



Chapter 9610

Joint Information Center Manual

Communicating during Environmental Emergencies

Northwest Area: Washington, Oregon, and Idaho

Table of Contents

Section		Page
9610	Joint Information Center Manual	9610-1
9611	Introduction	9610-1
9612	Incident Management System	9610-1
9612.1	Functional Units.....	9610-1
9612.2	Command.....	9610-1
9612.3	Operations.....	9610-1
9612.4	Planning.....	9610-1
9612.5	Finance/Administration.....	9610-2
9612.6	Mandates.....	9610-2
9612.7	Unified Command.....	9610-2
9612.8	Joint Information System.....	9610-3
9612.9	Public Records.....	9610-3
9613	Initial Information Officer – Pre-JIC.....	9610-3
9614	Activities of Initial Information Officer.....	9610-4
9615	Joint Information Center	9610-5
9615.1	Primary JIC Objectives.....	9610-5
9615.2	Overall JIC Objectives.....	9610-5
9615.3	JIC Set-up and Logistics.....	9610-6
9615.4	JIC Deactivation.....	9610-6
9616	JIC Organization, Positions, and Responsibilities	9610-7
9616.1	JIC Organization.....	9610-7
9616.2	Incident Information Sources.....	9610-7
9616.3	Information Officer (IO).....	9610-8
9616.4	Assistant Information Officer.....	9610-10
9616.5	JIC Manager.....	9610-10
9616.6	Information Gathering Unit.....	9610-11
9616.7	Fact Gathering Specialist.....	9610-11
9616.8	Status Board Specialist.....	9610-12
9616.9	Media Monitoring and Analysis Specialist.....	9610-12
9616.10	Rumor Control Specialist.....	9610-12
9616.11	Information Products Unit.....	9610-13
9616.12	Writer.....	9610-13
9616.13	Photographer/Videographer.....	9610-14
9616.14	Administrative Assistant.....	9610-14
9616.15	Website Specialist.....	9610-14
9616.16	Distribution Assistant.....	9610-15
9616.17	Media Relations Unit.....	9610-15

Table of Contents (cont.)

Section	Page
9616.18	Media Relations Specialist..... 9610-16
9616.19	Speaker Support Specialist 9610-16
9616.20	Field Specialist..... 9610-16
9616.21	Community Relations Specialist..... 9610-16
9617	JIC Protocols and Procedures.....9610-18
9617.1	Unified Command Approves News Releases 9610-18
9617.3	Coordination of Public Information among Other Agencies 9610-18
9617.4	Coordination with the Liaison Officer 9610-18
9617.5	Communication Plans 9610-19
9617.6	Incident Website and Social Media Accounts 9610-19
9617.7	Documents to the Documentation Unit..... 9610-19
9617.8	News Releases 9610-20
9617.9	Procedures for News Releases 9610-20
9617.10	News Release Distribution 9610-21
9617.11	Handling Media Calls 9610-21
9617.12	News Conferences 9610-22
9617.13	Moderators 9610-23
9617.14	Media Briefings 9610-23
9617.15	Tours for Media and VIPs..... 9610-23
9617.16	Media Pools 9610-24
9617.17	Editorial Board Meetings..... 9610-24
9618	Community Relations Protocols and Procedures 9610-25
9618.1	Public Meetings 9610-25
9618.2	Community Bulletin Boards 9610-26
9618.3	Community Websites..... 9610-27
9618.4	Information Centers 9610-27
9618.5	Telephone Hot lines 9610-27
9618.6	Door-to-Door Canvassing..... 9610-27
9618.7	Elevating Information 9610-27
9618.8	Interpretation and Translation..... 9610-27
9618.9	Using Volunteers 9610-28
9618.10	School Districts..... 9610-28
9618.11	Local Churches, Non-Profit, and Service Organizations.. 9610-28
9619	Analyzing Public Perception and Content..... 9610-28
9619.1	Content Analysis..... 9610-29
9619.2	Media Content Analysis..... 9610-29
9619.3	Community Feedback 9610-29
9619.4	Telephone Surveys..... 9610-29
9619.5	Focus Groups 9610-30
References	9610-30
Glossary, Acronyms and Abbreviations	9610-31
Daily Briefing Checklist (for IO or designee)	9610-52
JIC Supplies Checklist	9610-53
Washington Media Contacts by Media Market	9610-54
News Conference/Public Meeting Worksheet	9610-67
Audience Sign In	9610-68

Table of Contents (cont.)

Section	Page
News Release Sample – Initial	9610-69
Moderator Script Outline	9610-73
Agency Communication Managers E-List	9610-74
Field Escort Equipment and Communications Checklist.....	9610-75
Sample Questions for Focus Group or Interviews.....	9610-76
Focus Group Preparation	9610-77
Joint Information Center Communication Plan Outline	9610-78
Media Content Analysis Worksheet	9610-79

Joint Information Center Manual

9611 Introduction

This guide is designed to help communicators during response to environmental emergencies that do or may occur in the Northwestern U.S. – Washington, Oregon, and Idaho. In recognition of the new (December 2004) National Response Plan, Emergency Support Function #15-External Affairs Annex is included in the Resources Section. This JIC Guide is based on and draws heavily from the National Response Team (NRT) JIC model and serves as Section 9610 of the Northwest Area Contingency Plan. The Regional Response Team/Northwest Area Committee (RRT/NWAC) Communications and Public Outreach Workgroup will regularly update the contents of the document.

To submit comments or corrections, please use the RRT/NWAC Website:

<http://www.rrt10nwac.com/Comment/Default.aspx>

National Response Plan, Emergency Support Function #15 – External Affairs Annex” <http://www.fema.gov/pdf/emergency/nrf/nrf-esf-15.pdf>

9612 Incident Management System

9612.1 Functional Units

The Northwest Area Contingency Plan requires the use of the National Incident Management System to manage environmental emergencies. The organization of incident management is built around five major functions, including:

9612.2 Command

Command sets objectives and priorities; has overall decision-making responsibility. The Information Officer and the Liaison Officer are appointed by and report directly to the Incident Commander.

9612.3 Operations

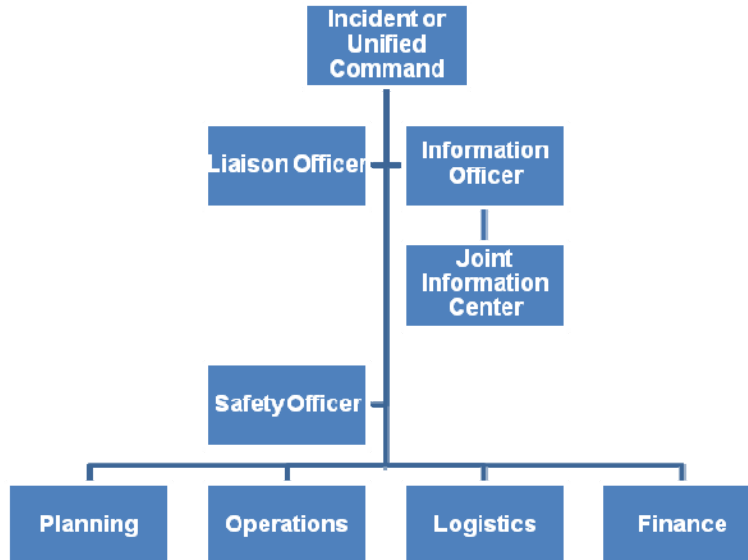
Operations conduct tactical operations to carry out response; develops tactical objectives and directs all resources.

9612.4 Planning

Planning develops plans to accomplish objectives; collects, evaluates, and provides most incident information; maintains resource status.

9612.5 Finance/Administration

Finance/Administration monitors and analyzes costs; provides accounting, procurement, and time recording.



9612.6 Mandates

Certain federal laws require incident response to be managed or co-managed by a Federal On-Scene Coordinator from the U.S. Environmental Protection Agency (EPA) or the U.S. Coast Guard (USCG) and, in some cases, the U.S. Department of Defense (DOD) or the U.S. Department of Energy (DOE). In addition, some of these laws grant broad legal authorities to the Federal On-Scene Commander.

Individual state mandates also contain requirements for designation of a State On-Scene Coordinator. For certain types of incidents, on-scene coordination may be delegated from a federal agency to a state counterpart. Federal on-scene coordination using the Incident Command System is required under these mandates or programs:

- National Oil and Hazardous Substances Pollution Contingency Plan;
- Comprehensive Environmental Response, Compensation, and Liability Act;
- Oil Pollution Act;
- Clean Water Act; and
- Occupational Safety and Health Act.

9612.7 Unified Command

When multiple organizations are involved in response, a Unified Command (UC) is established and may be composed of up to five on-scene coordinators, one each representing federal, state, tribal, and local jurisdictions, and the responsible party, when known. A Joint Information Center (JIC) is activated when the Unified Command model is used.

9612.8 Joint Information System

In response to most “routine” or “minor” environmental incidents, public information activities are carried out by the lead response agency, in coordination with other organizations. In these cases, the lead Information Officer usually conducts activities from the office or another remote location, as directed by the Incident Commander, via phone and e-mail with agency counterparts. Early notification and coordination includes timely review of draft news releases and other materials, and collaboration to determine other information needs.

9612.9 Public Records

Most information (with the exception of information about active enforcement, investigations and security sensitive matters) collected, generated, or distributed during incident response is part of the public record and can be potentially released to the media and public if requested. All response personnel should adhere to these public trust responsibilities and ensure that copies of all documents are maintained and submitted daily to the Documentation Unit.

9613 Initial Information Officer – Pre-JIC

When an incident occurs, there is a high demand for quick information. Public perception is often shaped by impressions formed in the first few hours of a response.

When a state environmental or emergency management agency, the Coast Guard or the EPA first learns about a spill, the respective Information Officers should quickly contact one another to share information in an effort to release a joint media statement. The goal should be to get this first release issued within 30 minutes of the initial notification and no longer than two hours after notification is received.

Until a JIC is established, communication with the media and other key audiences is carried out by a lead agency’s information office, either remotely or on-site. This Initial Information Officer carries out activities with or without assistance. The time needed to travel to the command post and have basic JIC operations in place will affect decisions about how and by whom communications are conducted. For example, issuing the initial news release within 30 to 120 minutes of notification may require that facts be provided over the phone or electronically to an agency Information Officer operating from the office or a remote location.

The Initial Information Officer is concerned with both communications (who to communicate with, both media and public) and logistics (how to communicate), if operating from the command post or remote locations.

In order to build trust with the public and among agencies responding to the incident, every press release should include a “cooperative response statement.” This statement should include, by name, all the primary participating agencies responding to the spill incident.

9614 Activities of Initial Information Officer

The following includes tasks an Initial Information Officer should accomplish within the first 24 hours of an incident response to set up a functional JIC:

- Share latest information immediately with other lead agencies. (Call the state environmental agency or call the Coast Guard and / or EPA);
- Sign in and receive necessary identification or clearance if operating on-scene (consider having the federal Transportation Worker Identification Credential (TWIC) card);
- Make contact with the Incident Commander or Unified Command;
- Obtain objectives for the response;
- Establish a dedicated phone line, e-mail address and Website, if possible, for inquiries from the media;
- Gather basic facts about the incident - who, what, when, where, and how;
- Make contact with the Situation Unit Leader and Environmental Unit Leader for incident information;
- Draft, spell-check, and proofread news release and information released to a Website;
- Obtain review and approval of all news releases and Web information by Incident Commander or Unified Command;
- Proofread and finish release. (If significant changes are made, the release must be re-approved by the Incident Commander or Unified Command);
- Obtain approval for fact sheets and Web-based information;
- Attach or post fact sheets, photographs, video footage or other information if relevant to the incident;
- Distribute initial news release to media, affected agencies, and other audiences within 30 minutes whenever possible, but no later than two hours;
- Contact other local agency communicators for assistance/information about their community;
- Respond to media calls and other requests for information;
- Conduct media interviews;
- Begin to develop a media plan, setting the next time and place for updates, briefings, news conference, etc. This should be closely coordinated with the Incident Commander and the Planning Section Chief;
- File copies or create a log of callers, time of calls, questions and responses;
- Find answers to questions by the media or key audiences;
- Brief the next shift of Information Officers; and
- Assess the need for community relations personnel.

Related Links

- Incident Status Summary – ICS Form 209.
- [JIC Supplies Checklist](#).
- [News Release Sample – Initial](#).

9615 Joint Information Center

A Joint Information Center (JIC) is created under Unified Command to effectively manage communication resources and public messages when multiple organizations are involved in incident response. The need to form a JIC is determined by the Incident Commander or Unified Command as advised by the incident Information Officer. Ideally, a JIC should be located in or near the incident command post and staffed by personnel from the participating organizations. If the JIC is located in the command post, it is imperative any media representatives present be given an adequate work space that is physically separated from working Command and General Staff personnel. Satellite JICs may be needed for response to major incidents involving large geographic areas.

9615.1 Primary JIC Objectives

- Gather, package, and distribute accurate information and data in a timely manner.
- Inform the public, primarily through the news media and a dedicated Website.
- Analyze public perception and community expectations.
- Evaluate communications.

9615.2 Overall JIC Objectives

- Gather, analyze, produce, and distribute information about the incident.
- Ensure timely release of accurate information to media and other audiences.
- Establish and maintain the official incident Website.
- Review, for approval or revisions, any public information developed in response to the incident by other agencies.
- Capture digital images in video and photos for use by response organizations and media.
- Develop, recommend, and execute public information products, plans, and strategies.
- Coordinate closely with incident Liaison Officer.
- Monitor and measure media content and public perception of the incident.
- Inform the Incident Commander / Unified Command regarding public reaction, attitudes, and needs.
- Prepare appropriate response personnel for news conferences and interviews.
- Identify and correct rumors and misinformation.

- Evaluate response communications when the JIC is deactivated.
- Produce a log and organize all JIC materials for distribution to the Documentation Unit each day.

9615.3 JIC Set-up and Logistics

A Logistics Section staff member, in consultation with local community leader(s) or state emergency management agency, may help select a location for and set up the JIC. A dedicated Information Technology Specialist may also be recruited.

JIC space should:

- Be located in or as near the command post as possible;
- Be large enough to accommodate the anticipated number of JIC personnel and the Liaison Officer, if possible, working in any given shift;
- Have adequate numbers of tables, chairs, and AC outlets or power strips approved within fire codes;
- Accommodate a phone bank with dedicated lines and computers connected to the Internet; and
- Provide quick access to printers, copier, fax, and e-mail.
- Two things needed immediately are:
 - A phone – if land lines are initially scarce, consider using a dedicated land line to take incoming calls from media and use cell phones to call out; and
 - A computer with necessary software, printer, and internet capability. Electronic distribution of news releases can be handled by the JIC or by an office of a participating agency.

