



SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

CRISIS COMMUNICATIONS PLAN

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Table of Contents

1.	Plan Philosophy	1
2.	Plan Overview.	3
3.	The Crisis Communications Team.	4
4.	First Steps: Establishing Objectives and Determining Priorities	6
5.	Determining the Scope of the Crisis	8
6.	Determining the Scope of the Response	9
7.	Notifying the Stakeholders	10
8.	Internal Communications.	11
9.	External Communications	12
10.	Follow up Response	13
11.	Post-Crisis Evaluation of Response.	15
Appendix A:	Copy of PIO pages from the EOP.	16
Appendix B:	Management Contact List.	22
Appendix C:	Board Contact List	23
Appendix D:	Local Media List	24
Appendix E:	Other PIOs & Emergency Contacts	27
Appendix F:	Instructions for Creating a Crisis Media Release	29
Appendix G:	California Penal Code §409.5.	30
Appendix H:	Site maps including Free Speech Areas	31
Appendix I:	The 77 Most Frequently Asked Questions By Media Following Crisis Incidents	34

Plan Philosophy

The San Bernardino Community College District (SBCCD or District) has established this Crisis Communication Plan in order to clarify the communication responsibilities of District personnel should a crisis occur.

This plan is not intended to change the way emergencies are initially reported.

- Emergencies on the District, EDCT, SBVC campus, or the Annex should be reported to the campus or District police at 909.384.4491. Non-emergencies should be reported to 909.384.8667.
- Emergencies on the CHC campus should be reported to 909.389.3275. Non-emergencies should be reported to 909.389.3276.

For purposes of this plan, a crisis is any situation that prompts significant, often sustained, news coverage and public scrutiny, and has the potential to damage the integrity, image, financial stability, or reputation of our District, or one of the divisions of the District. This may include a natural or man-made disaster or emergency, a controversy or a legal dispute or the failure to appropriately respond to any one of these types of occurrences.

It is the goal of this crisis communications plan to establish guidelines for dealing with a variety of situations and to ensure that District and division administrators and communicators are familiar with the procedures and their roles in the event of a crisis. This plan does not supplant normal decision making processes within the hierarchy of the District and the various sites. It is designed, however, to work in conjunction with operational crisis response plans managed through health, safety, facilities, financial and other units of the District (including the SBCCD Emergency Operations Plan and the SBCCD Police Department Policies and Procedures Manual) and its MOU partners for crisis and emergency response.

This plan should be utilized in the event of a perceived or declared threat or emergency. It may be used in various parts, depending on the nature and duration of the situation. If an emergency is officially declared by the Chancellor or his designee, this plan will be used and the Crisis Communications Team assembled. In the event of an ongoing threat, the Clery Act requires that we notify the campus community in a timely manner.

If the situation is one that requires immediate action/communication prior to the gathering of the Team, the Chancellor or his designee will make the decisions regarding crisis communications. Once the Team meets, they will determine the continued communications strategy as part of the coordinated District response.

This plan may also be implemented by the Chancellor or his designee in whole or in part for an event that does not involve a potential or immediate threat to people or property but which may impact the financial stability, political image or public reputation of the institution.

It is important that both internal and external communities be provided with accurate, thorough and timely information in a time of crisis. It is also important that the district and its various sites speak with one voice so that misinformation is not disseminated. The purpose of this plan is to facilitate the operation of the

common sense everyone would already be using – but to enhance the speed and completeness with which these issues are addressed.

In furtherance of that goal, the following are the values adopted by the District related to handling any crisis and the related communications:

1. Take care of the victims or the perceived victims
2. Address the specifics of the crisis as quickly as is deemed appropriate by the incident commander and in the order determined by the incident commander
3. Notify all stakeholders ourselves
4. Resolve the crisis as quickly and reasonably as possible
5. Do not make matters worse by guessing, gossiping, stonewalling, over-reacting, being uncooperative with the media, or by disseminating incomplete or incorrect information
6. Tell the truth and keep no secrets. If asked, only respond with the information that can be verified and has been validated by the incident commander
7. Reassure both internal and external constituencies
8. Follow the plan contained herein

Plan Overview

The San Bernardino Community College District is comprised of several sites and this plan is designed to address crisis communication situations that may arise at one, all, or any number of those sites. They are:

San Bernardino Community College District (SBCCD), 114 S. Del Rosa Drive, San Bernardino, CA, 92408
Phone: 909.382.4000, Fax: 909.382.0116

San Bernardino Valley College (SBVC), 701 South Mount Vernon Ave. San Bernardino, CA, 92410
Phone: 909.384.4400, Fax:

Crafton Hills College (CHC), 11711 Sand Canyon Road, Yucaipa, CA, 92399 Phone: 909.794.2161, Fax:

KVCR Public Broadcast System (KVCR), (located on the SBVC campus), 701 South Mt. Vernon Ave., San Bernardino, CA, 92410, Phone: 909.384.4444, Fax: 909.885.2116

Economic Development and Corporate Training (EDCT), (located in the ATTC building behind SBCCD) 114 S. Del Rosa Drive, San Bernardino, CA, 92408, Phone: 909.382.4001, Fax:

SBCCD Annex (Annex), (which consists of the Graphics and Printing Services, District Computing Services and Distance Education) 1289 Bryn Mawr, Suite B, Redlands, CA, 92374-1016

- **District Computing Services** Phone: 909.384.4358, Fax: 909.885.3371
- **Distance Education Phone:** 909.384.4325, Fax: (909) 885-3035
- **Graphics and Printing Services:** Phone: 909.384.4313, Fax: 909.885.7891

The SBCCD website is: <http://www.sbccd.org>

The Crisis Communications Team

Spokespeople:

