damage is assessed in all types of disasters such as flash flood, tornado, winter storm, hurricane, nuclear power incident, and chemical explosion.

**Deputy:** The ICS title for a fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Disaster:** An occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made accidental, military or paramilitary cause.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Alert System (EAS):** A voluntary network of broadcast stations and interconnecting facilities, which have been authorized by the Federal Communications Commission to disseminate information during an emergency, as provided by the Emergency Alert System Plan. EAS is made up of AM, FM, and TV Broadcast Stations and non-governmental electronic communications operating in a voluntary organized manner during natural/man-made emergencies or disasters at national, state, or local levels. This system keeps the public informed.

**Emergency Management:** Organized analysis, planning, decision-making assignment, and coordination of available resources to the mitigation of, preparedness for, response to, or recovery from major community-wide emergencies.

**Emergency Medical Services (EMS):** Local medical response teams, usually rescue squads or local ambulance services, which provide medical services during a disaster.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

**Emergency Operations Plan:** An all-hazards document, which briefly, clearly, and concisely specifies actions to be taken or instructions to be given in the event of natural disasters, technological accidents, or nuclear attack. The plan identifies authorities, relationships, and the coordinated actions to be taken based on predetermined assumptions, objectives and existing capabilities.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. Also known as Emergency Responder.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Exercise:** Maneuver or simulated emergency condition involving planning, preparation, and execution for the identification of areas of strength and weakness for improvement of emergency plan (EOP).

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Federal Emergency Management Agency (FEMA):** A federal agency tasked with national emergency preparedness and disaster response. Responsibilities include assistance in all aspects of community planning, preparedness and response to the full range of likely disasters and emergencies, including recommendation for a Presidential declared disaster area and administration of disaster funds. Provides a range of expertise and administrative skills in community preparedness planning via state emergency offices. It also deals in flood insurance, temporary emergency housing, training of state and local emergency response personnel and funding of preparedness projects and functions.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Hazard Analysis:** A process used by emergency managers to identify and analyze crisis potential and consequences.

**HazMat / Hazardous Materials:** Any substance or material in a particular form or quantity, which the Secretary of Transportation finds may pose an unreasonable risk to health, safety and property.

**In-Place Sheltering:** Directing of personnel to remain in a building or seek shelter in a building or structure, in lieu of evacuation, for protection from a life safety threat.

**Incident:** An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Integrated Emergency Management System (IEMS) –**A system, which allows improved capability by all levels of government to mitigate, prepare for, respond to and recover from all disasters or emergencies.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Material Safety Data Sheet (MSDS):** Compilation of the health, flammability and reactivity hazards of a chemical. It is a legal document, required by the OSHA and SARA to be submitted to LEPC, SERC and local fire department by chemical manufacturer or importer.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated

resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Warning System (NAWAS):** The Federal Warning System, used to disseminate warnings of imminent natural disaster or enemy attack into a Regional Warning System, which passes it to the State Warning Points for action.

**National Weather Service (NWS):** A Federal agency tasked with forecasting weather and providing appropriate warning of imminent natural disaster such as hurricanes, tornadoes, tropical storms, etc.

**Non-governmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**On-Scene Commander:** Official who directly commands and allocates local resources and supervises all local operations at the scene.

**Operational Area:** An intermediate level of the State emergency organization, consisting of a county and all political subdivisions within the county area.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).



**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups and forces that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Response** – Activities occur immediately before, during, and directly after an emergency or disaster. They invoke lifesaving actions such as the activation of warning systems, manning the EOC's implementation of shelter or evacuation plans, and search and rescue.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Risk Analysis:** Assesses probability of damage (or injury) due to probable hazards, in light of the hazard analysis and vulnerability analysis.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Shelter:** A facility to house, feed, and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Guide (SOG):** Set of instructions having the force of a directive, covering features of operations which lend themselves to a definite or standardized guide without loss of effectiveness and implemented without a specific direct order from higher authority.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

**State Emergency Response Plan:** Plan designated specifically for State level response to emergencies or major disasters which sets forth actions to be taken by the State and local governments, including those for implementing Federal disaster assistance.

**State Emergency Response Team (SERT)** – A team of emergency response personnel from the Department of Crime Control and Public Safety who are dispatched to the scene of a disaster in order to evaluate conditions, offer advice and coordinate all recovery activities.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include ortho photo mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Traffic Control Points:** Places along evacuation routes that are manned to direct and control movement to and from the area being evacuated.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed.

**Vulnerability:** The susceptibility of life, property, and the environment to damage or loss.

**Vulnerability Analysis:** Identifies what is susceptible to damage. Should provide information on extent of the vulnerable zone or population in terms of size and types that could be expected to be within the vulnerable zone, private and public property that may be damaged, including essential support systems and transportation corridors; and environment that may be affected, and impact on sensitive natural areas and endangered species.

**Warning Point:** A facility that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.