Related Links

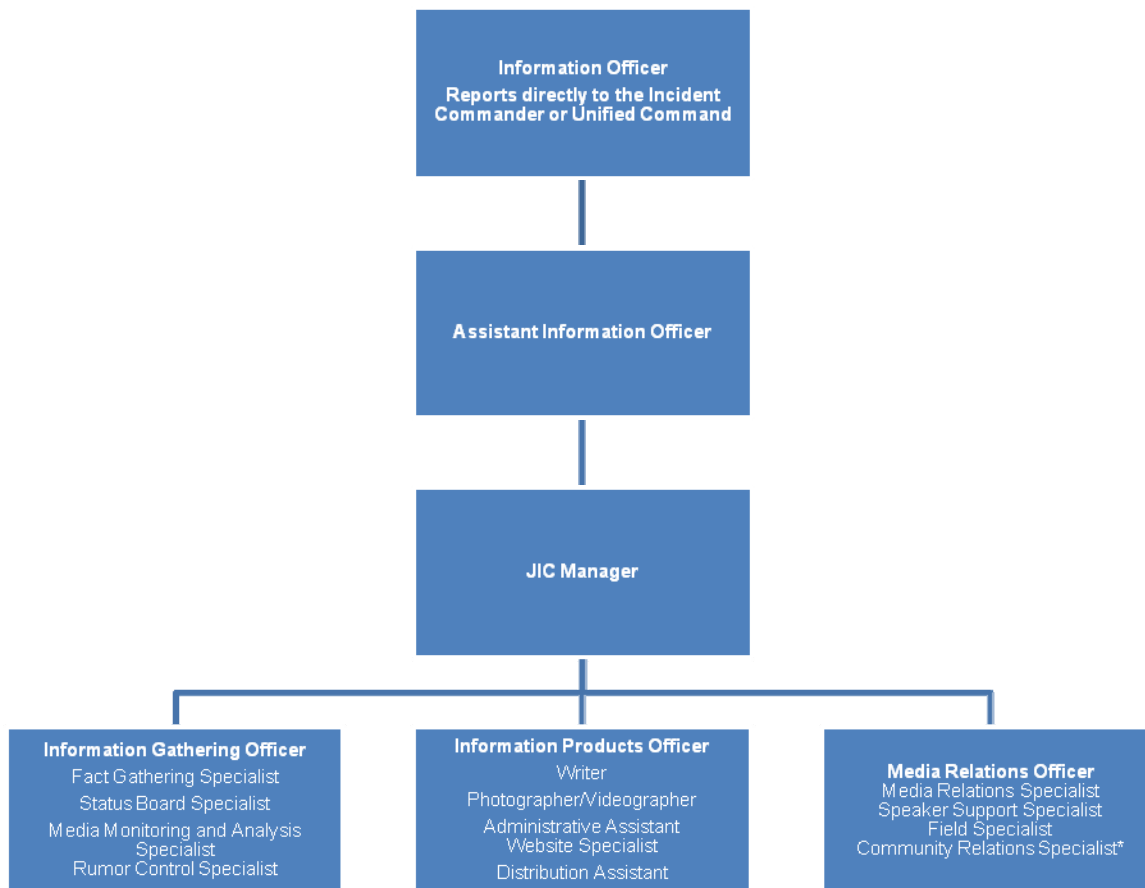
- [JIC Supplies checklist.](#)

9615.4 JIC Deactivation

The Incident Commander/Unified Command, with advice from the Information Officer (PIO), determines when to deactivate the JIC. When deactivating a JIC:

- Notify community and local officials about closing and provide regional contact information;
- Notify media and agency communication managers about closing and provide regional contact information;
- Prepare comprehensive deactivation news release for lead-agency headquarters approval and distribution;
- Provide casebooks to communication managers whose organizations will assume responsibility for ongoing information;
- Complete after-action report and participate in evaluation discussions;
- Return equipment and supplies;
- Update list of equipment and supplies; and
- Inventory and replenish “go-kits.”

9616 JIC Organization, Positions, and Responsibilities



9616.1 JIC Organization

A JIC is a flexible organization that can expand or contract, depending on the incident and number of available personnel. Staff within the JIC may be assigned to fill different roles from day to day, depending on priorities. While no two JICs are structured exactly the same, they should generally operate with key functional units filled by one or more personnel.

*An incident may require a significant community relations effort. In these cases, a separate Community Relations Unit should be formed.

9616.2 Incident Information Sources

The Situation Unit within the Planning Section generates and coordinates nearly all incident information. JIC personnel should review the job descriptions found in the Field Operations Guide for the Resource Unit Leader, Situation Unit Leader, and Environmental Unit Leader and be familiar with the information these groups can provide the JIC. A schedule must be established for information updates from these groups each day that conforms as close as possible to the Planning Cycle established by the Planning Section Chief. Determine what visual

materials or displays you will need for a press conference. You should work with the Situation Unit Leader to produce maps, or order display needs from the Logistics Section.

Examples of displays include:

- **Base Maps** – used in the field by field observers; these depict where the oil is, from a ground perspective, and where workers are;
- **Over Flight Maps** – used during over flights and depict where oil and equipment actually are located;
- **Resource Status Map** – depict where majority of response resources are operating;
- **Situation Maps** – depict where the oil is located; also can depict various Geographic Response Plans (GRPs) in the area, staging areas, command post, and other relevant materials;
- **Natural Resources at Risk and Protection Strategy Maps** – show where natural, cultural, and economic resources at risk are located and activities being done to protect them;
- **Trajectory Maps** – depict where the National Oceanic and Atmospheric Administration (NOAA) think the oil move go over time;
- **Road Maps** – depict road closures;
- **Nautical Charts**; and
- **Digital photographs and/or video.**

9616.3 Information Officer (IO)

The Regional Response Team/NWArea Committee prefers that the spiller not fill the IO position. This applies to both government agency and private industry spillers. However, the RRT/NWAC recognizes that unified command holds the discretion to fill the position with whomever they choose. Unified Command should consider credibility with the media and public, as well as previous experience in drills or spills, familiarity with the Northwest Area plan tools and policies and with the Emergency Management Support Function #15. Upon concurrence of unified command, the spiller may fill the IO position.

The RRT/Northwest Area Committee encourages responsible parties to designate an Assistant Information Officer (see below) to participate in meetings attended by the Information Officer and to be present during briefings by the Information Officer or delegate.

The IO is appointed by and reports to the Incident Commander or Unified Command. The IO should be trained in the Incident Command System (ICS), familiar with the NWACP and experienced in public affairs, public speaking, crisis communication, media relations, and principles of JIC management.

The IO will:

- Oversee JIC operations in accordance with this JIC Manual, ensuring adequate space, equipment, and available personnel;
- Appoint personnel to key positions based on skill level and previous training;
- Participate in Unified Command meetings and provide advice for handling issues;
- Develop public information plans, goals, and strategies for specific operational periods;
- Analyze public perceptions and make necessary strategic adjustments;
- Provide direction for handling controversial and sensitive issues;
- Establish daily schedules for news conferences, briefings, tours and public meetings. These should be closely coordinated with the Operational Planning Cycle. This ensures that the Information Officer has the latest information available;
- Prepare Unified Command for news conferences;
- Moderate news conferences and assist with public meetings. It is suggested that the task of news conference moderator be assigned to someone other than the spiller, if the spiller is filling the IO position;
- Conduct media briefings;
- Develop plans for media tours and assist the Liaison Officer with VIP tours and visits;
- Obtain approval from Unified Command to disseminate public information products;
- Seek general approval from Unified Command to post simple, factual updates to the Incident Website without UC review;
- Monitor traditional, electronic and social media, correct misinformation and identify trends and issues;
- Coordinate exchange of information among other sections and participating agencies; and
- Resolve disputes among JIC personnel or organizations involved with public information.

Related Links

- [JIC Supplies checklist.](#)
- [Daily Briefing checklist \(for IO or Designee\).](#)
- [News Release Sample – Initial.](#)
- [News Conference/Public Meeting Worksheet.](#)
- [Moderator Script Outline.](#)
- Daily Unit Log – ICS Form 214.
- Individual Log – ICS Form 214a.

9616.4 Assistant Information Officer

The Assistant IO (from the responsible party) helps the IO by carrying out assignments and tasks as directed by the IO. The Assistant IO may attend all the same meetings as the IO. The Assistant IO should have the same level of technical capability and qualifications as the primary IO, and should be prepared to assume the duties if the IO is unable to carry them out. Unlike a deputy, an assistant does not have decision-making authority unless specifically delegated by the IO and cannot step in for the IO in his / her absence.

9616.5 JIC Manager

When a JIC manager is required he / she is appointed by and reports to the Information Officer to supervise and coordinate activities of the Information Gathering, Information Products and Media Relations Units. The position should be filled by an experienced public information specialist with a similar level of technical capability and qualifications as the primary IO. They must be familiar with the Incident Command System. Necessary skills include managing people and projects, writing, editing, proofreading, and community and public outreach skills.

The JIC Manager:

- Ensures JIC operations and personnel are functioning well and promptly addressing emerging needs;
- Assigns JIC positions, work and deadlines;
- Notifies agency communication managers when the JIC has been activated;
- Reviews and revises, when necessary, public information materials developed by government agencies prior to Web-posting or distribution;
- Sets staff work hours and daily JIC operations schedule;
- Establishes internal communication procedures;
- Ensures approved, spell-checked news releases adhere to Associated Press style and other materials are distributed internally and externally;
- Requests Information Technology (IT) support from the Logistics Unit to install and provide expertise in computers and telephone equipment or programs; (JIC IT support typically is most needed in the first days of incident response and for ongoing periodic troubleshooting.)
- Completes daily unit log;
- Ensures all JIC costs are accounted for, including travel and other reimbursement vouchers, and provided to the Finance / Administration Section; and
- Briefs JIC personnel at the beginning of each shift.

Related Links

- [Agency Communication Managers E-List](#).
- Daily Unit Log – ICS Form 214.
- Individual Log – ICS Form 214a.
- [JIC Supplies checklist](#).

9616.6 Information Gathering Unit

Information Gathering personnel are responsible for gathering, analyzing, and displaying up-to-date information about incident response. They also monitor and respond to traditional and social media coverage, and attempt to control rumors. Information Gathering positions should be assigned to people with any combination of skills in public affairs, crisis response, journalism, JIC operations and management.

Information Gathering personnel:

- Gather, manage, and analyze information from all parts of the JIC and Unified Command;
- Post and distribute incident information to JIC personnel and to the Documentation Unit for posting in the command post;
- Respond rapidly to requests for information from Media Relations Specialists;
- Analyze and respond to media and social media reports; and
- Respond rapidly to breaking news and rumors.

9616.7 Fact Gathering Specialist

Fact Gathering Specialists gather, analyze, and distribute up-to-date information about incident response to other JIC personnel. A Fact Gathering Specialist essentially fills the role of “internal reporter” and must possess good listening, note-taking, and writing skills. Fact Gatherers should be familiar with the Incident Command System – especially the Planning Section Situation Unit – and have a working knowledge of key concepts, terminology, and subject matter. Fact Gathering Specialists must use critical resources including Operations Section briefings and Planning Section meetings. Fact Gathering Specialists should also request the Situation Unit Leader obtain specific types of information for the JIC.

The Fact Gathering Specialist:

- Attends Planning / Situation meetings, takes good notes, and seeks clarification when needed;
- Routinely checks for new or updated information from the Planning Section Situation Unit;
- Quickly finds and provides answers to questions from JIC personnel; and
- Locates fact sheets, maps, aerial photos, and other resources to be attached to and distributed with news releases or posted on the incident Website.

9616.8 Status Board Specialist

Status Board Specialists display incident information on status boards in the JIC. Status Board Specialists should work with the Planning Section's Situation Unit to maintain information boards in conspicuous areas of the ICP and in the field when possible. The Status Board Specialist should distribute copies of news releases, fact sheets, current command message(s) and talking points to all members of the JIC.

The Status Board Specialist:

- Displays information on status boards in the JIC; and
- Provides a synthesis of status-briefing information to members of the Information Products Unit and other JIC personnel.

Related Links

- Incident Status Summary – ICS Form 209.

9616.9 Media Monitoring and Analysis Specialist

The Media Monitoring and Analysis Specialists evaluate the content and accuracy of news and social media reports and identifies any trends or developing issues. Persons in this position should provide daily or more frequent coverage synopses of prominent/sensitive issues, inaccuracies and viewpoints and recommendations for corrections to the Media Relations Officer.

The Media Monitoring and Analysis Specialist:

- Monitors blogs and social media/networking sites;
- Monitors, clips, and distributes all incident-related news from print and electronic media;
- Gathers perspectives from the media, public, affected communities and other stakeholders about the progress of the response efforts; and
- Identifies potential issues of concern, problems and rumors and report information to the PIO, Rumor Control Specialist and appropriate agency or staff.

9616.10 Rumor Control Specialist

The Rumor Control Specialists receive, verify and ensure that facts are disseminated to dispel false rumors regarding the incident.

The Rumor Control Specialist:

- Monitors incoming emails, online communities (blogs, social networks), local print and broadcast media to evaluate / validate rumors;
- Receives rumor reports from others in response (e.g., Media Relations Specialist or Community Relations Specialist or those who work with media or the public in the field);

- Identifies and reports rumors that may cause greatest concern or problems to the Information Gathering Officer, Information Products Officer, Media Relations Officer, and Community Relations Officer/Specialist; and
- Reports results of each rumor investigation to Unit Officers noted above.

9616.11 Information Products Unit

Information Products personnel are responsible for developing, writing, and distributing information-based materials. Information Products positions should be assigned to people with some combination of skills in public information, journalism, photography, web management, desktop publishing, ICS and JIC experience.

9616.12 Writer

Writers produce news releases and nearly all other print material. At least one and often more, news releases are produced each day. Other products include fact sheets, talking points, meeting agendas, and presentation materials. Depending on staffing levels and skills, Writers may collaborate with Media Relations Specialists to produce radio feeds and visual material for media and others. They may also work closely with the Website Specialist (see below), who formats material for posting on the official incident Website and provides that material to other organizations for posting.

Writers should possess a combination of skills in writing, editing, design and layout.

The Writer:

- Develops communication and outreach products (e.g., news releases, talking points, briefings, fliers, fact sheets, public service announcements, etc.);
- Takes publication-quality digital photographs for media and other users;
- Produces digital broadcast-quality video clips, radio feeds and Public Service Announcements; and
- Develops briefing packets and handouts for news conferences, VIP tours, public meetings, and other venues.

Related Links

- [News Release Sample – Initial.](#)

9616.13 Photographer/Videographer

The Photographer/Videographer shoots high quality digital photos and video for release to the public and media. Personnel in this position should possess advanced skills and experience in digital photography, digital videography, and digital editing and broadcast production. In addition, it is possible that the Safety Officer may require HAZWOPER certification for the Photographer/Videographer to capture images from the hazard site.

The Photographer/Videographer:

- Shoots and edits photographs of high (print) quality;
- Shoots and edits video of broadcast quality;
- Catalogs and manages all photos and videos;
- Provides all photos and videos to the Administrative Assistant for the casebook and the Website Specialist for the JIC Website; and
- Obtains high quality photos or video from responders when possible.

9616.14 Administrative Assistant

An Administrative Assistant provides support to the Information Products Officer and his/her staff. This position ensures all information posted on the incident Website is timely, accurate, continuously updated, and approved by Unified Command.

The Administrative Assistant:

- Provides support for media briefings and town meetings;
- Works with Logistics Section to obtain, set up and run audio/visual support for briefings;
- Provides all JIC files and products to the Documentation Unit by the end of each shift;
- Establishes contacts and schedules regular times to retrieve information from all sections within the ICS structure;
- Catalogs, files and copies all JIC printed materials; and
- Produces and maintains a casebook.

9616.15 Website Specialist

The Website Specialist ensures all information posted on the incident Website is timely, accurate, continuously updated, and approved by Unified Command. The position also provides material to other organizations for Web posting and, if practical, monitors those Websites. The position should be filled by a person with strong skills in creating and formatting Web pages and working with digital images.