1. Regardless of this or any other plan's or team's designation, the Chancellor is the chief public relations officer and the personification of the District. The same holds true for the campus President for disasters that may occur on one of the college sites. A secondary senior leader should be identified to continue internal communications when the Chancellor is not available
2. The Crisis Communications Team should be comprised of the following, depending on the nature, duration and severity of the crisis:
 - a. The Chancellor
 - b. The PIO
 - c. The Vice Chancellors
 - d. The President of the impacted site or division
 - e. The Chief of Police
 - f. District Counsel
 - g. Someone with the web-communication skills to create and maintain any needed web-pages
Create a list of the team, correct titles, home, work, cell, beeper numbers, email addresses and areas of expertise for the communications team
3. The Chancellor / IC/ team must designate AN official spokesperson (Spokesperson) for the duration of the crisis AND identify a backup:
 - a. Criteria: trained in media information dissemination; comfortable in front of the cameras and credible with reporters, respectful of the media role; remain calm
 - b. Our MOU partners and first responders will also have point people, so our Spokesperson must maintain coordinated communication with those folks
4. The team should determine the appropriate positioning or message with which to address the emergency –
 - a. Act fast to acknowledge the situation
 - b. If a mistake was made that led to the crisis, consider admitting to it, and then begin doing what ever is possible to re-establish credibility and confidence with both external and internal audiences (possible causes: human/clerical/judgment errors; unauthorized procedures/inadequate supervision/control/SOPs; misuse of confidential information;
 - c. Consider the view of the crisis from the position of the public
 - d. People remember what they hear first and last
 - e. Consider wide range of consequences: legal/financial/PR/effects on administration & operations
 - f. Get it over with if possible (is it a one day story?)
 - g. Do not make matters worse
5. Identify a media center – away from the Incident Command if possible so the media are not in the center of the action; if it is a visual crisis, make sure media can see how matters are being handled so it does not look like things are being hidden, but keep them out of the way for safety. If needed, identify a secondary or back-up location.
6. The Spokesperson can call on others to assist but must confirm the facts that are disseminated with the Chancellor/IC prior to both internal and external communications.

7. The Spokesperson might, for instance, utilize the campus VPs of Instruction to speak on topics related to class scheduling and changes or academic policies affected by the crisis; the campus VPs of Student Services regarding affected services, student health or financial aid; the campus VPs of Administration regarding the status of affected facilities and safety; or the director of the campus foundation regarding fund-raising needs. The PIO will, of course, as appropriate, make use of district administrators regarding safety, financial matters, policies, and long-term recovery matters.
8. Make sure there are enough staff in the PIO office to respond to media calls and escort media people who show up at the scene
9. Respond to media calls promptly with accurate and complete info – but say if the facts are incomplete
10. Team Responsibilities:
 - a. create & maintain fact sheets for distribution – for updating websites, emails, news releases and phone messages
 - I. Make sure the Incident Commander and the Chancellor have copies
 - II. Make sure the Facts have been approved by both
 - III. Consider the legal aspects of the information on the Fact Sheet prior to dissemination:
 1. FERPA, HIPPA and other privacy issues
 2. Publics Right to Know
 3. Concerns about security on and off campus
 - b. meet frequently to review changing facts, assess whether key messages are reaching the desired audiences and to determine whether strategies need to change
 - c. designate a recorder or secretary to maintain meeting notes, to-do lists, information files on the ongoing crisis and other items
 - d. review and write down known facts- and designate which may be or may not be released to the public
 - e. determine whether or not a response is needed as new facts are confirmed – and if a response is needed for all audiences
 - f. create several key messages to be included in all communications- ensuring safety, looking forward, restore confidence, balance concern with resolve and action
 - g. assign required communication responsibilities to team members, using approved messages and confirmed facts, for reaching specific audiences
 - h. confirm the availability of a good digital camera, with video capability, tripod and extra batteries, as well as the necessary download cords or other means to view photos. To be used for;
 - I. Media
 - II. Cost reimbursement
 - III. Document the relevant events visually as well as in writing.
 - IV. Useful in litigation, if it comes to that.

First Steps: Establishing Objectives, First Steps and Determining Priorities

First Steps:

- Determine the nature of the crisis
- Assemble the Crisis Communication Team (if not already done)
- Confirm the Incident Commander (IC) and the Incident Headquarters Site
- Communicate regularly with the IC
- Determine the key stakeholders
- Determine the method(s) to use in communicating with each group of stakeholders
- Determine how often each group needs to be communicated with
- Gather facts
- Utilize the Telephone Tree
- Issue official communications only

Establishing Objectives:

Our goal is to communicate effectively, thoroughly and accurately to all stakeholders:

- The nature of the crisis
- The status of the crisis
- What steps have been taken
- What steps are being planned
- The results of those steps
- Ensure effective communications across the affected community
- Ensure the communication that we are continuing the operation of essential services
- Future plans for matters related to the crisis

Determining Priorities:

- Protect/Save Lives
- Protect/Save Property
- Work with our partners in designated role for community (depends on breadth of crisis)
- Keep the stakeholders informed
- Protect right to reimbursements for expenses and losses
- Protect the integrity and reputation of the District and its divisions
- Future plans for matters related to the crisis

First Steps:

1. If there are any early warning signs of an impending disaster, the Chancellor should, in conjunction with the President of the potentially impacted site, close the site.
2. As soon as possible, through the spokesperson, issue an initial statement of the facts of the crisis, and current status, and contact info for the spokesperson so the media know who to reach **(FACT SHEET – see prior page)**
3. Create and maintain a contact log to record all telephone calls from the media or other parties inquiring about the crisis – avoids overlooking callbacks, assists in post-crisis analysis, and documents contact information
4. Create a phone script using key messages and confirmed facts only – update as needed; update the phone messages on the campuses if possible to include the information
5. Create a text/email/message for Blackboard Connect to send out to students, update as needed
6. Create a box on the website of each site that contains the current information and contact info
7. Twitter and Facebook updates should be regular, consistent with the key messages and contain just the facts and contact info needed
8. Develop official messages for the Chancellor and other key administrators for internal and external communications – update as needed
9. Set up and open the media center, if needed, complete with specific supplies – id and parking passes, media guidelines, press packets, info and fact sheets,
10. Confirm tech situation – web, email, phones, fax machines, walkie-talkies
11. Monitor media coverage to be aware of how the District is being portrayed in early and ongoing coverage, adjust response as needed to limit rumors, correct errors, and maintain confidence; summarize on a daily basis
12. Coordinate coverage and try to document using video and still photography
13. If appropriate to the event, utilize the materials contained in the Emergency Operations Plan that are specific to the PIO's Office.
14. The PIO should utilize the Blackboard Connect message process to notify and update district stakeholders as appropriate.