The Web Coordinator may be located in the command post or in a response agency's office to:

- Maintain and update incident Website and incident social media accounts;
- Route email inquiries to Media or Community Relations Specialists;
- Ensure appropriate approval of all items prior to posting on incident Website, blog or social media accounts;
- Maintain JIC blog if applicable;
- Use Incident Website and social media accounts as forums to address questions, concerns or misinformation found on other Websites, blogs and chat rooms; and
- Establish a link that directs users to the incident Website when the command post is deactivated.

9616.16 Distribution Assistant

Distribution Assistants are appointed by and report to the JIC Manager. They are responsible for e-mailing news releases, fact sheets, and other materials developed for the media and public. They may also distribute information door-to-door, when necessary. Coordination with the Liaison Officer will ensure distribution to numerous non-media audiences.

9616.17 Media Relations Unit

The Media Relations Unit is largely responsible for communicating with the media and the public. Personnel selected for these positions must possess experience in journalism, media relations, public affairs, public speaking, and crisis communications.

Media Relations personnel:

- Provide support for news conferences, briefings, public meetings, tours, and other activities;
- Support development and modification of communications and outreach strategies;
- Support development of materials and logistics for VIP tours;
- Field inquiries from reporters. (Stay on message. Stick with facts approved by Unified Command);
- Serve as incident spokespersons in print and broadcast media;
- Assist in organizing and hosting news conferences, media briefings, and public meetings;
- Coordinate with the Liaison Officer;
- Analyze news coverage and community feedback to determine effectiveness of communication efforts;
- Recommend and develop strategies for providing information to news media;
- Escort reporters and others during tours;

- Develop and implement community outreach programs;
- Identify and correct rumors or misinformation;
- Maintain records of media calls;
- Maintain contacts lists of media; and
- Promote story and feature ideas to target media.

9616.18 Media Relations Specialist

Media Specialists rely on Fact Gathering Specialists to provide and update information. Media Relation Specialists should have experience interacting with the media. Media Relations Specialists:

- Serve as incident spokespeople;
- Staff the media phone-bank and respond quickly to information requests, using talking points, news releases, and fact sheets as resources;
- Conduct print and broadcast media interviews;
- Prepare speakers prior to interviews; and
- Provide other Media Relations and JIC support as assigned.

Related Links

- [Media Content Analysis worksheet.](#)

9616.19 Speaker Support Specialist

Speaker Support Specialists coordinate meetings, interviews and other engagements.

Speaker Support Specialists:

- Identify, schedule and prepare response personnel and subject matter experts for news briefings and interviews;
- Advise the PIO and JIC Manager on times for news briefings; and
- Work with the Administrative Assistant regarding the set-up and audiovisual needs for news briefings and media interviews.

9616.20 Field Specialist

Field Specialists provide support to media and various JIC personnel in the field.

- Coordinate with the Safety Officer to make sure that it is safe to escort people to the incident scene;
- Ensure that media are properly prepared with information and equipment prior to field visits; and
- Accompany media to incident scene and other field locations.

9616.21 Community Relations Specialist

Community Relations Specialists are appointed by and report to the JIC Manager. However, they may work jointly with, or directly for, the Liaison Officer, depending on incident-specific needs. The Community Relations Specialist

should possess skills in public involvement, community outreach, public speaking, listening, and strategy development.

The Community Relations Specialist disseminates site-specific information developed by the Information Gathering Unit to the local community by methods other than mass media. Dissemination methods include:

- Community and public meetings;
- Community bulletin boards;
- Community Websites;
- Community Web calendar(s);
- Walk-in or walk-up information centers;
- Central community phone hot line (part of the JIC; use “dispatchers” to take all initial calls from both media and public; information about wildlife or where spilled oil is located must be reported to the Operations Section);
- Recorded message information;
- Door-to-door canvassing;
- Use of volunteers to disseminate community information;
- Contacts with schools and churches and community centers; and
- Contacts with non-profit and service organizations, including neighborhood groups.

A Community Relations Specialist:

- Assists the Liaison Officer with arranging tour logistics for elected officials;
- Assesses public perception, summarizes public concerns, or analyzes content when requested by the IO or JIC Manager;
- Elevates important community concerns or site-specific knowledge through the proper chain-of-command;
- Interprets (oral) or translates (written) incident information for non-English speaking communities;
- Provides background and context to the IO and JIC Manager about affected communities including information about local economic and cultural concerns, past impacts from spills or other disasters / emergencies, organizations that can provide community and individual support, and opinion leaders;
- Maintains records of public calls;
- Recommends and coordinates community outreach efforts or programs; and
- Determines need for and format of public meetings and other public gatherings.

Related Links

- [Field Escort Equipment and Communications checklist.](#)

9617 JIC Protocols and Procedures

A JIC is responsible for media relations and public information during incident response. The following protocols and procedures guide JIC activities.

9617.1 Unified Command Approves News Releases

Unified Command must approve all news releases prior to distribution. The Unified Command should review draft releases for factual accuracy – while avoiding getting bogged down in copy-editing.

The IO is responsible for ensuring that Unified Command review and approval occurs quickly. If approval is delayed because of disagreement about factual statements, the IO should employ two tactics:

- 1) Re-word statements to satisfy Unified Command or,
- 2) Delete disputed statement(s) and try to resolve any issues before the next news cycle.

9617.2 Unified Command Approves Web Content, Publications and other Materials

Besides press releases Unified Command also must approve other public information developed by individual agencies responding to an incident. Review and approval must occur prior to publication, Web posting, or distribution. The IO or delegate will help facilitate this process. Whenever possible, review is completed as soon as practical, but no more than within two hours. In some instances, such as posting simple factual updates from the Situation Unit (ISC 209-OS), the IO may negotiate with Unified Command whether these products need their prior review.

9617.3 Coordination of Public Information among Other Agencies

Coordination of public information by other agencies is required when the IO or JIC Manager notifies agency communication managers that a JIC has been activated. Coordination also occurs when public information specialists operate from their agency offices to form a “virtual JIC.” Especially in the case of a virtual JIC, the IO should ensure that news releases list points of contact from all organizations participating in the JIC. This coordination loop helps avoid surprises and aids Unified Command to speak with a consistent voice. The Information Officer, on behalf of the Unified Command, may be called upon to resolve disagreements that may arise.

Related Links

- [Agency Communication Manager E-List.](#)

9617.4 Coordination with the Liaison Officer

Coordination with the Liaison Officer is an important responsibility of JIC personnel. A Liaison Officer is appointed by and reports to the Unified

Command. The Liaison Office is the point of contact for federal, state, and local agency representatives and elected officials with a vested interest in the response. Calls received by the hot line may be directed to the Liaison Officer. The Liaison Officer coordinates all calls from public and private entities offering assistance or requesting information. The IO is responsible for ensuring that the Liaison Officer's messages are consistent with those from the JIC.

9617.5 Communication Plans

Communication plans for the JIC provide the context and tactics for achieving communication objectives. These plans should not be confused with the communication plan developed by the communications unit of the Logistics Section for the operational and tactical response. Plans are developed by the Information Officer for a specific operational period to help the JIC "get ahead of a story" or anticipate issues, pitfalls, problems, and opportunities. Personnel from various parts of incident command may be responsible for certain plan deliverables. Any response personnel affected by a communication plan should be included as early as possible.

Related Links

- [JIC Communication Plan Outline](#).

9617.6 Incident Website and Social Media Accounts

The incident Website may include news releases, fact sheets, photographs, video clips, maps, and other approved documents. The Website Specialist works closely with the JIC Manager to ensure all information posted is accurate, updated, and approved.

As early as possible after the initial response, the PIO is advised to secure general consent from Unified Command to post simple factual updates on the website and via established social media accounts without further UC involvement/approval. Such approval is meant to help the JIC be the first and best source of information. This will also help the Information Products and Media Relations Units manage rumors and supply time-sensitive and vetted information from a single release point.

9617.7 Documents to the Documentation Unit

All documents generated by the JIC must be provided to the Planning Section Documentation Unit at the end of each shift. These materials include:

- News releases.
- Fact sheets.
- Other material developed for the media or public.
- Talking points.
- Media query forms.
- Rumor forms.
- Phone messages.

- Copies of electronic messages, such as emails and social media entries.
- Communication plans.

While electronic files may be kept, a hard copy is vital for overall documentation of incident response from all sections of Unified Command. The Administrative Assistant is responsible for collecting all documentation at the end of a shift and providing it to the Documentation Unit.

Related Links

- [Daily Briefing checklist \(for IO or Designee\).](#)
- Incident Status Summary – ICS Form 209.

9617.8 News Releases

A news release is a written document distributed to media via e-mail within 30 minutes of response activation and thereafter as needed. The JIC should strive to meet news cycles (10:30 to 11 a.m. and 3:30 to 4 p.m.) and provide up-to-date information as much as possible throughout each operational period. The process can be streamlined by following the following guidelines:

- Limiting length to 250-300 words – about one printed page;
- Using 12 point Times Roman or 11 point Arial fonts (universal for all computers);
- Using quotes judiciously – if at all. Deciding who is quoted and what they say can take considerable time, but quotes can be important statements of empathy. Early narrative news releases represent the best place opportunities for quotes --ongoing releases are largely quantitative in content and don't need quotes;
- Avoiding logos or other layout flourishes that can keep press releases from getting past newsroom spam blocking programs and complicate electronic transmittal;
- Summarizing quantitative information; and
- Using an asterisk to indicate new information when updating frequently.

9617.9 Procedures for News Releases

- Write, edit, spell-check, and proofread draft release.
- Get review, approval from Unified Command or Incident Commander. (If significant changes are made, the news release must be re-approved by the Incident Commander or Unified Command.)
- Proofread and finish approved release.
- The news release should have “Joint Information Center” in the heading even though it may be distributed by a state agency, Coast Guard, EPA, etc.
- Post on JIC tracking board. Distribute to Unified Command and the Planning Section Distribution Unit to ensure distribution within the command post.

- Use news releases as key information sources when responding to calls and conducting JIC briefings / tours.

The news release process should roughly follow this process:

- **Fact Gathering Specialist:** Attends briefing or meeting, and obtains new information from Situation Unit; provides information to **Writer**.
- **Writer:** Writes news release, spell-checks, and proofreads; provides draft to IO for approval by UC.
- **IO:** Obtains approval from UC and returns to **Writer**.
- **Writer:** Incorporates changes and finishes the release. If changes are substantive, IO resubmits to UC for approval.
- **Website Specialist:** Formats and posts on incident Website.
- **Distribution Assistant:** Distributes to **Media Relations Specialist**; externally via e-mail and internally to designated locations.

9617.10 News Release Distribution

Timely distribution is crucial. Electronic distribution can be handled by either the JIC or a response agency's office – whichever is most expedient and up-to-date.

News releases and updates should be distributed to:

- News media;
- Governor's Office;
- JIC staff and other interested personnel in the response organization;
- Response organizations' headquarters and/or regional offices;
- State and congressional elected officials from that area;
- Tribal officials;
- Local officials and local emergency management departments;
- Special publications; and
- Environmental and other advocacy organizations.

The Community Relations Specialist and Liaison Officer are responsible for non-media distribution and they jointly maintain those distribution lists.

Related Links

- [Washington Media Contacts by Media Market](#)

9617.11 Handling Media Calls

The JIC's primary activity is handling media phone calls and electronic queries. News releases provide the basic reference for Media Relations Specialists who field calls from reporters or conduct on-camera interviews. It is essential adequate personnel be assigned to the media phone bank. Media Relations Specialists should use Media Query forms to track all media calls, questions, and answers. As much as possible, incoming calls from reporters should not be transferred to voice mail.

9617.12 News Conferences

News conferences should be held when there is new, important information. A news conference is generally held within the first 12-24 hours of a response and thereafter daily – even twice a day – for major incidents. The Incident Commander or Unified Command personnel are the main speakers at news conferences; however, technical specialists from other sections may also be needed. Personnel from nearly all positions in the JIC will play some part in preparation.

News conferences should not be held inside the incident command post due to privacy concerns and potential distractions to response personnel. Establish a consistent area to conduct media news conference / interviews that will not impact response personnel. To hold a news conference:

- Select the appropriate time – typically about two hours before news deadlines (10 a.m. or 3 p.m.), or as soon as possible after a major development;
- Whenever possible, select and schedule a location that is easily accessible, has power and plenty of parking, minimal background noise, and a good backdrop;
- Set up space (audio-visual, chairs, public address system, etc.);
- Notify media about time, location for the news conference, including a map or driving directions;
- Produce briefing packets with news releases, fact sheets, FAQs, maps, etc.;
- Identify speakers' order of presentation;
- Schedule and conduct speaker preparation in advance of the news conference. Speaker preparation is essential. Time spent will depend on incident circumstances. Each speaker should have one to three main messages that contribute to a good overall picture;
- Develop or rehearse Q&A for each speaker – not for distribution but help each member of Unified Command think ahead about answers to questions that may be asked;
- Appoint a news conference moderator – usually the IO – who will:
 - Greet the assembly;
 - Explain the purpose of the news conference;
 - Set the agenda;
 - Introduce the speakers;
 - Discuss format;
 - Call on reporters;
 - Provide sources for additional information;
 - Control the amount of time spent on any given subject; and
 - End the news conference on time.
- Sign in attendees;
- Call on local reporters first or early in the Q&A;

- Assign a JIC staff person to record the event with a digital recorder or camera;
- Assign a JIC staff person to take written notes of each question asked (and by whom), and answers given; and
- Assist reporters with any additional needs immediately following the news conference.

Related Links

- [News Conference / Public Meeting worksheet.](#)
- [Audience sign-in sheet.](#)

9617.13 Moderators

Moderators set the tone for and facilitate news conferences and public meetings. Have a predetermined message for each news conference. Provide correct spellings and titles for any speaker or place names with peculiar spellings. State the speakers' organizations and positions in the Unified Command.

- Do not let any one speaker or reporter dominate the news conference. Limit each speaker to about three minutes. Stick to that time.
- Remain available after the news conference.

Related Links

- [Moderator Script outline.](#)

9617.14 Media Briefings

Media briefings are less formal than a news conference and generally done by the IO or designee. A media briefing quickly provides certain types of information such as where cleanup crews will be working or where photographers and camera crews can get photos and video footage. They are a good way to also give reporters the day's general schedule and time of the next news conference, public meeting, etc. Send an advisory to reporters or make calls at least an hour in advance of JIC media briefings. All meeting and briefings should be scheduled on the daily meeting schedule, ICS Form 230, so that no conflicts occur.

Related Links

- Daily Meeting Schedule – ICS Form 230.

9617.15 Tours for Media and VIPs

Tours for media and VIPs should be planned for early in major incidents. Several JIC personnel will be involved in logistics, preparation, and escort. Coordination occurs with the Liaison Officer, Safety Officer, and Logistics Section to address protocol, safety requirements, transportation, and escort concerns. The Unified Command should be informed and may wish to accompany certain VIPs. To coordinate a tour:

- Work with the Operations Section to choose a few good vantage points for viewing incident effects and response work;

- Work with the Operations Section to make sure affected field personnel are alerted to tour schedules and that someone is designated to answer questions about their work;
- Work with the Logistics Section to arrange for group transportation;
- Obtain necessary safety gear and safety briefing for group members;
- Prepare information packets and talking points for tour guides, using only information approved by the Unified Command;
- Choose a technical responder, such as someone working in the Planning Section Environmental Unit, to accompany the tour and answer technical questions; and
- Drive and time the tour in advance.

Related Links

- [Field Escort Equipment and Communication checklist.](#)

9617.16 Media Pools

Media pools (for tours) may be necessary if access is restricted and should be used only as a last resort. Reporters don't like them, but will accept the decision if they understand the necessity. The IO will determine the need for media pools. It is key that journalists selected for media pools understand they are expected to supply copy, video, audio, or still photographs to all reporters requesting the material. Make sure local reporters are included in pools whenever possible. Follow the steps above for media tour preparation. A media pool should consist of:

- One TV video crew (camera operator, sound technician, and reporter);
- One still photographer from wire service, newspaper, or magazine;
- One print reporter from wire service, newspaper, or magazine; and
- One radio reporter.

9617.17 Editorial Board Meetings

An editorial board meeting might be requested if an incident command post operates longer than 10 days – or when there is strong and sustained public interest. Editors are a conduit to community opinion leaders. A JIC representative requests a meeting with a newspaper's managing editor and opinion page editor. Two or three Unified Command representatives should attend. Reporters may or may not be present.

Editorial board meetings do not typically result in a story, but may result in an opinion piece or serve as background for future stories. Editorial board participants should receive as much speaker preparation as they would before a news conference. Editorial board meetings are nearly always held at the newspaper's primary office.

To prepare for an editorial board meeting:

- Review articles about the incident and editorials from previous days and week to have a sense about what editors are thinking and reporters are writing.
- Develop two to three key messages for each speaker.
- Conduct a dry run of speakers and prepare with Q&A.
- Develop information packets that include names and contact numbers.
- Provide corrections if the paper has published serious factual errors its reporters and / or editors have refused to correct. Do not belabor minor points; and
- Expect the meeting to last 30-45 minutes.

9618 Community Relations Protocols and Procedures

9618.1 Public Meetings

Public meetings are necessary under a variety of circumstances. Many JIC personnel play a role in organizing and hosting public meetings. The JIC Manager works with the Community Relations Specialist and Liaison Officer as well as other JIC staff to determine the need and format of meetings. Options include open house events with multiple information displays, or more traditional venues featuring speakers with audience questions. The Liaison Officer coordinates with local elected officials who may – or may not – wish to participate. A representative of the responsible party, if known, should consider using a public meeting as an opportunity to express regret about the incident.

Based on Information Officer's recommendations, Unified Command will make decisions on whether to hold public meetings and / or mobilize a Community Relations Specialist or Unit. IO recommendations should be based on one or more factors including:

- Injuries or deaths as a result of the incident;
- Potential health risks;
- Degree of community outrage, fear, or grief;
- Damage to the natural environment or potential harm to wildlife;
- Proximity of incident, command center, or staging areas to neighborhoods, schools, and other key community resources;
- Lack of local news and information sources or disproportionate media attention;
- Need for road detours and other emergency measures;
- Damage to or restriction from community resources like parks or public buildings;
- Damage to cultural resources;
- Response efforts continuing for several days or more;
- Widespread rumors and other unconfirmed or inaccurate information; and

- A community's or responsible party's past history with a disaster or emergency response.

To prepare for a public meeting:

- Select the time and a location that is easily accessible and Americans with Disabilities Act (ADA) compliant, with plenty of parking, power, and minimal background noise. It is always best to conduct a meeting at the end of the work day to ensure adequate time for community members to arrive after getting off work;
- Determine meeting format (open house, audio / visual presentation, panel discussion, web conference);
- Ensure adequate set-up (tables, chairs, easels, displays, sound system, etc.);
- Identify speakers with technical expertise (health, wildlife, fish / shellfish, tribal interests, economic impacts, etc.);
- Schedule and conduct speaker preparation;
- Arrange for language interpreters, if needed;
- Develop talking points and internal Q&A for speakers;
- Develop and package handouts and presentation materials;
- Appoint a meeting moderator;
- Staff a sign-in table and information posts; and
- Handle inquiries from media and public.

Related Links

- [News Conference/Public Meeting worksheet.](#)
- [Moderator Script outline.](#)
- [Audience sign-in form.](#)

9618.2 Community Bulletin Boards

Community bulletin boards can be placed at frequently-visited locations in communities such as grocery stores, libraries, schools, churches, Chamber of Commerce office, fire stations, ferry terminals,, bus stops, park-and-rides, tourist information center, public boat launches / marinas, coffee shops, community centers, and fishing license outlets.

These bulletin boards convey information that is especially pertinent to local residents or recreationists, including road closures, transportation detours, boating restrictions, health considerations, reporting oiled birds or wildlife, etc. Posted materials can include maps, fact sheets, news releases, and contact information. Bulletin boards must be updated frequently. Postings must be removed when information is outdated or no longer relevant.

9618.3 Community Websites

Community Websites and community Web calendars can also serve as credible communication tools for the same type of information posted on community bulletin boards. Some public access channels can also provide simultaneous webcasts and/or cable broadcasts of meetings.

9618.4 Information Centers

Walk-in or walk-up information centers should be considered when there is a high demand for public information due to circumstances such as evacuations, human health risks, property damage, and environmental damage.

9618.5 Telephone Hot lines

Telephone hot lines or recorded message lines can be a useful tool to provide residents with a phone number dedicated for community calls. This helps ensure citizen calls are not pre-empted by other priorities and keeps the main JIC line reserved for media. Recorded messages may be appropriate to inform residents about rapidly-changing conditions such as road closures, potentially harmful exposure to pollution, and progress about incident response. Recorded messages should be updated frequently to provide information to callers who might otherwise swamp incoming telephone lines. If a hot line is established, the Community Relations Unit needs to be adequately staffed to handle the volume of calls.

9618.6 Door-to-Door Canvassing

Door-to-door canvassing can be used when it is important to warn, instruct, or reassure residents. This method can help inform residents about what they are hearing, seeing, or smelling, and can correct rumors or misperceptions. If evacuation is recommended and / or required, notification is generally the responsibility of the local sheriff's office and should not be initiated by the JIC.

9618.7 Elevating Information

Elevating information that may have value to the Unified Command or Incident Commander is a rare, but important, function of the Community Relations Specialist/Unit. For example, if a local citizen or group raises an issue or has knowledge that may aid or hamper the response, that information should be elevated through the proper chain-of-command.

9618.8 Interpretation and Translation

Interpreting or translating incident information into other languages may be needed in communities with a large community of non-English speaking residents. For further information about non-English speaking populations, go to the [U.S. Census Website](#).

Some agencies maintain lists of employees with language skills who might be recruited for incident response. Ecology has five multi-lingual teams fluent in Spanish, Chinese, Korean, Russian, and Vietnamese. Some communities also

have readily-available resources for overcoming language barriers (such as the Immigrant and Refugee Organization in Portland).

Other resources that may have language services include community groups, community centers, and local churches. While community members may have credibility and trust within the community, they may lack the translation skills for technical information. It is good to keep in mind that many languages have different dialects which can hamper interpretation.

9618.9 Using Volunteers

Using credible community volunteers to disseminate information door-to-door or staff an information center can be useful in building trust. Volunteers also can be a critical resource when many residents need to be individually contacted in a short amount of time. Unified Command must always approve using volunteers. They must be properly trained to understand the scope and limitations of their role. One source of well-trained emergency volunteers is the Community Emergency Response Teams (CERT) found through emergency management departments in many counties.

9618.10 School Districts

Local school districts should be notified immediately. In addition to providing necessary safety precautions for students, schools have excellent systems for providing information to families. Schools are also good places for public meetings and other response assistance.

9618.11 Local Churches, Non-Profit, and Service Organizations

Local churches, non-profit, and service organizations can provide communication networks to inform members, and often have available meeting space or other types of support. These organizations have the additional value of credibility among their constituents.

9619 Analyzing Public Perception and Content

To provide Unified Command with the best possible communications guidance, a JIC must have accurate, ongoing analyses of public perception and media content. Given the quick pace of an incident response, this analysis may not be formal. The Community Relations Specialist and Media Monitoring and Analysis Specialist will play a big role in determining public perception and working with JIC personnel to:

- Monitor primary newspaper, radio, television, and Websites;
- Attend town meetings;
- Conduct phone or door-to-door surveys;
- Coordinate and facilitate focus groups, depending on the magnitude of the incident;
- Track calls and requests from reporters and the public;
- Identify potential problems or rumors – and report them immediately to the Information Officer and appropriate agency or office; and

- Identify significant minority communities and determine the most effective ways to communicate with them.

9619.1 Content Analysis

Content analysis is the review of both media reports and community comments to help determine the effectiveness of JIC communication efforts. Areas for evaluation include visual images, information sources, factual statements, and key messages. In conducting an evaluation, consider:

- Overall themes or key messages in media reports and quotes by local citizens;
- Statements about confusion, fear or anger;
- Visual images used by media or described by citizens, including metaphors, analogies, or stories;
- Information sources quoted by media reports or community members; and
- Accuracy of “factual” statements.

9619.2 Media Content Analysis

Media content analysis includes:

- Length of a news report, either as broadcast minutes, newspaper column-inches, and number and tone of media blog entries;
- Placement of news articles – lead stories, front page, or placed elsewhere;
- Sources quoted in news reports;
- Accuracy of “factual” statements;
- Key messages stated by sources, quoted in the report, or implied as the overall theme of the report or interview;
- Visuals such as pictures, word analogies, or anecdotal stories that help explain environmental, health, or safety issues; and
- Negative words or phrases that might influence public perception or understanding of the issue.

Related Links

- [Media Content Analysis worksheet.](#)

9619.3 Community Feedback

Community feedback helps a JIC shape, modify, and target communication products and strategies – especially when there is a high degree of public outrage. Community feedback tools include questionnaires at public meetings or posted on Websites and blog sites, surveys conducted door-to-door or by phone, and focus groups. Use of these methods is dependent on the magnitude of the incident.

9619.4 Telephone Surveys

Telephone surveys can be conducted randomly or targeted to elected officials, organization directors, church pastors, school principals or counselors,

neighborhood association officers, police or fire department personnel, and others in the affected community.

9619.5 Focus Groups

Focus groups involve a moderator who interviews and facilitates a discussion among multiple people at the same time. Focus groups yield a great deal of qualitative information. The moderator should be skilled in interview techniques and facilitation, with good listening abilities.

Sometimes, specific concerns point to the need to target a distinct group, such as Indian tribes, or workers or residents directly affected by the incident. In other cases, a broad assessment is desired, with people representing different organizations, points of view, ethnic backgrounds, neighborhoods, incomes, professions or other variables. The goal is to get as complete a picture as possible of the different perceptions regarding incident response.

Related Links

- [Sample Questions for Focus Group of Interview.](#)
- [Focus Group Preparation.](#)
- [Audience Sign-in Form.](#)

References

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Glossary, Acronyms and Abbreviations

Acronyms and Abbreviations

The following are taken mostly from the National Response Team JIC Model. These acronyms, abbreviations, and terms used in the marine, petroleum, and environmental fields. They are listed as reference, but should be avoided in materials and presentations developed for the public.

Acronym	Definition
API	American Petroleum Institute
ACP	Area Contingency Plan
BBL	Barrel
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601 et seq); also known as Superfund
CFR	Code of Federal Regulations
CWA	Clean Water Act
Decon	Decontamination
DOD	United States Department of Defense
DOE	Washington State Department of Ecology (preferred acronym is "Ecology")
DOE	United States Department of Energy
DHHS	United States Department of Health and Human Services
DHS	United States Department of Homeland Security
DNR	Washington State Department of Natural Resources
DOI	United States Department of the Interior
DOJ	United States Department of Justice
DOL	United States Department of Labor
DOT	United States Department of Transportation

ECY	Washington State Department of Ecology
EOC	Emergency Operations Center
EPA	United States Environmental Protection Agency
ERT	Emergency Response Team
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide (for ICS / UCS)
FOSC	Federal On-Scene Coordinator
FRP	Federal Response Plan
FRERP	Federal Radiological Emergency Response Plan
GIS	Geographic Information System
GSA	General Services Administration
GRP	Geographic Response Plan
HazCom	Hazard Communications Program (29 CFR 1910.1200)
HazWoper	Hazardous Waste Operations and Emergency Response (29 CFR 110.120)
IBRRC	International Bird Rescue Research Center
IC	Incident Command/Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDEQ	Idaho Department of Environmental Quality
IO	Information Officer
ISB	In situ burning
JIC	Joint Information Center
LEL	Lower explosive limit
LO	Liaison Officer
LNG	Liquefied natural gas
LPG	Liquefied petroleum gas
LOSC	Local On-Scene Coordinator
MSDS	Material Safety Data Sheet
MSO	Marine Safety Office (USCG)
NCP	National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)
NEPA	National Environmental Policy Act
NIIMS	National Interagency Incident Management System
NIOSH	National Institute for Occupational Safety and Health
NMFS	National Marine Fisheries Service (now NOAA Fisheries)
NOAA	National Oceanic and Atmospheric Administration
NRDA	National Resource Damage Assessment
NRT	National Response Team
ODEQ	Oregon Department of Environmental Quality
OPA 90	Oil Pollution Act of 1990
OSC	On-Scene Coordinator
OSHA	Occupational Safety and Health Administration
OSRO	Oil Spill Removal Organization
PEL	Permissible exposure limit
PPE	Personal protection equipment

ppm	parts per million
PRC	Primary response contractor
PSI	Pounds per square inch
RCRA	Resource Conservation and Recovery Act
RP	Responsible Party or spiller
RPOSC	Responsible Party On-Scene Coordinator
RRT	Regional Response Team
SARA	Superfund Amendments and Reauthorization Act of 1986
SCBA	Self-contained breathing apparatus
SOSC	State On-Scene Coordinator
SSC	Scientific Support Coordinator (NOAA)
STEL	Short-term exposure limit
STORMS	Standard Oil Spill Response Management System
TOSC	Tribal On-Scene Coordinator
TSCA	Toxic Substances Control Act
TSD	Treatment, Storage, and Disposal Facility
UC	Unified Command
UCS	Unified Command System
UEL	Upper explosive limit
USACE	United States Army Corps of Engineers
USCG	United States Coast Guard
USF&WS	United States Fish and Wildlife Service
USGS	United States Geological Survey
USN	United States Navy
VOSS	Vessel of opportunity skimming system
VTS	Vessel Traffic Service (USCG)
WDFW	Washington State Department of Fish and Wildlife

Glossary Terms

Ambient conditions: Normal or typical surrounding temperature and pressure conditions.

Aromatic hydrocarbons: Hydrocarbons characterized by unsaturated ring structures of the carbon atoms. Commercial petroleum aromatics are benzene, toluene, and xylenes. Aromatics are the heaviest, have the highest boiling points, and are the most toxic of the crudes.

Asphalt: A black or brown hydrocarbon material that ranges in consistency from a heavy liquid to a solid. The most common source of asphalt is the residue left after the fractional distillation of crude oils. Asphalt is used primarily for surfacing roads.

Ballast: A substance, usually sea water, carried aboard water-borne vessels returning empty of cargo for the purpose of submerging the propeller and rudder sufficiently and / or maintaining stability.

Barrel (bbl): A common unit of measure of liquid (volumetric) in the petroleum industry; there are 42 U.S. gallons or about 160 liters in a barrel of oil.