Determining the Scope of the Crisis

Consider:

1. There are predictable stages to disaster recovery, but in the first periods, the disaster must be addressed and then assessed and recovery plans made later
2. The various sites of the SBCCD may be called upon to play a significant role in community and regional handling of a crisis as it is occurring, during the immediate aftermath and in the long term recovery of the area.
3. This plan is structured to work in conjunction with the Emergency Plan of the District.
4. That plan and this one are designed to address all types of emergencies – but the ones most likely to hit one or more of our sites are:
 - a. Fire
 - b. Plane Crash
 - c. Earthquake
 - d. Violent eruption on campus by an individual or a group
 - e. Bomb or other explosion
 - f. Financial or other situation related to a crisis of failed internal procedures
 - g. Criminal matter involving a high level administrator or trustee
 - h. Significant demonstration or other large gathering that may impact a site
 - i. Health crisis
5. Assume the worst
6. Maintain communication with surrounding communities and agencies
7. Get information as completely and accurately from the Chancellor and Incident Commander regarding – and the IC/Chancellor should be prepared to respond to these questions, in whole or in part, as quickly as is reasonably possible:
 - a. Who will speak with the media on behalf of the District – name a spokesperson specifically – make sure they have a cell phone and are accessible to the media – have the media use only that number for information; and an email if one is working
 - b. The nature of the crisis (what happened, specifically)
 - c. Where it occurred and when
 - d. Current status
 - e. Any injuries or worse?
 - f. Damage to property?
 - g. Steps now?
 - h. Steps planned?
 - i. Closures – campus, other sites?
 - i. When
 - ii. For how long (anticipated)

Determining the Scope of the Response

Concerns:

1. What means of communication are available to use – and what if there are none available?
 - a. Email
 - b. Telephones (landlines)
 - c. Telephones (cell phones and extra chargers)
 - d. Internet (laptops and WIFI connections)
 - e. Radios and walkie-talkies
 - f. Blackboard Connect
2. What are our backup plans for protecting means of communication and technology, including records?
3. Does everyone have appropriate identification in case it is necessary to deal with security issues?
4. Do we have and did we use an early warning system – if applicable – what information did that system provide and to whom?
5. Make sure we have cameras to document any damage (depending on the nature of the crisis), including both digital and digital video, plus downloading cords and extra batteries
6. Make sure the Crisis Communications team has access to complete and accurate maps of the areas involved in order to explain the situation and it's changes to both external and internal stakeholders clearly and efficiently
7. Confirm that data and records are protected
8. Evaluate and document timely warning/imminent danger issues for Clery Reporting as asked
9. Have we heard from any local agencies or communities with whom we have MOUs for disaster response? Collect contact information for each and make sure each team member knows who we are dealing with locally and at the regional, state, and national levels (if necessary)
10. When dealing with EVERYONE stay:
 - a. Optimistic
 - b. Accurate
 - c. Thorough
 - d. NO GUESSING
11. The Chancellor must respond to the crisis in person, although arrangements will be made by whoever has been named as the spokesperson for the District. The Chancellor must convey
 - a. Leadership
 - b. Competence to address the specific situation
 - c. Optimism
 - d. Make bold statements that support our role in caring for students and resolving the matter as soon as possible in order to return the District to its normal role of serving the community

Notifying the Stakeholders

The following people must be kept informed:

1. The Board of Trustees
2. The site administrators
3. Local, regional and state partners in MOUs depending on the size and nature of the crisis
4. Faculty and staff:
 - a. Full and part time constituencies
 - b. Families of employees
 - c. Unions
 - d. retirees
5. Students
6. Families of the students
7. Foundation members and other donors and supporters
8. The community in general: Consider:
 - a. The geographic community – neighborhood, local, regional, state, national
 - b. The organizational community – neighborhood coalitions, community organizations, faith-based organizations, social service organizations, Chambers of Commerce, major employers, professional societies, trade associations, contractors and subcontractors
 - c. Forms of media – general, local, national, international, foreign trade, specialized
 - d. Other educational institutions, their administrators and public relations folks
 - e. Financial institutions, investors, regulators
 - f. Legislative/Governmental/Agency functionaries: federal, state, regional and local elected officials and their staffs
 - g. Special Interests: environmental, safety, handicapped/disabled, minority, think tanks, consumer, health, senior citizens, religious, ethnic, cultural, minors

Internal Communications

Utilizing Mass Notification Initially

The Incident Commander, the Chancellor or his designee on site should notify the staff on each location, whether using Blackboard connect, mass emails or text messages, mass voicemails or some other dissemination system, depending on what technology is working on each site.

Each site should have a similar downward notification system in place so that all employees can be contacted in the event of an emergency and told:

- 1) The current situation as understood
- 2) Whether they are needed on site
- 3) Whether they should evacuate
- 4) What responsibilities are expected of them (are they part of the Emergency Operations Plan, or some mutual aid exchange with another agency?)

Post the most current, accurate information on:

1. College and District websites
2. Twitter, Facebook and Blackboard Connect (other social media sites may be used if and when there are sufficient personnel to maintain the accuracy and timeliness of the content posted)
3. Use student email and portal to push info
4. Push messages to Voice mail
5. Text if possible – keep all messages short and to the point
6. Record current status and post on telephone systems – make sure the switchboard is up to date at each site
7. Consider creating a rumor control hotline or dedicated call in line
8. Utilize KVCR FM & TV as much as possible if their services are uninterrupted by the events
9. Keep HR in the loop to ensure that no FERPA or HIPPA issues are created by messages that are disseminated
10. Host campus or district information forums, use streaming video or other immediate means if available (TESS offices can do video, as can KVCR)
11. Post messages on college marquees – if operational – and internal television messaging systems (big screens in libraries, lobbies, and other internal spots)