Barrier or containment barrier: Any non-floating structure that is constructed to contain or divert spilled oil. Barriers are generally improvised and, unlike booms, are usually left in place until cleanup is complete. = Barriers are most frequently used in streams or ditches too shallow for conventional floating booms, and are almost always staked downstream of the spill site.

Berm: (1) A raised shoulder or dike around a tank or tank farm, providing a reservoir if any oil is discharged from the tanks. (2) A low impermanent, nearly horizontal or landward-sloping beach, shelf, ledge, or narrow terrace on the back-shore of a beach, formed of material thrown up and deposited by storm waves; it is generally bounded on one side or the other by a beach ridge or beach scarp. Some beaches have no berm; others may have one or several.

Biodegradable: The property of a material to decompose naturally.

Biodegradation: The degradation of substances resulting from their use as food energy sources by certain microorganisms including bacteria, fungi, and yeast. This process, with respect to oil, is slow and limited to great extent by temperature, nutrients, and oxygen availability. Although more than 10 microorganisms have the ability to use hydrocarbons as energy sources, no single species can degrade more than 2 or 3 of the many compounds found in oil.

Biological agent: Microorganisms added to the water column or soil to increase the rate of biodegradation of spilled oil. Alternatively, nutrients or “fertilizers” added to the water to increase the growth and biodegradation capacity of microorganisms already present. These agents are rarely, if ever, used in Pacific Northwest marine waters.

Bioremediation: The use of biological processes to remediate contamination; typically refers to the use of microbes (usually bacteria; sometimes algae and fungi) to degrade hazardous wastes. Microbes are used to speed up the natural breakdown of oil into harmless fatty acids.

Black oil: A black or very dark brown layer of oil. Depending on the quantity spilled, oil tends to quickly spread out over the water surface to a thickness of about 1 millimeter (0.04 inches). However, from the air, it is impossible to tell how thick a black oil layer is.

Boom (containment): A device or material used to contain and hold oil or other substances from spreading. Basic components of an oil containment boom are flotation, a skirt, ballast, and tension member.

Boom failure: Failure of a boom to contain oil due to excessive winds, waves or currents, or improper deployment.

Bunker oils: Relatively viscous oils used primarily as a fuel for marine and industrial boilers.

Bunkering: The loading of fuel used on board. The act of filling a ship's bunker (storage tank) with coal or oil.

Bunkers: Fuel for a vessel's own engines or boilers.

Captain of the Port: U.S. Coast Guard officer who is broadly responsible within a respective area for port safety and security, including enforcement of marine environmental protection regulations. Jurisdiction includes all vessels and waterfront facilities.

Chemical agents: Those elements, compounds, or mixtures that coagulate, disperse, dissolve, emulsify, foam, neutralize, precipitate, reduce, solubilize, oxidize, concentrate, congeal, entrap, fix, make the pollution mass more rigid or viscous, or otherwise facilitate the mitigation of deleterious effects or removal of the pollutant from the water. Term includes dispersants, surface-collecting agents, biological additives, burning agents, and sinking agents.

Chemical dispersion: The distribution of oil into the upper portion of the water column caused by the application of a chemical. With respect to oil spills, this term refers to the creation of oil-in-water emulsions by the use of chemicals made for this purpose. In regard to shoreline cleanup, chemical dispersion is the process of spraying chemical dispersants to remove stranded oil from rocky shoreline areas that are not considered biological sensitive. Dispersants are usually sprayed on the contaminated surfaces at low tide and allowed to mix with the oil through natural wave action on the incoming tide. This forms an oil-in-water emulsion, which is subsequently flushed from the shoreline with water hoses or through natural wave action. Dispersants have yet to be used in Pacific Northwest marine waters for oil spills.

Chemical treatment agent: Chemical treatment agent is a collective term for a class of materials used to treat oil spills. Chemical dispersants are a subset of this class.

Chocolate mousse: Name given to a water-in-oil emulsion containing 50-80 percent water. These emulsions are very stable, have a butter-like consistency, and are only formed with relatively viscous oil in the presence of considerable wave action. See also: Emulsification; Water-in-oil emulsion.

Cleanup: For the purpose of this document, cleanup refers to the removal and/or treatment of oil, hazardous substances, and/or the waste or contaminated materials generated by the incident. Cleanup includes restoration of the site and its natural resources.

Coaming (ecology dam): A raised steel enclosure around an oil-loading manifold and/or oil transfer header to contain an accidental oil spill. Vessels constructed before July 1, 1974, may use portable waterproof containers, each at least 18 inches deep and having at least a 5 U.S. gallon capacity.

Coastal waters: All U.S. waters subject to the tide; specified ports and harbors on the inland rivers; waters of the contiguous zone (12 nautical miles) or other waters subject to discharges in connection with activities under the Outer Continental Shelf Lands Act or the Deepwater Port Act. These waters include those contained within the Exclusive Economic Zone (200 nautical miles).

Command post/center: Location of state, federal, local, and responsible party officials overseeing incident response. This place serves as the central location for meetings and briefings, and the base for all planning, logistics, and finance support activities. Also see Emergency Operations Center.

Containment: The process of preventing the spread of oil beyond the area where it has been spilled in order to minimize pollution and facilitate recovery.

Contingency Plan: (1) A document used to guide planning and response procedures regarding spills of oil, hazardous substances, or other emergencies. A contingency plan usually consists of guidelines developed for a specific industrial facility or an entire region to increase the effectiveness, efficiency, and speed of cleanup operations in the event of an oil spill, and simultaneously protect areas of biological, social, and economic importance.

Convergence line: A line on the water surface where floating objects and oil collect. A convergence can be the interface between two different types or bodies of water, or it can be caused by a significant depth change, tidal changes, or other common phenomena. Convergences are common in the marine environment.

Crude oil: A naturally-occurring mixture, consisting predominantly of hydrocarbons and/or of sulfur, nitrogen, and/or oxygen derivatives of hydrocarbons, which is capable of being removed from the earth in a liquid state. Basic types of crudes are aromatics, naphthenics or paraffinics, depending on the relative proportion of these types of hydrocarbons present. Commercial gasoline, kerosene, heating oils, diesel oils, lubricating oils, waxes, and asphalts are all obtained by refining crude oil.

Decontamination (Decon): The removal of hazardous substances from personnel and their equipment necessary to prevent adverse health effects.

Demobilization: The deactivation of equipment, personnel, and other resources involved in response operations.

Demulsibility: The resistance of oil to emulsification, or the ability of oil to separate from any water with which it is mixed. The better the demulsibility rating, the more quickly the oil separates from water.

Discharge: Includes but is not limited to any spilling, leaking, pumping, pouring, emitting, emptying, or dumping.

Dispersant(s): The term used to describe chemical or other agents that, when agitated with oil, break the oil into small droplets/particles, then disperse into the water column. A dispersant is a chemical that lowers the interfacial tension between floating oil and water, ideally to near zero. These conditions facilitate the formation of oil droplets with little mixing energy. Once formed, these droplets can be dispersed and degraded in the environment at a faster rate than would occur as a surface slick. Use of dispersants is subject to OSC approval, with approval of the EPA representative to the RRT, and the concurrence of the state with jurisdiction over the navigable waters polluted by the spill. Dispersants have yet to be used in Pacific Northwest marine waters for oil spills.

Dispersion: The distribution of oil in the upper portion of the water column, either mechanically (breaking waves or other surface turbulence) or chemically.

Dissolution: The act or process of dissolving one substance in another. Specifically, a process contributing to the weathering of spilled oil whereby certain slightly soluble hydrocarbons and various mineral salts present in oil are dissolved in the surrounding water.

Distillate: A refined hydrocarbon that is obtained by collection and condensation of a known vapor fraction of the crude oil.

Distillate fuel oils: A general classification for one of the overhead fractions produced from crude oil in conventional distillation operations. The so-called light heating oil, diesel fuels, and gas oils come from this fraction.

Ebb tide: The stage of the tide when the water recedes to what is commonly called low tide.

Emergency Operations Center (EOC): A facility that could house and support the activity of an emergency response effort.

Emulsion: A mechanical mixture of two liquids that do not naturally mix, such as oil and water. Water-in-oil emulsions have the water as the internal phase and the oil as the external. Oil-in-water emulsions have water as the external phase and the internal phase is oil.

Emulsification: The process by which one liquid is dispersed into another in the form of small droplets; the formation of a water-in-oil mixture. Emulsification can occur through mechanical mixing or through application of chemical dispersants. Emulsification is more likely to occur under high energy conditions (strong winds and waves). An emulsified mixture of water in oil is commonly called "mousse." Its presence indicates a spill that has been on the water for some time. See mousse.

Entrainment: The loss of oil from containment when it is pulled under a boom by a strong current. Entrainment typically occurs from booms deployed perpendicular to currents greater than 1 knot (0.5 meter per second).

Environmental sensitivity: The susceptibility of a local environment or area to any disturbance, which might decrease its stability or result in either short- or long-term adverse impact. Environmental sensitivity generally includes physical, biological, and socio-economic parameters.

Evaporation: The process whereby any substance is converted from a liquid state to become part of the surrounding atmosphere in the form of a vapor. In the case of oil, the rate of evaporation depends on the volatility of various hydrocarbon constituents, temperature, wind and water turbulence, and the spreading rate of the slick. Evaporation is the most important process in the weathering of most oils.

Evaporation rate: A term used to express the relative rate of evaporation for a chemical when compared to the known evaporation rate of standard liquid.

Exclusion booming: The deployment of floating booms to prevent spilled oil from entering a sensitive area.

Facility: Any source of an oil spill as defined by the federal Water Quality Act. May be anything from a drilling platform to a gasoline can, boat, pickup truck or storage tank.

Facility Response Plan: Site-specific oil spill response plans that address natural resource protection, response strategies, and logistical support. The response strategies are designed around the physical features (such as environmentally-sensitive areas) and the natural, cultural, and economic resources of the region. The plans are to be used during the first 12 to 24 hours of a spill response.

Federal On-Scene Coordinator (FOSC): USCG for coastal waters; EPA for inland waters and lands. See On-Scene Coordinator.

Financial responsibility: Section of the Oil Pollution Act of 1990 (OPA 90) which requires vessel owners and operators to demonstrate and maintain evidence of financial responsibility meeting the limits of liability established by OPA 90 Sec. 10 4 (a).

Fire boom: Oil spill boom designed for use with in-situ burning.

Fire point: The lowest temperature at which oil vaporizes rapidly enough to burn for at least 5 seconds after ignition, under standard conditions. The fire point is distinct from the flash point.

Flash point: The lowest temperature that a liquid (oil) will give off enough vapor to form an ignitable mixture in air, under standard conditions.

Field Operations Guide (FOG): A pocket guide to the Incident Command System structure.

Fuel oil grade: Numerical ratings ranging from 1 to 6. The lower the grade number, the thinner the oil is and the more easily it evaporates. A high number indicates a relatively-thick, heavy oil. No. 1 and 2 fuel oils are solids, which must be liquefied by heating. Kerosene, coal oil, and range oil are all No. 1 oils. No. 3 oil is no longer used as a standard term.

Fuel oils: Refined petroleum products having specific gravity in the range from 0.85 to 0.98, and flash points greater than 55 degrees C. This group of products includes furnace, auto diesel, and stove oils (No. 2 fuels); plant to industrial heating fuels (No. 4 fuels oils); and various bunker fuels (No. 5 and No. 6 fuel oils).

Gas-free: The condition of a tank, compartment, or container that has been tested using an appropriate gas detector and found to be sufficiently free, at the time of the test, of toxic or explosive gases for a specified purpose.

Gasoline: A mixture of volatile, flammable liquid hydrocarbons used primarily for internal combustion engines, and characterized by a flash point of approximately -40 degrees C and a specific gravity from 0.65 to 0.75.

Gelling agents: Chemicals that increase the viscosity of oil and, in theory, can be applied to an oil slick to reduce its rate of spreading over the water surface; however, gelling agents are rarely used due to their expense, the large volume required, and their slow action.

Harmful quantity: The amount of oil, as defined by the Federal Water Pollution Control Act, that will cause a sheen or discoloration on the surface of the water, or deposit a sludge or emulsion beneath the surface of the water or adjoining shorelines, or cause a sludge or emulsion to be deposited beneath the surface of the water or upon adjoining surfaces.

Hazardous area: An area in which vapor may be present continuously or intermittently in sufficient concentrations to create a dangerous flammable (and/or toxic) atmosphere.

Hazardous substance: Substance designated by EPA in 40 CFR 116.4.

Hazardous waste: A waste or combination of wastes as defined in 40 CFR 261.3, or those substances defined as hazardous waste in 49 CFR 171.8.

Hazardous Waste Operations and Emergency Response (Hazwoper): Regulations (29 CFR 110.120) developed by OSHA that cover the health and safety of workers at hazardous waste sites, including emergency response operations at oil spills.

Heavy ends: The higher boiling components of a mixture of hydrocarbons.

Herdng agent: Chemical agent that confines or controls the spread of a floating oil film.

Hydraulic dispersion: One of various shoreline cleanup techniques that uses a water stream at either low or high pressure to remove stranded oil. These techniques are most suited to removal of oil from coarse sediments, rocks, and man-made structures, although care must be taken to avoid damage to intertidal flora and fauna.

Hydrophobic: Repels or incapable of dissolving in water. Desirable quality in sorbent material.

Incident Action Plan: The incident action plan, which is initially prepared at the first meeting, contains general control objectives reflecting the overall incident strategy and specific action plans for the next operational period. When complete, the incident action plan will have a number of attachments.

Incident Commander (IC): The person responsible for coordinating and directing all phases and functional components of a spill response.

Incident Command System (ICS): A method by which the response to an extraordinary event, including a spill, is categorized into functional components and responsibilities for each component assigned to the appropriate individual or agency.

Information Officer (IO): The member of the Command Staff responsible for overseeing communications with the news media and public. There is only one Information Officer during each incident shift, who oversees the work of subordinate Information Officers. The Information Officer must be a representative of a state or federal government agency.

Initial cleanup: Remedial action at a site to eliminate acute hazards associated with a spill. An Initial cleanup action is implemented at a site when a spill of material is an actual or potentially-imminent threat to public health or the environment, or difficulty of cleanup increases significantly without timely remedial action. All sites must be evaluated to determine whether initial cleanup is needed. The goal of initial cleanup is total cleanup; however, this will not be possible in all cases due to site conditions (e.g., a site where overland transport or flooding may occur).

In-situ burning: One of four oil spill response options in an offshore environment (the others being mechanical cleanup, chemical dispersants, and bioremediation). Controlled on-site burning, with the aid of a specially-designed fire containment boom and/or mechanical source. Factors influencing combustion include thickness, reduction, vapor loss, dispersion, emulsion formation, oil submersion, wind, waves, air and water temperature, rain or snow, etc. Requires federal and state approval. In situ burning has yet to be used in Pacific Northwest marine waters.

Interim storage site: A site used to temporarily store recovered oil or oily waste until the recovered oil or oily waste is disposed of at a permanent disposal site.

Interim storage sites include trucks, barges, and other vehicles used to store waste until the transport begins.

International Bird Rescue Research Center (IBRRC): California-based organization with experts in the field of oiled bird rehabilitation. Typically, hired by the responsible party to operate a wildlife rehabilitation effort when there are large numbers of oiled birds during a spill. These rehabilitation efforts are coordinated with the U.S. Fish and Wildlife Service and the state agency which handles wildlife.

International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978: Ship Pollution is the abbreviated name. See MARPOL.

Intertidal zone: The area of shore that lies between the high tide mark and the low tide mark.

Jet fuel: A kerosene or kerosene-based fuel that meets more stringent specifications, particularly the smoke point and freeze point. Used to power jet aircraft combustion engines. See also Kerosene.

Joint Information Center (JIC): A media and public information center established and staffed by the agencies of the unified commanders (responsible party, USCG or EPA, state and local government). The location for media to receive information regarding an incident.

Kerosene: Colorless, thin mineral oil whose density is between 0.75 and 0.85 grams per cubic centimeter. Also called coal oil, lamp oil. Used as a fuel in jet engines, for heating and cooking, in lamps, as a denaturant for alcohol, and as a carrier in insecticide sprays.

Knot: Nautical measure of speed, equal to approximately 1.2 mph.

Liaison Officer: For major incidents, a position filled by a state or federal agency representative that reports directly to the Command Unit, serving as the first point of contact for response agencies and volunteers.

Light ends: A term used to describe the low molecular weight and volatile hydrocarbons in crude oil and petroleum products. The light ends are the first compounds recovered from crude oil during the fractional distillation process and are also the first fractions of spilled oil to be lost through evaporation. The lower-boiling components of a mixture of hydrocarbons.

Lightering: The pumping or transferring of oil from cargo compartments of a tank vessel to another vessel and/or barge.

Local On-Scene Coordinator (LOSC): The person responsible for spill response activities for the involved city, county, or tribal government(s). See On-Scene Coordinator.

Lower explosive level (LEL): The minimum concentration of a vapor in air that forms an ignitable mixture. At concentrations below the LEL, there is not enough material to ignite.

Marine facility: Any facility used for tank vessel wharfage or anchorage, including any equipment used for the purpose of handling or transferring oil in bulk to or from a tank vessel.

Marine Safety Office (MSO): USCG Marine Safety Office located in or near most U.S. ports.

Marine Pollution (MARPOL): International Convention for the Prevention of Pollution From Ships, 1973 as modified by the Protocol of 1978. Regulation 26 requires certain oil tankers and other ships to carry an approved oil pollution emergency response plan on-board. It was designed to minimize oil pollution of the marine environment.

Material Safety Data Sheet (MSDS): Data sheet required by law that describes the characteristics, properties, and hazards associated with a specific material.

Mechanical removal: Includes the use of pumps, skimmers, booms, earth-moving equipment, and other mechanical devices to contain the discharge of oil, and to recover the discharge from the water or adjoining shorelines.

Message center: Part of the communications center, and is collocated or placed adjacent to it. The message center receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

Metric ton (tonne): A unit of mass and weight equal to 1,000 kilograms or 2,205 pounds avoirdupois (1 lb. = 16 oz). In Canada, the metric ton is the most widely-used measure of oil quantity by weight. There are roughly 7 to 9 barrels (245 to 315 Imperial gallons) of oil per metric ton, depending on the specific gravity of the crude oil or petroleum product.

Mousse: An emulsified mixture of water in oil, often referred to as “chocolate mousse,” in oil spill cleanup terminology. Mousse can range in color from dark brown to nearly red or tan, and typically has a thickened or pudding-like consistency compared with fresh oil. Incorporation of up to 75 percent water into the oil will cause the apparent volume of a given quantity of oil to increase by up to four times. See emulsification.

Natural Resource Damage Assessment (NRDA) Trustees: Comprised of representatives from various state agencies that advise state and federal oil spill cleanup officials regarding the protection and restoration of natural resources threatened or damaged by an oil spill.

Non-persistent: Decomposed rapidly by environmental action.

Oil: Petroleum, in any form, including crude oil, fuel oil, sludge, oil refuse, refined products. Oil also includes all vegetable and / or plant-based oils including biodiesel.

Oil-in-water emulsion: A type of emulsion where droplets of oil are dispersed through a water matrix. These types of emulsions can occur naturally, with their formation and persistence facilitated by addition of chemical dispersants.

Oil snares: See Pom-poms.

Oil/water separator: A device for separating oil from water.

Oil film: A slick thinner than 0.0001 inch and may be classified as follows: barely visible; silvery - silvery sheen, slightly-colored, brightly-colored, dull, dull brown, dark - much darker brown. Note: Each 1-inch thickness of oil equals 5.61 gallons per square yard or 17,378,709 gallons per square mile.

Oil Spill Response Organization (OSRO): An exclusive term referring to all internal and external manpower resources involved in response operations and response support activities.

Oil trajectory: The expected spread of an oil slick that is based on weather conditions, visual observations, and computer models.

Oily debris: Includes sorbent pads/boom, protective clothing/gear, soil, sand, rocks, logs, kelp, plastics, mousse, oil/water mixture, and animal carcasses.

Oily waste: Oil-contaminated waste resulting from an oil spill or oil spill response operations.

Oleophilic: Substance having an affinity for oil.

Oleophilic agent: A material or chemical that has the tendency to attract oil. Chemicals of this type may be used to treat sorbent materials in order to increase their oil recovery capacity.

On-Scene Coordinator (OSC): The person responsible for the spill response activities of a single or group of agencies. This person is responsible for coordinating that agency's or group's activities with those of the other OSC's through the ICS and the IC. There may be more than one OSC at a spill (e.g., federal OSC, state OSC, and responsible party OSC), but only one IC.

OPA 90 update: Publication published monthly by the USCG that provides an overview of USCG actions taken to implement the Oil Pollution Act of 1990 (OPA 90).

Operational period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan.

OSRO rating: Rating granted by the USCG to classify and certify the capability(s) of an oil spill response organization. Classification categories are assigned according to the organization's recovery capacity. Level E represents the highest recovery capacity and Level A the lowest. Organizations are rated in four areas: R/C: Rivers/Canals; I/N: Inland/Nearshore; O/O: Offshore/Open Ocean; GL: Great Lakes.

Owner or Operator: (1) in the case of a vessel, any person owning, operating, or chartering the vessel; (2) in the case of an onshore or offshore facility, any person owning or operating the facility; and (3) in the case of an abandoned vessel or onshore or offshore facility, the person who owned or operated the vessel or facility immediately before its abandonment.

Oxidation or atmospheric oxidation: The chemical combination of compounds, such as hydrocarbons, with oxygen. Oxidation is a process that contributes to the weathering of oil. However, in comparison to other weathering processes, oxidation is slow since the reaction occurs primarily at the surface and only a limited amount of oxygen is capable of penetrating the slick or surface oil.

Padding: Filling and maintaining the cargo tank and associated piping system with an inert gas, other gas, or liquid, which separates the cargo from the air.

Pancakes: Large tar balls that become flattened when heat is absorbed as they are exposed to sunlight or some other source of heat. Sheen may or may not also be present.

Permissible exposure limit (PEL): The legal exposure limit established by OSHA (29 CFR 1910.1000) for regulated chemicals. When exposures are maintained at or below the PELs, OSHA believes that the average healthy worker may be repeatedly exposed day after day with no adverse effects. Legal TLV. See TLV.

Personal protective equipment (PPE): Any gear, clothing, or other equipment used to protect personnel from known and or suspected hazards.

Pig ("smart pig"): An apparatus deployed into pipelines to assess damage and line integrity.

Protection and Indemnity (P&I) Club: An insurance organization for marine business.

Pilot: A licensed person hired to guide a ship in and/or out of port through dangerous waters.

Planning meetings: Meetings held to identify the organizational, equipment, manpower, and support resources needed to achieve the strategic objectives for an operational period.

Pollutant: Any material entering the water that is not a normal part of the local environment or is in a concentration that is not normal to the local environment.

Pom-poms: Pom-pom shaped absorbents made of synthetic fibers that “attract” oil. Pom-poms are used individually or tied on long ropes, and used to catch oil as it leaches from beaches and rocky areas. Strings of pom-poms are effective in collecting oil in rock or difficult to reach areas where the tide rises and falls. Also called oil snares.

Pour point: The lowest temperature at which a substance, such as oil, will flow under specific conditions. The pour point of crude oils generally varies from -57 degrees C to 32 degrees C; lighter viscosities have lower pour points. The pour point of oil is important in terms of effect on the shoreline and subsequent cleanup, since free-flowing oils rapidly penetrate most beach substrates, whereas semi-solids tend to be deposited on the surface and will penetrate only if the beach material is coarse or the ambient temperature is high.

Parts per million (PPM): Units used for expressing concentrations of gas and vapors in air. PPM indicates the number of molecules of gas or vapor contained in a million molecules of air. It may also be used to express the concentration of a substance in liquid or solid.

Prevention plan: A plan that outlines the measures taken by a ship or oil handling facility to prevent oil spills from occurring.

Reclaimed: Product returned to its pre-spill state, a suitable condition for re-use.

Recontamination: Contamination by oil of an area that was previously cleaned.

Recoverable oil: Oil in a thick enough layer on the water to be recovered by conventional techniques and equipment. Only black or dark brown oil, mousse, and heavy sheens (which are dull brown in color) are generally considered to be thick enough to be effectively recovered by skimmers.

Recovery: In oil spill cleanup, the entire process of any operation contributing to the physical removal of spilled oil from land, water, or shoreline environments. General methods of recovery of oil from water are the use of mechanical skimmers, sorbents, and manual recovery by the cleanup work force. The main method of recovery of oil spilled on land or shorelines is excavation of oiled materials.

Regional Response Team (RRT): The federal response organization (consisting of representatives from selected federal and state agencies) that acts as a regional body responsible for planning and preparedness for oil spills and provides advice to the FOSC in the event of a spill.

Remote sensing: The aerial sensing of oil on the water surface. The primary applications of remote sensing are the location of an oil spill prior to its detection

by any other means and the monitoring of the movement of an oil slick under adverse climatic conditions and during the night.

Remove or removal: Moving or eliminating oil or hazardous substances from waters and shorelines, or taking actions as necessary to minimize or mitigate damage to the public health or welfare, including but not limited to fish, shellfish, wildlife, public and private property, shorelines, and beaches.

Residual fuel oils: Product remaining after the removal, by distillation or other artificial means, of an appreciable quantity of the more volatile components of crude petroleum. Commercial grades of burner fuel oils No. 5 and 6 are residual oils and include bunker fuels and Navy special.

Residual oils: The oil remaining after fractional distillation during petroleum refining; generally includes bunker fuel oils.

Resource damage assessment: Monetary damage that the spiller must pay for causing an oil spill. The damage assessment is developed by a committee comprised of the NRDA Trustees as well as federal agency and tribal representatives.

Resources: All personnel and major items of equipment available or potentially available for assignment to incident tasks on which status is maintained.

Response contractor: Individual organization, association, or cooperative that provides or intends to provide equipment or personnel for oil spill containment, cleanup, and/or removal activities.

Respirator: A device designed to protect the wearer from the inhalation of harmful atmospheres.

Respiratory tract: The air passage from the nose to lungs, including the throat and trachea and bronchial tubes.

Riprap: (1) A layer of large, durable fragments of broken rock specially selected and graded, thrown together irregularly or fitted together. Its purpose is to prevent erosion by waves or currents, and thereby preserve the shape of a surface, slope, or underlying structure. It is used for irrigation channels, river improvement works, spillways at dams, and sea walls for shore protection. (2) The stone used for riprap.

Rookery: A wildlife nursery or breeding ground.

Scuppers: Openings around the deck of a vessel, which allow water falling onto the deck to flow overboard. Should be plugged during fuel transfer.

Sedimentation: Due to weathering, the density of some heavy spilled oils may increase and become higher than that of the sea water causing them to sink. Oil may also be absorbed by heavy mineral particles (sand, silt, etc.) and thus sink.

Sediment: A general term used to describe or refer to material in suspension in air or water; the total dissolved and suspended material transported by a stream or river; the unconsolidated sand and gravel deposits of river valleys and coastlines; and materials deposited on the floor of lakes and oceans.

Sensitivity maps: Maps used by the On-Scene Commander and oil spill response team that designate areas of biological, social, and economic importance in a given region. These maps often prioritize sensitive areas so that, in the event of an extensive spill, these areas can be protected or cleaned up first. Sensitivity maps usually contain other information useful to the response team such as the location of shoreline access areas, landing strips, roads, communities, and the composition and steepness of shoreline areas. Maps of this type often form an integral part of local or regional contingency plans.

Separator tank: A tank used to statically separate dissimilar cargo.

Sheen: An iridescent (rainbow) appearance on the surface of the water. A very thin layer of oil (less than 0.0001 inches or 0.003 millimeters in thickness) floating on the water surface. Sheen is the most commonly-observed form of oil during the later stages of a spill. Depending on thickness, sheens range in color from dull brown for the thickest sheens to rainbows, grays, silvers, and near-transparency in the case of the thinnest sheens.

Shoreline sensitivity: The susceptibility of environment to any disturbance that might decrease its stability or result in short or long-term adverse impacts. Shorelines that are most susceptible to damage from stranded oil are usually equally sensitive to cleanup activities that may alter physical habitat or disturb associated flora and fauna. The most sensitive shoreline environments are marshes and lagoons, while exposed coastline, subject to heavy wave action, is generally least affected by oil and/or cleanup activities.

Site-Specific Health and Safety Plan: A written plan that addresses the safety and health hazards for each phase of site operations and includes the requirements and procedures for employee protection at a remediation site.

Skimmer: Oil recovery device designed to “skim” (remove) floating oil from the oil/water interface.

Slick: Common term used to describe a film of oil (usually less than 2 microns thick) on the water surface.

Sludge oil: Muddy impurities and acids that have settled from a mineral oil.

Solvent: A chemical substance, usually a liquid, that will dissolve or disperse other substances.

Sorbent: Any material that absorbs oil or to which oil adheres. A sorbent should be oleophilic and hydrophobic (i.e., absorbs petroleum or products from 0 to 25

times its weight, and repels water). Sorbents are available in many forms (sheets, booms, sweeps, blankets, and loose material) and may be made of polymer beads, synthetic hydrocarbon polymers, cellulose, plastic fiber, and straw.

Sorbent barrier: A barrier that is constructed of or includes sorbent materials to simultaneously recover spilled oil during the containment process. Sorbent booms and barriers are used only when the oil slick is relatively thin since their recovery efficiency rapidly decreases once the sorbent is saturated with oil.

Source control: Any number of procedures that may be employed to stop, curtail, and/or inhibit the source of a spill.

Specific gravity: Tendency for a solid or liquid to sink or float in water

Spill: An unauthorized discharge of oil or hazardous substance.

Spill response: All actions taken in carrying out responsibilities to spills of oil and hazardous materials (e.g., receiving and making notifications; information gathering and technical advisory phone calls; preparation for and travel to/from spill sites; direction of cleanup activities; damage assessments; report writing, enforcement investigations and actions; cost recovery; and program development).

Spreading: When crude oil or refined petroleum product is poured onto clear water surfaces, it tends to spread out to a thin film. Most crude oils spread to a thickness of some tenths of a millimeter after one hour, and to only a few microns after two or three hours. When spilled into saltwater, oil will form windrows, which are elongated thick patches of oil separated by areas of clear water or water covered by a thin film of oil. The spreading rate will be affected by many factors, such as oil thickness near the source of the spill, type of oil, sea state, weather conditions, and obstructions in the vicinity of the spill.

Staging area: That location where incident personnel and equipment are assigned on a time-available basis.

State On-Scene Coordinator (SOSC): Spill responder responsible for spills of oil and hazardous substances occurring in state. See On-Scene Coordinator.