External Communications

1. As soon as possible, through the spokesperson, issue an initial statement of the facts of the crisis, and current status, and contact info for the spokesperson so the media know who to reach and how to do so – **USE ONLY THE APPROVED FACT SHEET & PHOTOS**
2. Restrict media access to victims and other potential interview targets to the spokesperson, backup spokesperson and technical experts until the crisis is under control, if possible.
3. Treat all media equally
4. Rehearse the tough questions prior to press briefings if possible
5. Do not volunteer information unless it is a point we want to make and no one asked the question
6. **DO NOT TALK 'OFF THE RECORD'**
7. Just the confirmed facts should be disseminated – no speculating
8. Always demonstrate concern for the public and the District folks impacted by the crisis
9. As the crisis progresses and new information and facts become available, develop new prepared statements to be used at the onset of any media interview, briefing or news conference, read over the telephone to reporters, sent by fax or email, and posted on the website if possible
10. Provide appropriate collateral materials such as information brochures or fact sheets – or links to those on the website if it is up and functioning
11. Create any needed collateral materials that explain technical systems or in-house procedures – including an explanation of a failure of a specific spot in that system or procedure
12. Do whatever is necessary to make a complicated issue as simple as possible; providing visuals allows them to better explain the situation to their readers/listeners/viewers
13. A rumor control hotline works well for reaching students, parents of students, members of the local community, alumni, donors, and others who are just tracking what is happening. The PIO group will work with TESS to establish the line.
14. Donors, alumni and those active in the district community who are not internal can also be reached by mail when matters have slowed down
15. Radio: Consider taping a message or updates for radio dissemination; post any resulting MP3 on the district/college websites
16. Monitor TV/Radio/Print/Internet coverage of the event(s) – collect copies of everything possible for
 - o Current consideration of the need to respond, clarify or correct misinformation
 - o Later organization and documentation of damages, litigation, response to the community, etc.

Follow up Response

As soon as possible:

1. The Chancellor or IC will determine when the crisis has ended and routine communications processes can resume
2. The Chancellor should – once the facts are in and the initial recovery plans are in place – no more than 2 or 3 days after the event, communicate plans through an all-District town hall meeting, webcast, news conference or whatever medium can reach the most people, providing:
 - a) The facts
 - b) Avenue for grief if appropriate (as a community and to help move through the trauma)
 - c) Educate people where they can go for help, including post-trauma counseling
 - d) Set an ambitious opening date – if needed – challenge and inspire people and provide a call to action
 - e) Identify who will lead each area of the recovery
 - f) Announce something that the District and the community can do together to help move the recovery forward
3. Follow-up communications should include;
 - a) appearances on local and KVCR TV and radio that both broadcast a message regarding the current status of the recovery and respond to Q&A
 - b) interviews with and columns in the print media regarding the current status of the recovery and plans for the future once recovery is complete
 - c) if necessary, the placement of ads in the papers and online to provide regular summaries on what is happening and the progress being made
 - d) the creation of a website or page to provide information about the recovery and to communicate with students, faculty, staff, family and community members (this may have been done earlier – but the site must be regularly updated.) This may include letting the community know of alternate sites for classes that have been selected if recovery on a campus is not complete.
 - e) If one or both campuses have been closed for any extended period, the word must be spread once that site re-opens. Message dissemination should take place through a variety of means, including public visits to churches, schools and community centers by the Chancellor, President or designees; tv and radio appearances; media releases and advertisements, if needed; website postings and even billboards if the damage and closure warrant.
4. Post recovery messages should:
 - a) Note the connection between the recovery and the continuation of plans already in the works or new visions being developed – “better”, “renaissance”
 - b) Make sure that all communications from the Chancellor include empathy for the community as a whole, our membership in that community, and our willingness to assist in any way we can. Then we must actually walk the walk- do what we offer to do. Failure to come through will be a community relations disaster.
 - c) Use this opportunity to accelerate fundraising – get the need message out – develop specific case statements, meet with donors, let the community know

- d) Use this opportunity to reinforce the public service role of the District and its various sites
 - i. Were we a temporary shelter, or did we provide medical assistance and meet other basic needs for our district community and the community at large?
 - ii. Were we a landing area for transport, a staging area for troops or relief workers, the provider of space for food, shelter, and hospital services, or did our campus Health Centers provide assistance to the local hospitals and medical facilities?
 - iii. Did our faculty, staff and administrators serve on local, regional, state or national recovery committees related to their areas of expertise?
 - iv. Did the District or any of its sites assist in the development of new programs to provide training in key areas related to long-term recovery?
- e) When the affected site(s) reopen, the Chancellor/President and senior staff should greet those returning to work and classes if logistically possible
- f) When the recovery is approaching completion, the Chancellor should host a special event and
 - i. Thank those who participated in the recovery for their contributions
 - ii. Place a plaque or memorial (depending on the situation) on the site to commemorate and to celebrate the recovery

Post-Crisis Evaluation of Response

Concerns:

- Once the initial safety and security issues are addressed, the Chancellor and the board should define disaster recovery in terms of how to accelerate the long-term goals of the institution
- The Communications Team will meet within 10 days following a crisis and review all actions taken as a result of the crisis (the taking of notes during the crisis is encouraged – they can be reviewed during the post-recovery phase) to determine effectiveness and efficiency of operations and to make any needed changes to the Crisis Communications Plan. Any relevant suggestions should also be forwarded to the Emergency Operations Management Team for inclusion in the post-crisis review of the Emergency Operations Plan.
- The Plan should be tested regularly and updated as needed

Appendix A: COPY of PIO Pages from EOP

Public Information Officer (PIO)

Primary: District Director of Marketing and Public Relations

Alternates: SBVC Director of Marketing and Public Relations

CHC Director of Marketing and Public Relations

Public Information Officer (PIO) — acts as the liaison between the school, the media, and the public. The PIO must be aware of all incident response activities and is the only person authorized to speak to the media. (page 35, SBCCD EOP)

Function: The PIO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. Only one PIO will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdictional incidents. The PIO may have assistants or when requested or as necessary when coordinating multi-agency or jurisdictional media.

Section Assignment — Reports to EOC Director

Public Information Overview: (pages 72-77 SBCCD EOP)

During any emergency situation, the general public, District and campus community will demand information about the emergency situation and instructions on proper survival/response actions. The media will demand information about the emergency.

The local media, particularly radio, will perform an essential role in providing emergency instructions and status information to the public through an established Emergency Alert System (EAS). Depending on the severity of the emergency or the media's perception of the emergency, regional and national media will also demand information and may play a role in reassuring or alarming the community at large.

Depending on the severity of the emergency, telephone communication may be sporadic or impossible. Local and regional radio/television stations without emergency power other than the EAS stations may also be off the air.

The California Emergency Public Information System includes District, County, Cal OES Mutual Aid Region, State, and Federal Public Information Officers (PIOs) and public information representatives from private agencies. The scope of the emergency will determine how many levels of the system become actively involved. District and County PIOs will release emergency public information (EPI) locally and will provide status information to the OA PIO. Advance coordination with public information representatives of local private agencies such as the American Red Cross, Salvation Army, and utility companies, is critical so that mutual needs may be fulfilled during emergencies.

It is critical that all information is clear, concise, confirmed, and approved by the Incident Commander or EOC Director before release to the media or public. Unconfirmed information or speculations on the extent of the emergency should never be released, despite repeated urging by reporters to do so.

Pre-Emergency Priorities

For the PIO, pre-emergency priorities include:

- Preparing, maintaining, and updating plans, procedures, checklists, and contact lists.
- Developing sample news releases or radio/TV messages.
- Identifying the types of emergency instructions the public may need to be given.
- Identifying visual and hearing impaired and non-English speaking populations, and developing procedures to provide public information to these populations.
- Responding to media questions regarding the state of readiness for the District

Emergency Priorities

The order of emergency PIO priorities is:

1. Lifesaving/health preservation instructions.
2. Emergency status information.
3. Other useful information. Other PIO emergency priorities may include:
 - Warning the public, District, and campuses of an imminent hazard.
 - Providing instructions on protective actions.
 - Organizing and training PIO staff.
 - Opening a Media Center.
 - Coordinating information with any on-scene Public Information Officers (Fire or Law Enforcement).
 - Obtaining accurate damage assessment figures.

Recovery Priorities

During the recovery phase, PIO priorities are:

- Continued release of appropriate information.
- Track progress for restoration of essential services and travel restrictions.
- Provide information on Disaster Assistance Centers and how to contact those officials dealing with disaster assistance.

District Public Information Officer (PIO)

As soon as possible after the onset of an emergency, the District PIO will fully mobilize by requesting additional staff support, set up a Media Center, and set up an information relay system, as necessary. The PIO function should be prepared to operate on a 24-hour basis, with staff members being assigned to four 12-hour shifts, with a one hour overlap to allow for briefing and transitional continuity. In a large event, the District and/or campuses should assign extra security staff to the Media Center to provide access control and verify credentials.

During emergency, operations, the San Bernardino Community College District Media Center will serve as the dissemination point for all media releases. If there is a multi-agency response, the responding agency's PIO should coordinate with the District or Campus PIO for a unified media response.

Roles and Responsibilities

For all campus specific incidents, the campus PIO will be the lead PIO during the event. If requested, the District PIO can act as a deputy PIO and assist the campus PIO. If multiple campuses are involved, the District PIO will then become the lead PIO with a campus PIO supporting.

During activation, the Media Center should be established in the field, near the incident, or near the EOC. This Media Center should have access to television, radio, and web news broadcasts as well as be able to disseminate press releases. The PIO is also responsible for establishing any public information “hot lines” if needed. Upon activation, any District PIO should immediately request assistance from pre-designated PIO staff as needed.

The Media Center should have a separate entrance and exit to the building for media use and be located away from the incident or EOC. The Media Center should have a television set, radio (portable with batteries), and telephones both for the staff and press.

Emergency Information/Rumor Control

The Emergency Information/Rumor Control section of the PIO function has the following responsibilities:

- Rapidly release emergency instructions and information to the public, District, and campus community through all available means, including Social Media sources.
- Receive all rumor control calls coming into the EOC over the public access lines, if established, to provide accurate, up-to-date information to questions posed by the public.
- Obtain periodic situation updates from the EOC Director by participating in all EOC briefings.
- Send any media releases to the county OA PIO.
- All news releases must be approved by the Field Incident Commander or EOC Director.
- Update recorded telephone messages hourly or as the situation changes.

For extended operations, District/campus personnel can be trained to answer routine public inquiries under supervision of the PIO and to refer all media questions directly to the PIO.

Non-Emergency Information and Media/Visitor Control

The responsibilities for this area are to:

1. Receive and handle non-emergency calls.
2. Greet and badge all media representatives using the following guidelines:
 - Unauthorized visitors will be directed to the appropriate agencies (e.g., Red Cross, disaster shelters, etc.)
 - Information Office staff reserves the right to accept or refuse any media credential
3. Maintain situation boards and maps in the Media Center.
4. Arrange accommodations and transportation for official visitors, if requested.
5. Assist the Emergency Information/Rumor Control group, as required.

Staffing for this function should be supported by campus Public Safety/Police Department for security and access control.

On-Scene PIO

There should be a PIO established at any field incident. All on-scene PIOs should coordinate information and media releases through their EOC. To achieve this type of close coordination, it is important that there is training on PIO procedures before an emergency situation arises. PIOs under SEMS/NIMS are required to complete a PIO training course.

The responsibilities of the on-scene PIO or PIO team are to:

- Establish a media control point in the vicinity of, but physically separated from, the incident site or command post.
- Request media cooperation with any “ground rules” established by the on-scene Incident Commander. Become familiar with California Penal Code Section 409.5.
- In concurrence with the District PIO, brief the media on the incident and on response actions underway. Names or other identification of casualties will not be released pending notification of next of kin.
- Maintain communication with the Incident Commander to obtain the latest information and remain current on the situation.
- Arrange interviews and live camera shots with key personnel when requested by the media and when such requests can be accommodated without interfering with response operations.
- Keep the EOC PIO apprised of changes to the emergency situation

Administrative Support

This area is responsible for:

- Providing administrative support (telephones, desks, computers, office supplies, copying and machines, clerical support) to all elements of the EPI function. Close coordination with the Logistics Section is essential.
- Arranging for foreign language translators and broadcasters as necessary.
- Arranging details of and equipment for press conferences and media briefings.
- Assisting the media in securing accommodations and transportation if determined necessary by the PIO.
- Assisting other areas as required.

State PIO

When the OES Public Information Organization at OES headquarters in Sacramento (SOC) is activated, PIOs will be assigned to the affected OES Mutual Aid Region(s) to gather status information from local jurisdictions and provide it to the State OES PIO.

Mutual Aid Region PIOs may reply to media calls and will relay information from the state and federal levels to local PIOs.

The State PIO will summarize the disaster situation for the media and report on state agency response activities. The State OES PIO will also establish statewide EAS programming, keep the FEMA PIO informed of developments, and provide PIO staff to support local jurisdictions on request. The State OES

PIO may coordinate news releases pertaining to a particular jurisdiction with that jurisdiction's PIO prior to dissemination to the news media. When prior coordination is not feasible, the local PIO will be informed at the earliest possible opportunity.

Federal PIO

FEMA PIO will provide information on Federal response efforts and Federal assistance programs and may provide PIO staff support to the state on request. The Federal government determines nationwide EAS programming.

Policies and Procedures

Media access privileges to both the EOC and field Media Center should be established and agreed upon with the District and campuses Executive teams prior to an emergency or disaster.

Field Access

California Penal Code Section 409.5 permits access by accredited reporters to areas that are closed to the public during disasters. The California Peace Officers' Association suggests that "In general, authorized members of the news media are to be permitted free movement in the area as long as they do not hamper, deter, or interfere with the law enforcement or public safety functions."

If access restrictions are in place, a "pool" or escort system may be established. Reporters on scene will select one representative from each medium (radio, television, newspaper, wire service, web) to be escorted into the area. Reporters will then share information, photographs, and video/audio tape with other accredited reporters. If access by the media must be denied or restricted for any reason, a complete explanation must be given.

Air Access

Federal Aviation Administration Regulation 91.91 covers temporary flight restrictions during incidents/disasters and sets forth procedures which pilots of media and other aircraft must follow. Permission to fly over incident sites may be denied if such flights will pose a significant safety hazard to the general public.

PIO Communications

For the most part, PIO function will rely on telephone lines for dissemination of information to the media and to respond to direct public inquiries. (Use of the internet and email capabilities may also be utilized.) The PIO should ensure that sufficient telephone circuits are available in the Media Center. Rumor control should have at least three lines with published numbers for the public to call in for information and have their questions answered. There should also be unrestricted lines for the media to contact the District PIO directly.

The PIO should arrange for at least one unlisted outgoing line for his/her exclusive use during disasters.

Should telephones be out of service, the Radio Amateur Civil Emergency Services (RACES) or similar organization may be requested from the local city and used as an alternative. This resource should be requested through the OA.

Local commercial radio is the most rapid means of communicating emergency information to the public, District, and college community; however, press releases may need to be disseminated in a number of ways, including, but not necessarily limited to:

- Regional commercial radio stations whose signals reach the stricken area (if local stations are off the air).
- Television stations (including cable).
- Newspapers.
- Websites.
- Special supplements to newspapers.
- Leaflets distributed by volunteers.
- Public safety loud speakers.
- Personal contact.

(end of material taken from pages 72-77, SBCCD EOP)

Summary of activities of DISTRICT PIO

Action—Start-Up

- Check in upon arrival at the EOC
- Report to the EOC Director and obtain a briefing on the situation
- Review your position responsibilities
- Set up PIO work area to include maps and televisions, if available
- Review the list of EOC personnel and know where to go for information or support
- In coordination with the EOC Director, clarify any questions you may have regarding your assignment
- Ensure accurate and detailed logs are maintained for PIO functions
- Coordinate with Planning in regards to long-term situational awareness

Operational Duties

- Coordinate with EOC Director for all information releases
- Coordinate public safety press releases to meet Government Code mandates and restrictions
- Obtain EOC Director's approval of media releases
- Notify media of briefing schedules
- Arrange for tours and other interviews
- Obtain media information that may be useful to action planning
- Provide periodic media relations briefings to the EOC Director
- Maintain current information summaries and graphic displays
- Thoroughly brief your relief at shift change time

Deactivation/Demobilization

- Obtain authorization to deactivate from the EOC Director
- Release assistant staff when no longer required
- Ensure that any required reports or forms are completed prior to departure
- Be prepared to provide input to the After-Action Report

Appendix F: Instructions for Creating a Crisis Media Release

Identify your target audience. Is the news release or notice intended for employees, students, or the general public? Each audience will have unique expectations and needs during the crisis. Write the news release for the specific audience and disseminate it accordingly. For students, use primarily social media – post to the websites, twitter, facebook, etc. For a more general audience, use the media list included here – email dissemination is preferred.

Begin with the date instructions for the release. In a crisis, the header usually would be “For Immediate Release.”

June 30, 2014

FOR IMMEDIATE RELEASE

Provide contact information. Your crisis-communication plan should designate a single spokesperson to handle all questions and inquiries. Supply the contact information for this person. Example provided:

Contact: Alisa Sparkia Moore, Esq., asmoores@sbccd.edu
San Bernardino Community College District, Communications & Public Relations
114 S. Del Rosa Dr., San Bernardino, Calif., 92408
Direct Line: 909.382.4012; Fax: 909.382.0144; Cell: 805.717.0347

Write the headline for the release. Ideally, the news release should contain information that is proactive, not reactive. For example, instead of “ATT Addresses Problems Reaching Call Center,” use “ATT to Add Additional Phone Lines for Call Center.”

SAN BERNARDINO COMMUNITY COLLEGE DISTRICT CLOSES
ALL OFFICES DUE TO EARTHQUAKE DAMAGE

Supply a paragraph summarizing the information contained in the body. The summary usually is quickly scanned by media outlets to assess the newsworthiness of the release. Use the summary to help news outlets understand the critical nature of the communication and how the information targets the larger crisis.

The San Bernardino Community College District has closed its offices to the public and students for the foreseeable future due to the damage caused by the earthquake on Jan. 21. Various locales are being used as emergency sites for the community. Employees should contact their supervisors to determine their need to be available to work. The emergency communication center website can be located at sbccd.org/emergency and the public may call 909-123-3434 for information.

Write the body of the news release. The body should not exceed 300 words. Add "bullets" to highlight main points, and keep paragraphs short, accurate and concise. A well-written body should be easily scanned for vital details.

Appendix G: Cal. Pen. Code Sec. 409.5

409.5. (a) Whenever a menace to the public health or safety is created by a calamity including a flood, storm, fire, earthquake, explosion, accident, or other disaster, officers of the Department of the California Highway Patrol, police departments, marshal's office or sheriff's office, any officer or employee of the Department of Forestry and Fire Protection designated a peace officer by subdivision (g) of Section 830.2, any officer or employee of the Department of Parks and Recreation designated a peace officer by subdivision (f) of Section 830.2, any officer or employee of the Department of Fish and Game designated a peace officer under subdivision (e) of Section 830.2, and any publicly employed full-time lifeguard or publicly employed full-time marine safety officer while acting in a supervisory position in the performance of his or her official duties, may close the area where the menace exists for the duration thereof by means of ropes, markers, or guards to any and all persons not authorized by the lifeguard or officer to enter or remain within the enclosed area. If the calamity creates an immediate menace to the public health, the local health officer may close the area where the menace exists pursuant to the conditions set forth in this section.

(b) Officers of the Department of the California Highway Patrol, police departments, marshal's office or sheriff's office, officers of the Department of Fish and Game designated as peace officers by subdivision (e) of Section 830.2, or officers of the Department of Forestry and Fire Protection designated as peace officers by subdivision (g) of Section 830.2 may close the immediate area surrounding any emergency field command post or any other command post activated for the purpose of abating any calamity enumerated in this section or any riot or other civil disturbance to any and all unauthorized persons pursuant to the conditions set forth in this section whether or not the field command post or other command post is located near to the actual calamity or riot or other civil disturbance.

(c) Any unauthorized person who willfully and knowingly enters an area closed pursuant to subdivision (a) or (b) and who willfully remains within the area after receiving notice to evacuate or leave shall be guilty of a misdemeanor.

(d) Nothing in this section shall prevent a duly authorized representative of any news service, newspaper, or radio or television station or network from entering the areas closed pursuant to this section.

<http://www.leginfo.ca.gov/cgi-bin/displaycode?section=pen&group=00001-01000&fie=403-420.1>,
retrieved July 7, 2014

Appendix H: Site Maps, Including Designated Free Speech Areas:

- A. San Bernardino Community College District Offices
- B. Crafton Hills College
- C. San Bernardino Valley College

A. San Bernardino Community College District Offices



B. Crafton Hills College



Map not to scale
Updated: July 23, 2014

-  **ATM**
-  **Bus Stop**
-  **Nurse's Station**
-  **Police/Security**
-  **Visitor Parking**
-  **Pedestrian Detour**

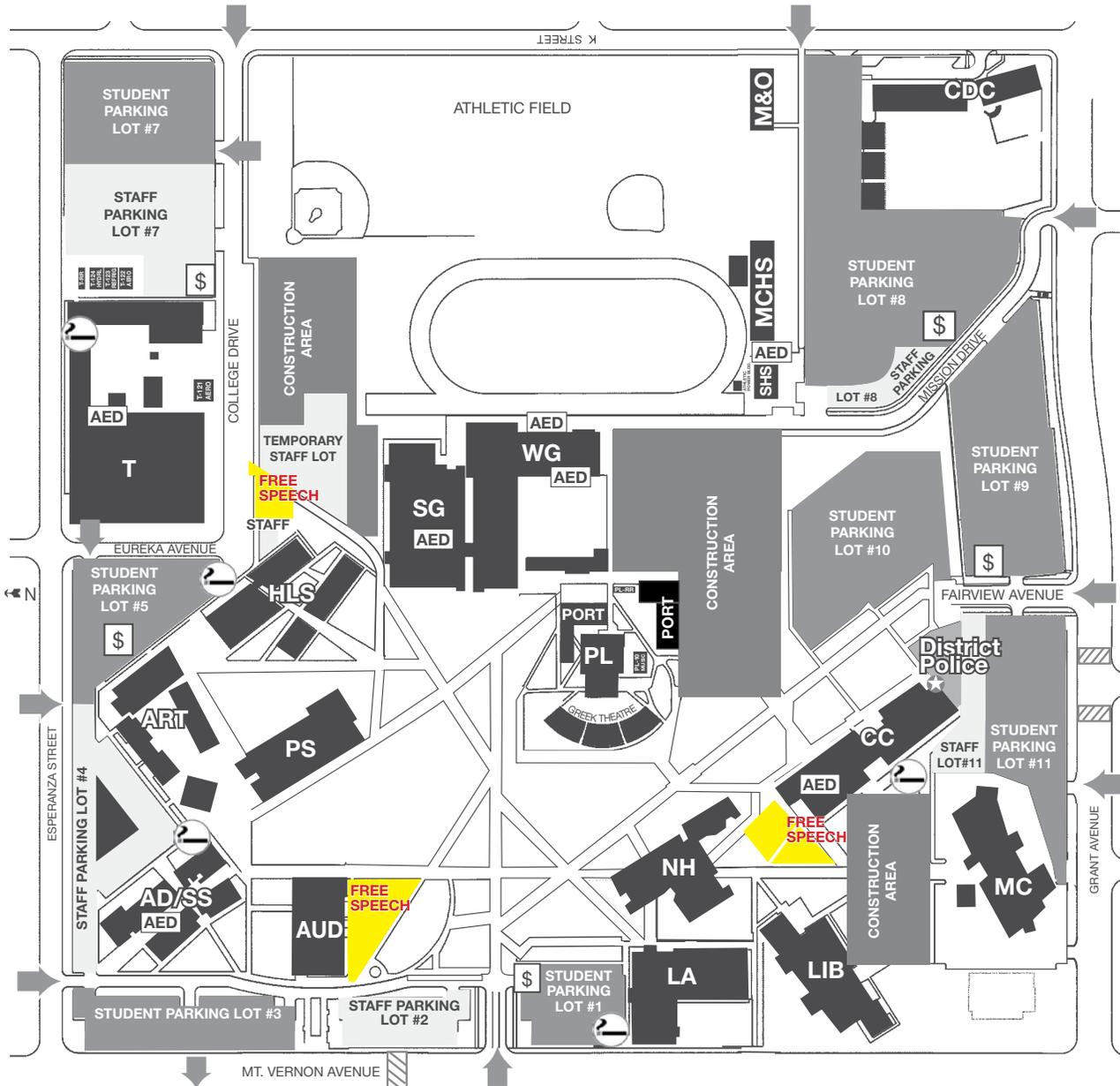
 **Parking Permits (Daily)**
 Parking permits/decals are required to park in all parking lots and on all college streets.
 Daily parking permits available in all lots.
 Parking in disabled stalls requires a valid California disabled placard and a valid SBCCD parking permit/decals.

 **Smoking Areas**
 This is a smoke-free campus smoking in non-designated areas or buildings may result in the issuance of a citation (Board Policy #3570; Government Code #7597)

District Police (909) 389-3275

- | | |
|---|--|
| <ul style="list-style-type: none"> 1 KENISIOLOGY, HEALTH & KHA
AQUATICS COMPLEX 2 ATHLETIC FIELD AF 3 BC CLASSROOM BUILDING.BC 4 BOOKSTOREBK 5 STUDENT CENTER/CAFETERIA.SCC
Student Senate 6 CL CLASSROOM BUILDING.....CL
Financial Aid 7 CHEMISTRY/HEALTH SCIENCES CHS 8 CHILD DEVELOPMENT CENTER CDC 9 GYMNASIUM. G 10 LABORATORY/ADMINISTRATION.LADM
Campus Business Office
Parking Permits (Semester/Annual)
POLICE (LADM 153) 11 LEARNING RESOURCE CENTERLRC
Copy Center
Gallery
Lecture Hall
Library | <ul style="list-style-type: none"> 12 MATH & SCIENCE ANNEX MSA 13 MAINTENANCE & OPERATIONS/
SHIPPING & RECEIVING 14 OCCUPATION EDUCATION 1 OE1 15 UNDER CONSTRUCTION 16 PERFORMING ARTS CENTERPAC 17 STUDENT SERVICES ASSA
Admissions & Records EOPS 18 STUDENT SERVICES BSSB
Counseling Health & Wellness Center
Disabled Student Services 19 TENNIS COURTS TC-CRTS |
|---|--|
- * CHC Fire Academy has been temporarily relocated during construction to:
CALFIRE
 3800 N. Sierra Way, San Bernardino, CA 92405
 For Information Call: 909-389-3418 or
 Visit: craftonhills.edu/fireacademy

C. San Bernardino Valley College



Appendix I: The 77 Most Frequently Asked Questions

By Media Following Crisis Incidents

Recent research conducted by the Center for Risk Communication and other groups indicates that questions and concerns raised by stakeholders in emergency situations can be generally identified in advance.

The following is a list of the 77 most frequently-asked questions by journalists during a crisis. The list was generated by researching a large database of questions posed by journalists at news conferences immediately following a disaster and distilling the larger list into 77 questions. This is an excellent resource for identifying potential questions for which message maps should be developed.

1. What is your name and title?
2. What are your job responsibilities?
3. What are your qualifications?
4. Can you tell us what happened?
5. When did it happen?
6. Where did it happen?
7. Who was harmed?
8. How many people were harmed?
9. Are those who were harmed getting help?
10. How certain are you about this information?
11. How are those who were harmed getting help?
12. Is the situation under control?
13. How certain are you that the situation is under control?
14. Is there any immediate danger?
15. What is being done in response to what happened?
16. Who is in charge?
17. What can we expect next?
18. What are you advising people to do? What can people do to protect themselves and their families – now and in the future – from harm?
19. How long will it be before the situation returns to normal?
20. What help has been requested or offered from others?
21. What responses have you received?
22. Can you be specific about the types of harm that occurred?
23. What are the names of those that were harmed? Can we talk to them?
24. How much damage occurred?
25. What other damage may have occurred?
26. How certain are you about damages?

27. How much damage do you expect?
28. What are you doing now?
29. Who else is involved in the response?
30. Why did this happen?
31. What was the cause?
32. Did you have any forewarning that this might happen?
33. Why wasn't this prevented from happening?
34. Could this have been avoided?
35. How could this have been avoided?
36. What else can go wrong?
37. If you are not sure of the cause, what is your best guess?
38. Who caused this to happen?
39. Who is to blame?
40. Do you think those involved handled the situation well enough? What more could/should those who handled the situation have done?
41. When did your response to this begin?
42. When were you notified that something had happened?
43. Did you and other organizations disclose information promptly? Have you and other organizations been transparent?
44. Who is conducting the investigation? Will the outcome be reported to the public?
45. What are you going to do after the investigation?
46. What have you found out so far?
47. Why was more not done to prevent this from happening?
48. What is your personal opinion?
49. What are you telling your own family?
50. Are all those involved in agreement?
51. Are people over reacting?
52. Which laws are applicable?
53. Has anyone broken the law?
54. How certain are you about whether laws have been broken?
55. Has anyone made mistakes?
56. How certain are you that mistakes have not been made?
57. Have you told us everything you know?
58. What are you not telling us?

59. What effects will this have on the people involved?
60. What precautionary measures were taken?
61. Do you accept responsibility for what happened?
62. Has this ever happened before?
63. Can this happen elsewhere?
64. What is the worst-case scenario?
65. What lessons were learned?
66. Were those lessons implemented? Are they being implemented now?
67. What can be done now to prevent this from happening again? What steps need to be taken to avoid a similar event?
68. What would you like to say to those who have been harmed and to their families?
69. Is there any continuing danger?
70. Are people out of danger? Are people safe? Will there be inconvenience to employees or to the public?
71. How much will all this cost?
72. Are you able and willing to pay the costs?
73. Who else will pay the costs?
74. When will we find out more?
75. Have these steps already been taken? If not, why not?
76. Why should we trust you?
77. What does this all mean?

This resource was accessed from the U.S. Environmental Protection Agency Web site (<http://www.epa.gov/nhsrc/news/news040207.html>):

Covello, V., Minamyer, S., & Clayton, K. (2007). Effective risk and crisis communication during water security emergencies: Summary report of EPA sponsored message mapping workshops. Retrieved from <http://www.epa.gov/nhsrc/pubs/600r07027.pdf>