Short-term exposure limit (STEL): The airborne concentration of a substance to which workers can be exposed to continuously for a short period of time without suffering adverse health effects.

Streamers: A narrow line of oil, mousse, or sheen on the water surface, surrounded on both sides by clean water. Streamers result from the combined effects of wind, currents, and/or natural convergence zones. Often, heavier concentrations of mousse or sheen will be present in the center of a streamer, with progressively lighter sheen along the edges. Streamers are also often called "fingers" or "ribbons."

Stripping: The removal of the last few gallons of liquid from the bottom of the tank.

Sump: A pit or reservoir that serves as a drain from which oil can be collected.

Surface tension: Force of attraction between the surface molecules of liquid. Surface tension affects the rate at which spilled oil will spread over a land or water surface, or into the ground. Oil with low specific gravity is often characterized by low surface tension and therefore faster spreading rate.

Surge: Unsteady fore-and-aft motion of a ship in a seaway, caused by waves and/or weather conditions.

Sweet crude oil: Crude oil having less than 0.05 cubic feet of dissolved hydrogen sulfide per 100 gallons.

Tactical operations planning meeting: Meeting held to develop the tactics that will be used to achieve or address the strategic objectives for an operational period.

Tank barge: Any tank vessel not equipped with means of self-propulsion, generally used for transporting petroleum products.

Tank ship: Any tank vessel that is self-propelled.

Tank vessel: Any vessel specially-constructed or converted to carry liquid bulk cargo in tanks.

Tankerman: Any person holding a certificate issued by USCG attesting to his/her competency in the handling of flammable or combustible liquid cargo in bulk.

Tar: A black or brown hydrocarbon material that ranges in consistency from a heavy liquid to a solid. The most common source of tar is the residue left after fractional distillation of crude oil.

Tar balls: Weathered oil, accumulated with debris, that has formed pliable balls or patches that float on the water. Tar balls can range in diameter from a few millimeters (much less than an inch) to a foot (0.3 meters). Tar balls generally sink to the sea bottom, but may be deposited on shorelines where they tend to resist further weathering. Depending on how weathered or hardened the outer layer of the tar ball is, sheen may or may not be present.

Task force: Any combination of resources that can be assembled for a specific mission.

Tension member: The part of a floating containment boom that carries the load placed on the barrier by wind, wave, and current forces. Tension members are commonly constructed from wire cable due to its strength and stretch resistance.

Threshold limit value (TLV): The highest concentration of a harmful substance in air which the average healthy worker may be exposed to eight hours per day, up to 40 hours per week with no health effects. See PEL.

Tidal flats: Marshy or muddy areas of the seabed that are covered and uncovered by the rise and fall of tidal water.

Tidal variation: The vertical range between high and low tides.

Tide pools: Permanent depressions in the substrate of intertidal zones that always contain water, but are periodically flushed with successive incoming tides. Tide pools are more frequently located near the high tide mark, and often contain abundant flora and fauna that can be adversely affected when spilled oil becomes stranded in these areas.

Toxicity: The degree to which a particular substance is deemed to be harmful or deadly. May be acute (sudden) or chronic (long-term).

Unified Command (UC): The structure used when multiple government jurisdictions and the responsible party are involved in incident response.

Unit: Those organizational elements having functional responsibility for a specific incident planning, logistic, or finance activity.

Upper explosive limit (UEL): The maximum concentration of vapor in air that forms an ignitable mixture. At concentrations above the UEL, so much air has been displaced that there is not enough oxygen to ignite.

Vapor: The gaseous form of a substance that is normally a liquid or solid when it is at atmospheric pressure and room temperature.

Venting: The process of air release to and from cargo tanks.

Vessel Traffic System (VTS): USCG vessel traffic monitoring system.

Viscosity, viscous: Relating to the ability of a fluid (gas or liquid) to resist a change in shape or movement. Tar, for example, is very viscous as compared to gasoline. Viscosity is a major factor in determining whether spilled oil will penetrate shoreline substrate and can be handled by most conventional pumps.

Volatile liquid: A liquid that vaporizes readily at ambient temperatures.

Volatility: The tendency of a solid or liquid to pass into a vapor state. Many low-carbon-number hydrocarbons are extremely volatile and readily pass into a vapor state when spilled. For example, gasoline contains a high proportion of volatile constituents that pose considerable short-term risk of fire or explosion when spilled. Bunker fuels contain few volatile hydrocarbons since these have been removed during the fractional distillation refining process.

Vessel of opportunity skimming system (VOSS): A portable, side-skimming oil recovery system that can be deployed from most work vessels more than 65 feet in length.

Water-in-oil emulsion: Type of emulsion where droplets of water are dispersed throughout oil, formed when water is mixed with a relatively viscous oil by wave action. In contrast to oil-in-water emulsions, this type of emulsion is extremely stable and may persist for months or years after a spill, particularly when deposited in shoreline areas. Water-in-oil emulsions containing 50 to 80 percent water are most common, have grease-like consistency, and are generally referred to as “chocolate mousse.”

Weathering: The exposure of crude oils or light oils to the weather, with subsequent evaporation of the light volatile constituents resulting in loss. Major processes that contribute to weathering include: evaporation, dissolution, oxidation, emulsification, dispersion, and microbial degradation.

Weir: A vertical barrier placed just below the surface of the water (at the oil-water interface) so that a floating slick can flow over the top into a recovery area while minimizing the amount of water recovered.

Windrows: Streaks of oil that line up in the direction of the wind. Windrows typically form early during a spill when the wind speed is at least 10 knots (5.1 meters per second). Sheen is the form of spilled oil that most frequently windrows.

Worst case spill: A term used by USCG to indicate the largest foreseeable discharge in adverse weather conditions.

Worst case discharge: A term used by EPA indicating, depending on risk parameters: (1) the total above-ground oil storage capacity (plus production capacity, if applicable); (2) the total above-ground capacity of tanks without adequate secondary containment, plus an additional volume based on risk parameters; (3) 110 percent of the capacity of the largest single tank within a secondary containment area or 110 percent of the combined capacity of a group of tanks served by the same secondary containment area, whichever is greater; or (4) a combination of the above.

Daily Briefing Checklist (for IO or designee)

Date/time:

Name of Lead PIO:

Name of JIC Manager:

Date/Time of press conference:

Inquiries:

Name of Field escorts:

Media analysis:

Speaker prep:

Editorial board prep:

Community outreach:

Inquiries:

Public meetings:

Community feedback:

Volunteer inquiries/organizations:

Protocol:

Tour support:

Escorting:

News releases:

Fact sheets:

Photo/video:

Audio/visual support:

JIC Supplies Checklist

Necessities

- Cell phones:
 - Information Officer
 - Assistant Information Officer
 - Joint Information Center Manager
 - Internal Affairs Manager
 - External Affairs Manager
 - Community Relations Unit Manager

- Computers – at least 3 needed with external drive and software
- Computer memory sticks (at least 8 GB memory each; virus scanned)
- Computer software (Windows, Word, Adobe Acrobat Reader, Internet Explorer, Outlook)
- Computer Wi-Fi card
- Internet connectivity
- Land phone (DSL and / or normal cords)
- Phone / e-mail lists with internal Ecology contacts
- Phone / e-mail lists with external state, federal contacts
- Phone / e-mail lists with JIC participants & ICS contacts
- Media phone / e-mail list
- Printer

Supplies

- Batteries, replacements for all equipment (AAA, AA, 9-volt, C, D, camera, lithium, etc.)
- Binder clips, various sizes
- Binders (3-ring) with dividers, several
- Clipboards
- Copier
- Digital cameras (still and video)
- Digital recorders
- Dry erase markers and eraser
- Easels
- Extension cords with 3 prongs – 4 20-foot cords
- File folders
- Flip chart paper, 4 pads
- 3-hole punch
- Name tags
- Power surge protectors
- Printer cartridges – at least 4
- Printer paper – 6 reams (4 white, 2 colored)
- Push pins
- Radio, AM/FM
- Staplers – with extra staplers
- Scissors
- Tablets (writing tablets)
- Tape – clear, masking, blue, duct
- TV and DVD player / recorder
- White sheet (if A/V screen is unavailable)
- Whiteboard

Washington Media Contacts by Media Market

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Daily Journal of Commerce-Portland	Kevin Harden	newsroom@djc-or.com
Dalles Chronicle		dalleschronicle@dalleschronicle.com
KATU-TV	Eric Spolar	thedesk@katu.com
KEWS * KEX Radio	Brad Ford	news@1190kex.com
KGW-TV	Molly Kretz	webmaster@kgw.com
KGW-TV	Vince Patton	vpatton@kgw.com
KKSN Radio	Cyn Bolsta	cbolsta@entercom.com
KOIN-TV	Tim Gordon	timgordon@koin.com
KOIN-TV	Bruce Williams	koin@koin.com
KPDX-TV	Dan Acklen	foxdesk@kpdx.com
KPTV-TV	Debbie Curran	kptvnews@kptv.com
KWJJ * KTOK Radio	Chuck Knopf	chuckk@kwjj.com
Northwest Cable News (Portland)	Amy Frazier	newsdesk@kgw.com
Oregon Dept. of Env. Quality	Nina Deconcini	DECONCINI.Nina@deq.state.or.us
Oregonian	Allan Brettmann	allanbrettman@news.oregonian.com

Oregonian	City Desk	environment@news.oregonian.com
Oregonian	James Holman	Jamesholman@news.oregonian.com
Oregonian	Dee Lane	deelane@news.oregonian.com
Oregonian	Michael Milstein	michaelmilstein@news.oregonian.com
Oregonian	Len Reed	lenreed@news.oregonian.com
Oregonian	Ryan	clark@news.oregonian.com
Portland Tribune	Dave Kern	newsbriefs@portlandtribune.com
The Business Journal	Dan Cook	portland@bizjournals.com

Southwest region (includes all media in Clallam, Clark, Cowlitz, Grays Harbor, Jefferson, Mason, Lewis, Pacific, Pierce, Skamania, Thurston, and Wahkiakum counties)

Associated Press (Capital Bureau)	Rachel LaCorte	rlacorte@ap.org
Associated Press (Portland)	William McCall	apportland@ap.org
Associated Press (Portland)	Terry Petty	tpetty@ap.org
Business Examiner	George Pica	mail@businessexaminer.com
Camas-Washougal Post-Record	Heather Acheson	heather.acheson@camaspostrecord.co
Chinook Observer	Matt Winters	pressrelease@chinookobserver.com
Christian Cable Ministries	Kenny Hughes	ccmbg@techline.com
Chronicle	Brian Mittge	bmittge@chronline.com
Chronicle	M. Wagar	mwagar@chronline.com
Clark/Vancouver TV	Jim Demmon	jim.demmon@ci.vancouver.wa.us
Columbian	Craig Brown	craig.brown@columbian.com
Columbian	Erik Robinson	erik.robinson@columbian.com
Daily Astorian	Steven Forrester	sforrester@dailyastorian.com
Daily Astorian	Kate Ramsayer	kramsayer@dailyastorian.com
Daily Astorian	Patrick Webb	pwebb@dailyastorian.com
Daily News	Brenda McCorkle	frontdoor@tdn.com
Daily News	Andre Stepankowski	andre@tdn.com
Daily World		editor@thedailyworld.com
Forks Forum	George McCormick	forum@olyphen.com
Green Pages	Mike Nelson	speech@olywa.net
Hood River News	Kirby Neumann-Rea	Hrnews@eaglenewspapers.com
KBAM*KRQT*KLYK*KEDO Radio	Gurina Rodman	grodman@bicoastalmedia.com
KBKW RADIO		news@kbkw.com
KCIS * KCMS Radio	Keith Black	news@kcisradio.com
KELA * KMNT Radio	Doug Adamson	dougadamson@bicoastalmedia.com
KGHO * KJET Radio	Brian Spencer	
KGY Radio	Ian Fox	news@kgyradio.com
KIHR * KCGB Radio	Mark Bailey	mark@gorgeradio.com
KIKN * KONP Radio	Todd Ortloff	todd@konp.com
KING TV		cwise@king5.com
KITI Radio	Katy Bradley	newsroom@live95.com
KLOG * KUKN Radio	Kirc Roland	news@klog.com
KLOG*KUKN RADIO		ray@klog.com
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KMAS Radio	Andrew Holt	kmasnews@kmas.com
KONP-AM	Dan Kari	dan@konp.com

KRXY Radio	Bob Hart	krxy@krxy.com
KSWW * KBKW*KJET	Chris Lehman	news@kbbkw.com
KVAC * KLLM Radio	Al Monroe	forksradio@centurytel.net
KXRO * KDUX Radio	Ian Cope	ian.cope@morris.com
Lewis County News	Bonita M	towncrier@toledotel.com
Lewis County News	Bill Mackey	theherald@flannerypubs.com
Longview Daily News	Stephanie Mathieu	stephanie.mathieu@tdn.com
Montesano Vidette	Scott Olson	vidette@olynet.com
News Tribune (TNT)	Hunter George	hunter.george@thenewstribune.com
News Tribune (TNT)	Pat O'Callahan	patrick.o'callahan@thenewstribune.co
Nisqually Valley News	Fiona Reeves	yelmnews@yelmonline.com
North Coast News	Sarah Gray	sgray@northcoastnews.com
Northwest Cable News (Portland)	Amy Frazier	newsdesk@kgw.com
Ocean Observer	Kathleen Wolgemuth	kath@coastaccess.com
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Oregonian	Michael Milstein	michaelmilstein@news.oregonian.com
Oregonian	Len Reed	lenreed@news.oregonian.com
Oregonian	Ryan	clark@news.oregonian.com
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Oregonian (Vancouver Bureau)	Assignment Desk	clark@news.oregonian.com
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Peninsula News Network	Dennis Bragg	news@peninsulanews.net
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Sequim This Week	Roger Harnack	news@sequimthisweek.com
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The Dispatch	Francee Taylor-Haff	dispatchnews@yahoo.com
The Fishermen's News	Walter Kisner	dsipes@rhppublishing.com
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Vietnamese Northwest Newspaper	Kim Pham	nvtbnews@aol.com
Wahkiakum County Eagle	Rick Nelson	ernelson@teleport.com
Washington News Service	Chris Thomas	wns@publicnewsservice.org
Willapa Harbor Herald	Jenn Todd	theherald@flannerypubs.com

Washington, D.C., Geographical

News Tribune, Wa D.C.	Les Blumenthal	lblumenthal@mcclatchydc.com
Seattle P-I - DC Bureau	Charles Pope (DC)	charliepope@seattlepi.com

Puget Sound media (includes all media in Clallam, Island, Jefferson, King, Kitsap, Mason, Pierce, San Juan, Skagit, Snohomish, Thurston, and Whatcom counties)

Anacortes American	Gordon Weeks	news@goanacortes.com
Arlington Times	Kristopher Passey	arltimes@premier1.net
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Ballard News-Tribune	Jack Mayne	jmayne@robinsonnews.com
Beacon Hill News and affiliates	Dennis Fitzgerald	qanews@nwlink.com
Belfair Herald	Sarah Korst	herald@hctc.com
Bellingham Herald (The)		newsroom@bellinghamherald.com
Bellingham Herald (The)	Scott Ayers	scott.ayers@bellinghamherald.com
Bellingham Weekly	Tim Johnson	news@cascadiaweekly.com
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Capital Press	Cookson Beecher	cooksonb@sos.net
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Catholic Northwest Progress	Kay Lagreid	cathnwprogress@seattlearch.org
Central Kitsap Reporter	Becky Fox Marshall	editor@centralkitsapreporter.com
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Everett Herald	City Desk	newstips@heraldnet.com
Federal Way Mirror	Robin Hamilton	editor@fedwaymirror.com
Federal Way News		fwnews@robinsonnews.com
Fishing and Hunting News	Don Hammock	staff@fhnews.com
Forks Forum	George McCormick	forum@olypen.com
Governor's Office	General Contact address	govcommoffice@gov.wa.gov

Green Pages	Mike Nelson	speech@olywa.net
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Highline Times/Des Moines News	Nancy Jo Perdue	hteditor@robinsonnews.com
International Examiner	Doug Chin	iexaminer@iexaminer.org
Island Guardian		editor@islandguardian.com
Islands' Sounder		editor@islandssounder.com
Journal of the San Juans	Matt Pranger	newsroom@sanjuanjournal.com
Journals	Theresa Poalucci	editor@journal-newspapers.com
KAOS Radio	Tak Kendrick	kaos@evergreen.edu
KAPS Radio	Kim Workman	oldies@kbrcradio.com
KBKW RADIO		news@kbkw.com
KCIS * KCMS Radio	Keith Black	news@kcisradio.com
KCMU Radio	Mike McCormick	kcmu@u.washington.edu
KCPQ-TV	Brian Callanan	tips@q13.com
KCPQ-TV	Helen Fitzpatrick	askus@q13.com
KGMI Radio	Tracy Ellis	kgmi@kgmi.com
KGNW * KLFE * KOL Radio	Kevin Manna	webmaster@kgnw.com
KIKN * KONP Radio	Todd Ortloff	todd@konp.com
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Kirkland Courier	Kendall Watson	kwatson@kirklandcourier.com
KIRO * KNWX Radio	Steve Knight/Tom Tangney	newsdesk@710KIRO.com
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Kitsap Business Journal	Lary Coppola	biznews@wetapple.com
KJR * KHHO * KUBE Radio	Rich Moore	rich.moore@clearchannel.com
KLKI Radio	Dedrick Allen	klki@fidalgo.net
KMAS Radio	Andrew Holt	kmasnews@kmas.com
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Korea Post Weekly	Roy Myung	kpost@nwlink.com
Korea Times	Andrew Cho	ktimesad@hotmail.com
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KRKO Radio	Tony Stevens	
KRWM Radio	Kate Daniels	warm1069@aol.com
KRXY Radio	Bob Hart	krxy@krxy.com

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KSVR Radio	Dave Blanco	mail@ksvr.org
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KWPZ Radio	Jim Bouma	praise1065@crista.net
KXXO Radio	John Foster	psa@mixx96.com
KZAZ Radio	Mary Hawkins	mhawkins@wsu.edu
Lynden Tribune	Calvin Bratt	editor@lyndentrib.com
Marine Digest	Peter Hurme	ericw@marinedigest.com
Marple's Business Newsletter	Michael Parks	marples@gmail.com
Marysville Globe	Tipton Blish	mglobe@premier1.net
Media, Inc.	Richard K. Woltjer	media@media-inc.com
Medium/True Citizen	Connie Cameron	mediumnews@aol.com
Mercer Island Reporter	Mary Grady	mary.grady@mi-reporter.com
Monroe Monitor/Valley News	Ken Robinson	comp@monroemonitor.com
Mukilteo Beacon	Paul Archipley	editor@mukilteobeacon.com
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North Kitsap Herald	Chris Case	editor@northkitsapherald.com
Northern Light	Patrick Grubb	editor@thenorthernlight.com
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Olympian	John Dodge	jdodge@theolympian.com
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Peninsula Daily News	Steve Powell	news@peninsuladailynews.com
Peninsula News Network	Dennis Bragg	news@peninsulanews.net
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Pt. Townsend Jefferson Co. Ldr.	Allison Arthur	news@ptleader.com
Puget Sound Business Journal	Dierdre Gregg	dgregg@bizjournals.com

Puget Sound Navy News	John Olson	fwatson@soundpublishing.com
Queen Anne/Magnolia News	Russ Zabel	rtjameson@nwlink.com
Record-Journal	Susan Rosenberry	news@ferndalerecordjournal.com
Renton Reporter	Oscar Halpert	mary.decker@reporternewspapers.com
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Seattle Magazine	Giselle Smith	
Seattle P-I	Joe Copeland	joecopeland@seattlepi.com
Seattle P-I	City Desk	citydesk@seattlepi.com
Seattle P-I	Robert McClure	robertmclure@seattlepi.com
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Seattle Sun	Clayton Park	news@theseattlesun.com
Seattle Times	Warren Cornwall	wcornwall@seattletimes.com
Seattle Times	City Desk	newstips@seattletimes.com
Seattle Times	Lance Dickie	ldickie@seattletimes.com
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Seattle Weekly	Knute Berger	news@seattleweekly.com
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Shelton-Mason County Journal	Sean Hanlan	jnews@masoncounty.com
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Skagit Valley Herald	Dick Clever	citydesk@skagitvalleyherald.com
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Snoqualmie Valley Record	Leif	leif.nesheim@valleyrecord.com
South Whidbey Record	Jim Larsen	editor@southwhidbeyrecord.com
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Stanwood/Camano News	John Dean	newsroom@scnews.com
Tacoma Daily Index	Steve Brown	editor@tacomadailyindex.com
The Enterprise/Shoreline Week	Allen Funk	lynnwood@heraldnet.com
The Facts	Elizabeth Beaver	thefactsnewspaper@excite.com
The Islands' Weekly	Karen Golberg	islandsweekly@islandsweekly.net
The Sun	Jim Campbell	jecampbell@thesunlink.com
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The Tribunes	Hillary Parker	editor@snoho.com
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West Seattle Herald		wseditor@robinsonnews.com
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Whatcom County Bus. Pulse	Michael Barrett	editor@businesspulse.com
Whidbey News-Times	David Fisher	editor@whidbeynewstimes.com

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El Sol de Yakima	J. Diddle	
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KWWX and Sunbrook Affiliates	Dan Kuntz	newsvenatchee@cherrycreekradio.com
KZHR Radio	Willie	kona@konaradio.com
La Voz	David Cortinas	lavoz@bmi.net
Toppenish/Tri-Cities Viva	Ted Escobar	t.escobar@earthlink.net

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KSVR Radio	Dave Blanco	
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Spills Media

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Emergency Management	Rob Harper	r.harper@emd.wa.gov
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Marine Digest	Peter Hurme	ericw@marinedigest.com
Marine Regulatory Bulletin	M. Daigle	mdaigle@newmanburrows.com
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Nat'l Park Service in Seattle	Jerry McCarthy	jerry_mccarthy@nps.gov
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NW Environmental Compliance RPT.	Carole M. Paulson	Londoncalling@msn.com
NW Marine Trade Ass	John Thorburn	john@nmta.net
Oil Spill Intelligence Report	Helen Rowland	htrowland@aol.com
Oregon Dept. of Env. Quality	Nina Deconcini	DECONCINI.Nina@deq.state.or.us
Peninsula Daily News	Steve Powell	news@peninsuladailynews.com
Transportation Institute	Rich Berkowitz	info@trans-inst.org
U.S. Army Corps of Engineers	Patricia Graesser	patricia.c.graesser@usace.army.mil
U.S. Coast Guard/Seattle	John Moss COP (Public	publicaffairs@pacnorwest.uscg.mil
WA State Maritime Cooperative	Roger Mowery	wsmcoop@aol.com

News Conference/Public Meeting Worksheet

Event:

Date:

Time:

Location:

Methods for notifying public:

Translation/Interpretation Needs:

Length of conference or meeting:

Audio/visual materials:

Moderator:

1. Presenter/Handout:

2. Presenter/Handout:

3. Presenter/Handout:

4. Presenter/Handout:

5. Presenter/Handout:

Refreshments:

Special needs arrangements:

Notes:

News Release Sample – Initial

For immediate release – Oct. 14, 2004

Contact: Joint Information Center (206) 220-7237

Coast Guard, Ecology department investigate oil sheen

SEATTLE -- The U.S. Coast Guard received a report this morning of an oil sheen in Commencement Bay, south of Vashon Island, Wash.

The Coast Guard and Washington Department of Ecology have established a unified command and information center to respond to the oil spill of unknown origin.

A crew member aboard a tugboat in Commencement Bay reported the spill this morning. Thick fog hampered the response efforts early in the day.

Reconnaissance teams are checking waters and shorelines – via helicopter, boat and on foot – in Commencement Bay, Colvos Passage, Dalco Passage and Quartermaster Harbor to determine the extent of the spill and whether wildlife are at risk.

Local governments and tribal authorities are being notified of the spill and response operations. Participating agencies include the Washington departments of Natural Resources and Fish and Wildlife, U.S. Fish and Wildlife Service and the National Oceanic and Atmospheric Administration. The unified command has hired National Response Corporation and Clean Sound Cooperative to clean up oil and install protective booms to protect sensitive habitat.

###

The following two templates are included as examples of news releases that might be issued in the pre-Joint Information Center (JIC) phase of a response, before Unified Command and a JIC have formed. The templates are designed to be as inclusive as possible and highlight initial coordination and participation among responding public and private entities. Specifically, they offer contact information for one media lead from each agency actively producing the release and/or participating in the response. However, if no media person from a particular agency involved in the response has been identified—and confirmed—as a principal point-of-contact, then no contact information for that agency should be included.

FOR IMMEDIATE RELEASE – (date and time)

Contacts: _____, (state or federal agency) media relations; (name, your office **and/or** work cell # -- or the stand-by phone #360-701-7401 **and/or** regular work cell #)
_____, (other agency) media relations; phone/cell #

(State or Federal Agency) and (federal, tribal, local agencies) responding to (oil spill/hazardous material release) in/at _____

(DATELINE) – The (state or federal agency), (other state and/or federal agencies, responsible party, tribal, local and county entities, and private cleanup contractors) are responding to an oil spill at/near _____ in county/city.

More information about the spill will be provided as soon as it becomes available.

###

FOR IMMEDIATE RELEASE – date and time

Contacts: _____, (State or federal agency) media relations; (name, your office **and/or** work cell # -- or the stand-by phone #360-701-7401 **and/or** regular work cell #)
_____, (other state or federal agency) media relations; phone/cell #

Incident Web site for continuing updates: (if applicable, list URL)

(State or federal agency) and (other state/federal/tribal, local agencies) responding to (oil spill/hazardous material release) in/at

(DATELINE) – The (State or federal agency), (other state, federal, tribal, local agencies, responsible party, and private cleanup contractors) are responding to an (oil spill/ hazardous material release) at/near _____ in county/city.

The (spill/release) was reported to (State or federal agency) at about (time). State and federal authorities have responders and investigators at the site to determine the source, type, and location of the (spilled oil/hazardous material) and to plan cleanup strategies.

(State or federal agency) and (other agencies) are working to: (Choose appropriate bullets for oil spill **OR** hazardous material)

(Oil Spill bullets)

- Hire private spill cleanup contractors.
- Get boats, oil skimming vessels, oil containment boom and other response equipment in the water.
- Take samples of the spilled oil.
- Investigate potential sources of the spill.
- Conduct aerial over flights to determine the magnitude of the spill and track its location.
- Identify important fish and wildlife habitat areas.
- Observe and respond to potential shore line and wildlife impacts.

(Hazardous Material spill bullets)

- Identify the source of the release and contain it.
- Identify the extent of the contamination and potential human contact.
- Get the appropriate cleanup equipment on site.
- Take samples of the spilled material.
- Drill monitoring wells to test ground water.
- Identify and protect important fish and wildlife habitat areas.
- Observe and respond to potential soil and wildlife impacts.

(If oil, add these messages:)

Oil is visible in the surrounding water and shorelines (inside harbor/inlet/sound from x to y). Oil spilled to water typically forms oily patches that spread out quickly. These “oil slicks” can cover many acres of water.

All oil spills cause environmental damage, regardless of size. Oil is toxic to the environment and the damage starts as soon as the oil hits water. A single quart of oil has the potential to foul more than 100,000 gallons of water.

###

Moderator Script Outline

Welcome to today's (this morning's/tonight's) news conference. My name is

We will be presenting information on:

With us today are:

We will begin today with brief statements by representatives of the Unified Command. Then we will open the floor to your questions. Because of the on-going response needs, we will be available for _____ minutes today. Please allow time for everyone here to ask questions.

Following the news conference, staff of the Joint Information Center staff and I will try to help you with any further needs.

Agency Communication Managers E-List

Organization	Contact	E-mail
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Field Escort Equipment and Communications Checklist

Personal Protective Equipment (to be determined by the Safety Officer) which may include:

- Hard Hat
- Goggles
- Gloves
- Tyvek
- Rubber Boots
- PFD
- Respirator
- Level A Suit
- SCBA

Communications

- VHF radio
- Cell Phone

Information

- Assignment List: ICS Form 204
- Incident Status Summary: ICS Form 209
- Latest news release

Sample Questions for Focus Group or Interviews

The following are sample questions that can be used for obtaining feedback through focus groups or in interviews.

1. What was your reaction when you first learned of the incident? How and when did you first learn about it?
2. Have you discussed the incident/response with friends, family, neighbors, or colleagues? What are they saying?
3. How are you getting information about the response?
4. What are your preferred means of getting information?
5. In your mind, what questions remain unanswered?
6. In general, how would you rate the effectiveness of the response, on a scale of one to ten, ten being highest?
7. What do or would you tell others about how response is being carried out?
8. If you could change one thing about the response, what would you change? What is the main reason that one thing needs changing?
9. What would it take for the response agencies to get an “A” for their efforts to respond to this type of incident?
10. What two positive things can you tell me about the response? What are two negative things about the response?

Focus Group Preparation

Ideally, two or three sessions are held, with a different group in each. About two hours should be scheduled for each group session. The location should be a comfortable, “neutral” meeting room. The host should provide coffee, tea, and snacks. Check to make sure your meeting location complies with ADA requirements.

Optimum group size is 8 to 12 people. The more people you have in each group, the more time you will need for discussion, but the broader perspective you’ll have. Be realistic. In a group of 10, for instance, each person would have about ten minutes of dialogue in a two-hour meeting. In other words, each person would have about one minute to respond to each of ten questions.

Be clear about your goals as you craft your interview questions. They need to yield answers that help you understand how to better respond to community needs.

Develop and print an agenda for distribution among group members. You might also include a packet of materials already generated to seek feedback on their effectiveness. Focus group sessions should be taped (audio or video), along with note taking by the moderator and another appointed JIC staff in attendance. You may want to record comments on a flip chart.

Be on hand early to greet all participants as they arrive. Have them print nametags and table placards.

Sample Agenda

Moderator	Welcome and brief introduction	2 minutes
Members	Round robin introductions	3 minutes
All	Q & A, discussion	about 10 minutes per question
Moderator	Wrap-up, closing remarks	3 minutes

Joint Information Center Communication Plan Outline

Operational period:

Communication goal(s):

Summary of issue, problem, opportunity:

Key message(s):

Target audience(s):

Need for Translation/Interpretation:

Tools, tactics, and methods (how to notify or inform target audiences)

Deliverables – who will do what by when

Media Content Analysis Worksheet

Date of news:

Media outlet name:

Broadcast times:

Coverage synopses:

Issues:

Inaccuracies:

View points:

Fixes:

Who replied to: