

**Larimer County Information Center  
Standard Operating Guidelines  
Updated 8/14/2014**

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## **Background Information**

Communication with the people we serve during a crisis is critical to the agencies in Larimer County. We have a high expectation for the free flow of information from those managing the incident to those communicating about the incident so we can be responsive to not only the media but the communities affected. We expect that this high standard of communication can be met through a close working relationship with any incident management team.

The Larimer County Information Center (the center) was created to improve communication during incidents. It is set up to instantly provide the technology necessary to handle the office support function for incident information on a highly visible and growing incident. The Center continues to provide this function until the incident is over or the need is no longer there. The center fields public calls, updates recorded phone lines, handles phone interviews as necessary, clarifies facts for the media, sends out news releases, updates websites, updates Inciweb, utilizes social media and performs other information support functions for the incident. The center is an interagency cooperative effort including the U.S. Forest Service, Larimer County Sheriff's Office and Emergency Services, Rocky Mountain National Park, and Colorado State Forest Service. The center also works closely with many other agencies and not-for-profit organizations.

## **Introduction to Larimer County**

The citizens of Larimer County have a very high expectation for timely information. They are technologically savvy and expect modern technology be used during an incident. We have strong relationships with our citizens, elected officials and media members. These relationships are built on trust that we will be responsive and honest.

The Front Range of Colorado has a demanding media market. Often the media beat us to the smoke and hear of fire reports before we do. Knowing this, we have developed this interagency approach to fire information in Larimer County. Relationships have also been established with most of the local media, so they have a good idea of whom to turn to for information and help get crucial public information out to local communities. It is important to all agency information staffs to maintain and build upon these positive relationships and utilize the capabilities of available technology.

## Expectations for Internal Communications

Strong internal communications are critical to our success in providing timely, accurate information during a crisis. Although the Larimer County Information Center is not co-located with the rest of the information function on an incident it has the same or even greater information needs because of the easy access the public/agencies and media has in contacting the center. Simultaneous (at the same time you are informing field staff) information briefings are critical. When briefings are given to information officers on the fire, the center should be included as if on the scene. Call the center (or identified contact) and you can be put on speaker phone.

To meet our needs of providing timely information, we have established a default briefing schedule. This schedule can be re-negotiated during the incident if mutually agreed upon. Information needs to be shared at these intervals as well anytime something significant occurs. The regularly scheduled updates need to be made whether there is new information or not.

The default schedule is:

- **\*5:30 a.m.** – Early morning briefing touching on fire activity and accomplishments through the night (at least a few news-worthy items) *Released to public/media at 6 a.m.*
- **7:30 a.m.** (or immediately after fire's morning briefing) – Full briefing after the fire briefing from the Incident Commander. *Released to public/media at 8 a.m.*
- **11:30 a.m.** – Update on what the crews are doing, growth, evacuation information (could merely state that we do not have any new information, but they will be expecting something). *Released to public/media at 12 noon*
- **3:30 p.m.** – Full briefing discussing the fire activity and general progression information. *Released to public/media at 4 p.m.*
- **8:30 p.m.** – Full briefing after the day's wrap-up of events and plans for the next day *Released to public/media before 10 p.m.*
- **Others** – We would expect additional updates as events occur on the fire or crucial information is gathered. As the fire grows throughout the day we need to be able to state the direction it is moving and that it has grown even if we do not have exact acreages to report. Changes in smoke conditions are also something useful for the center to know and often makes the phones ring. Even information as simple as "the helicopters are in the air" gives the media something new to use.

*\*May be later depending on when the scheduled Center hours are operating.*

### Update Responsibilities:

- **Field Operations Briefing Responsibilities:**
  - Ensure briefings occur on schedule with adequate information. (Ex. In lieu of exact acres – the fire has been growing to the north.) General information is better than no information. Consider assigning a dedicated runner/liaison to transfer information from the field to the center if cell phone or existing phone service is not adequate
  - Treat information officers at the center the same as those at the fire when providing briefings. Everyone needs the same information at the same time to maintain consistency of message.
  - Share quotable quotes, a copy of each Incident Action Plan, key messages, maps, and descriptions of the fire scene to the center.

- Provide defined locations of the fire, such as the fire has not crossed Highway XX, but is approaching County Road XX. Basic north, south, east, west locations the public/media can easily understand.
- We expect that a reliable phone line will be dedicated for communication at both the field operation and the center that is not used for media updates or public calls, etc. If a reliable phone line cannot be established an information runner will be used.
- **Center Briefing Responsibilities:**
  - Be available to receive briefings from the field at all scheduled times.
  - Brief the field operations on information gathered from public and media.
  - Disseminate information through a fact sheet using all center technologies: email, web, social media, fax (when requested), recorded phone lines.
  - Establish a dedicated phone line for information exchange with the field information operation.

**Rumor Control:** Rumor control is critical to maintain our relationships. We expect to be able to reach the ICP to share what we have heard, as well obtain the information necessary to negate/confirm these rumors. It is crucial that once rumors are brought to your attention they are followed-up on in a timely manner to help maintain our credibility with the local media, community members and cooperators. In the past our relationship with the media has helped us dispel rumors with the public. The utilization of social media to identify rumors and dispel them should also be considered as appropriate.

- **Field Operations Responsibilities:**
  - Follow-up quickly and effectively on rumors heard by the center.
  - Share rumors from the field and how they are being addressed.
- **Center Operations Responsibilities:**
  - Share rumors heard from the public and media, including social media, to field operations.
  - Disseminate how rumors are being addressed and whether or not they are justified.

**Agency Briefings:** Many of our cooperators need to know what is happening on our fires. The center typically sends RMACC and the USFS Rocky Mountain Regional Office the updates sent to the media. Other cooperators include county entities, state agencies, Red Cross, United Way 211 and others identified during the fire. Most agencies are kept informed by the center through email although occasionally a personal phone call is necessary. It is important that both the center and field operations know who each is responsible for contacting.

- **Field Operations Responsibilities:**
  - Provide additional cooperators or key contacts on the incident to the center (including any contact information or requirements).
- **Center Operations Responsibilities:**
  - Provide an initial list of cooperators and key contacts to the field (including any contact information or requirements).
  - Provide information to both participating and interested entities; internal and external.

## Expectations for Community Relations:

*(Expectation is that an information officer is assigned as a lead community relations officer to accomplish the following duties.)*

**Evacuation Centers:** The center often gets questions from the public about evacuation centers and also calls from evacuation centers for information. We would expect an information officer is assigned to the evacuation center and receives regular updates from the fire.

- **Field Operations Responsibilities:**
  - Assign an information officer to evacuations center, assure the evacuation center is regularly updated and staffed. (The center may be able to provide a local PIO.)
  - Share information about impending evacuations and trigger points with the center, including number of individuals/households threatened, etc.
  - Provide maps, when available, to evacuation centers.
- **Center Operations Responsibilities:**
  - Share information about impending evacuations and trigger points with the field, including number of individuals/households threatened, etc.
  - Provide information as appropriate to the Evacuation Center.
  - Disseminate evacuation center information.

**Community Meetings:** It is important for us to know all the details about any community meeting, including who will speak, what information will be shared, and where/when it will be held. The more advance notice, the better we can encourage participation. We also expect to have the basic information being shared prior to it being released at the meeting. Past experience has shown when we get the information after the meeting; it hurts our credibility with our publics who hear more updated reports from the media or neighbors.

- **Field Operations Responsibilities:**
  - Set-up community meetings including location, time, speakers, and topics covered, etc.
  - Share this information with the center both before (what is planned) and after (how did it go).
  - Post flyers on bulletin boards/trap lines (route along which you post information for the community).
  - Provide maps for community meetings.
  - Assign information officer media responsibilities at the community meeting. (If media is allowed or must remain outside the meeting location.)
- **Center Operation Responsibilities:**
  - Disseminate information about the meeting to both media and cooperators.
  - Be available for support, such as creating and printing flyers, etc.
  - Provide field operations with information about shared public concerns, interested topics.

**Phone Lines:** Please see what the information center (attached) can provide to understand the roles of the phone lines thoroughly. The media does a great job getting these numbers out to the public for us and many local community members know to check these lines for updates.

- **Center Operation Responsibilities:**
  - Maintain prompt updates for the recorded phone lines.
  - Staff the public and media phone lines.
  - Maintain call logs.

**Bulletin Boards/Trap Lines:** We expect bulletin boards in local communities and the evacuation center include updated information. Much of the area in Larimer County is intermixed and there tends to be private land directly, indirectly or perceived to be affected by fire. We would encourage having one or more information officer that is dedicated to this endeavor.

- **Field Operations Responsibilities:**
  - Assign an information officer with the responsibility of keeping these updated as new information is available.
  - Identify and document the locations of bulletin boards/trap lines. Share where these are and what is included on them (to keep center in the know about what is being shared).
  - When the incident is over, these are wrapped up by providing a final update and then assigning someone to take them down and refer readers to the local agency responsible.
- **Center Operation Responsibilities:**
  - Provide local expertise as to where these should be.
  - Be available to create flyers or other needed documentation of updates.

**Social Media:** Both Larimer County and the Forest Service have social media accounts that can be utilized during a fire. Many PIOs also come with personal accounts. A balance must be struck on who is the official source of information and helping one another share information. Media outlets also utilize various forms of communication during fires and this needs to be kept in consideration when providing information.

- **Field Operations Responsibilities:**
  - Provide direction about the use of personal social media accounts by assigned PIOs (do not put out information on personal sites first, retweet agency tweets).
- **Center Operation Responsibilities:**
  - Utilize available social media outlets from the local agencies to provide information when there are updates with links to Inciweb:
    - Larimer County Sheriff's Office Twitter account & Canyon Lakes Ranger District Twitter account: serve as primary sources for tweets with others, including team PIOs.
    - ARP Twitter account: retweet information from CANYON LAKES RANGER DISTRICT or LARCO site.
    - Larimer County Sheriff's Office and ARP Facebook Pages: will direct the public to the various other locations of information (particularly Inciweb).

## Expectations for Tours

**Elected Officials:** Since the Front Range is heavily populated, there is often interest from elected officials during fires. We expect these individuals to follow the same safety procedures as the media, but again to maintain relationships, work to get them access safely and without impeding suppression activities. Work with local public affairs/information staff to coordinate (often involves many Federal levels).

- **Field Operations Responsibilities:**
  - Work with the incident commander to determine if a tour of elected officials would be appropriate, i.e. it is safe enough. Determine best, safest location to take elected officials with the incident commander.
  - Assign an information officer to escort elected officials to the fire.
- **Center Operation Responsibilities:**
  - Share information of a need/desire of elected officials to go to the fire.
  - Compile packets for the tour if field operations desire.
  - Provide local public affairs/information staff to address local issues as needed.

**Media:** Much of the local media has experience working fires and many have their own PPE. They recognize our emphasis on safety, but expect to be taken on tours of the fire. We use media pools when necessary, but try to get as much access as possible to maintain positive relationships. This is a crucial topic for our local media's expectations of information. If we do not provide timely information they quickly find it elsewhere. A default schedule of media briefings or when they can expect updates is listed in the Internal Communications Section.

- **Field Operations Responsibilities:**
  - Work with the incident commander to determine when and where the tour should take place, while providing for safety.
  - Establish staging areas for the media.
  - Assign information officer(s) to escort media to the fire, find good visuals.
  - Get the media to the line as soon as possible, recognizing the need for print media to compete with the TV media that can fly over the fire.
  - When a media pool is necessary, determine a fair way to decide who goes. This may be an opportunity for the media themselves to decide.
- **Center Operation Responsibilities:**
  - Provide information when there is a need/desire from media to go to the fire.
  - Include media tour information with all other info disseminated from the center.

**Safety:** If safety allows and requests are made, tours are conducted of the burn area as appropriate. Tours are coordinated and as efficient as possible. Subject matter should be coordinated with local entities. The preference is for local PIOs to assist in the planning of these tours. All individuals on the tour are required to wear Personal Protective Equipment (PPE). Local information officers have approximately three sets of PPE for use on tours.

- **Field Operations Responsibilities:**
  - Make sure all individuals going to the fireline use appropriate PPE.
  - Provide radios for all field working information officers.
  - Provide safety briefings before tours are taken to the field. This includes key people for PIOs to contact when arriving in the field.
- **Center Operation Responsibilities:**
  - Provide safety messages to the media and cooperators, such as letting them know what they should bring to a tour and what is expected once on the fire.

## **Expectations for Other Emergency Situations Evacuations/Injuries/Accidents/Rescues/Investigations:**

**Evacuations:** Evacuations are handled by the Sheriff's office. The Sheriff's office provides information about evacuations including what stage different communities are in and when they are lifted. If the Sheriff is reporting to various sources that residence are allowed back in their homes, the center takes this on *full authority*.

- **Field Operations Responsibilities:**
  - Keep the center staff updated on trigger points, key messages.
  - Keep evacuees informed as much as possible (see Community Relations).
- **Center Operation Responsibilities:**
  - Open the center when evacuations occur or there is the a high potential for evacuations.
  - All evacuation information will be provided through all center's information channels.
  - Provide any information to the field gathered from the Larimer County Dispatch Center, including exact wording sent out to evacuees.

**Injuries/Accidents:** We understand the sensitive nature of injuries and accidents on a fire, but also know with the media in close proximity they often hear about injuries before the center does. This needs to be taken into consideration when determining what information is released. Knowing if someone was taken to a hospital and if they were being treated and/or had been released is information that will typically satisfy our media. If the Sheriff's office releases this information, then the center will in turn provide that information. The center will provide as much information as possible without breaking rules or invading privacy.

- **Field Operations Responsibilities:**
  - Information related to injuries will be provided to the center as soon as discovered and follow-up information will also be provided (such as "treated and released).
  - Provide other information related to injuries, such as steep terrain, slick conditions, evening shifts, etc.
  - Development of key messages related to safety need to be included in daily briefings to the center – what safety matters are being addressed and how.
- **Center Operation Responsibilities:**
  - Basic information will be provided through the center's information channels.

**Rescues:** Search and Rescue is a Larimer County Emergency Management activity. Although they often allow us to act as a spokesperson for the event when it is on USFS land, we gather our information through them. We would expect this to be the same case during a fire. The Sheriff's office is our main source of information for rescues and information coming out from the fire should be coordinated through them.

- **Field Operations Responsibilities:**
  - Develop key messages related to the situation (navigation, what to pack, safety, etc.) and provide to the center.
- **Center Operation Responsibilities:**
  - Disseminate information about the rescue.
  - Provide information received from the Larimer County Dispatch Center or Emergency Management Officer back to the field.

**Investigations:** Investigations vary by jurisdiction. If the investigation is being handled by the USFS, then that will be the main source for investigation information. If it is handled by the Sheriff's office, then they are the primary source. Knowing if an investigation is taking place and if it is suspected to be human cause can help when addressing the public and media.

- **Field Operations Responsibilities:**

- Provide on-going information about the investigation, including contact numbers if we are trying to get public assistance/information.

- **Center Operation Responsibilities:**

- Get contact information out to the public if they have "tips" to report. Pass information gathered from public phone calls on to the appropriate contact.
- Provide relevant information gathered from Larimer County to the field.

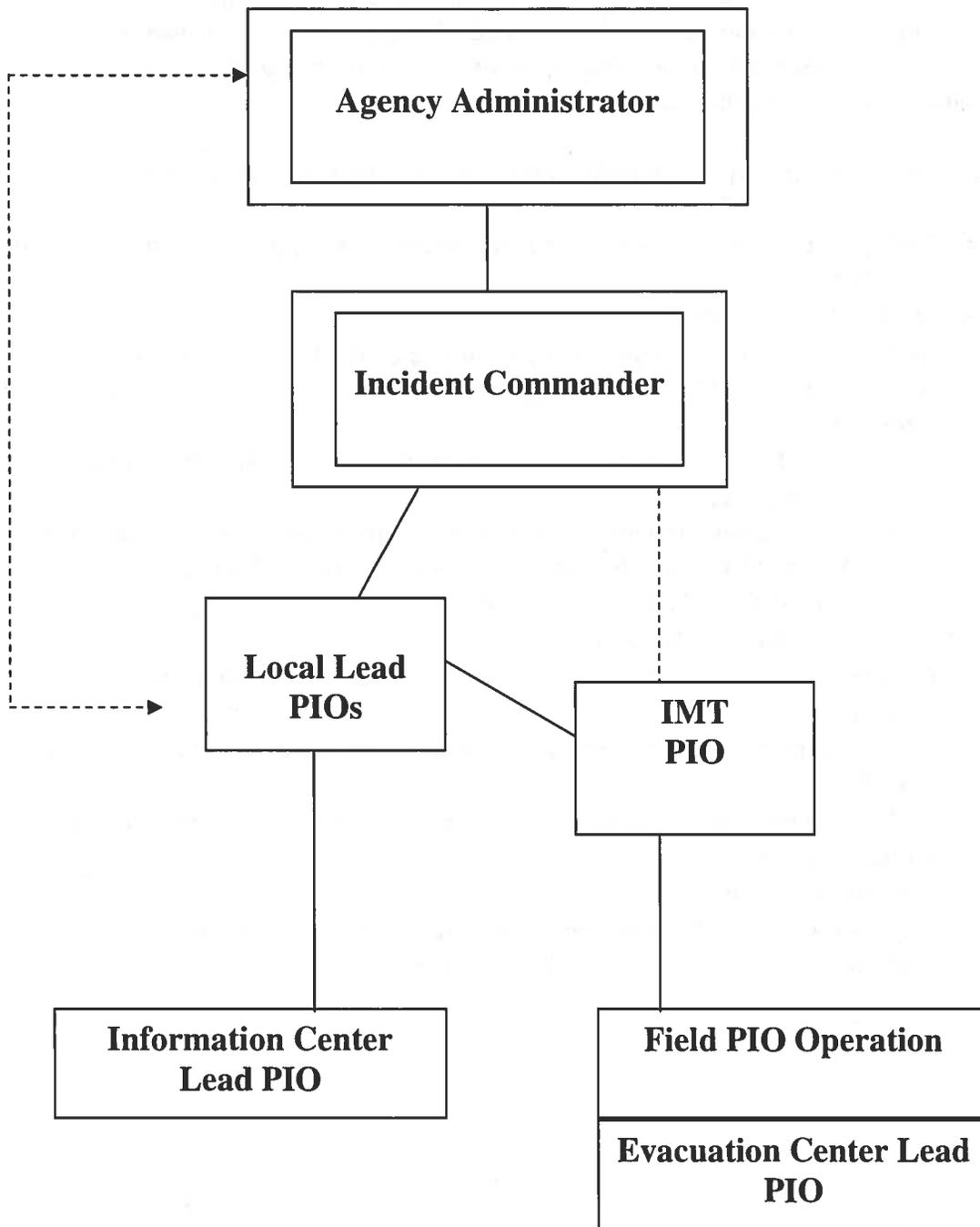
## Resources

- **Available Local Information Officers:** A list of PIOs available will be provided to the IMT's PIO. There are many PIOs with experience on the Arapaho and Roosevelt National Forests and Pawnee National Grassland. The information center is often staffed with PIOs, PIO trainees, Larimer County employees and, often times, volunteers.
- **Social Media:** Both the Larimer County Sheriff's Office and the Canyon Lakes Ranger District have Twitter accounts to utilize during incidents, as does the Forest. The Sheriff's Office and Forest also have Facebook pages that can be used to direct people to updated information. If Inciweb cannot handle the amount or size of photos desired for the fire, a Flickr page can be set up for this use.
- **Inciweb:** The Arapaho and Roosevelt National Forests and Pawnee National Grassland does have an Inciweb profile to post information on, as well as staff who can provide access to teams as needed.
- **Contact Lists:** The latest contact list will be provided in an electronic format, this includes a copy and paste email list that we use to send out updates. There is also contact information provided to you for key ARP and other USFS employees and cooperators.

## Overview of the Center's Purposes and Role

- **Center Management:** The center is operated by a Lead PIO. Typically provided locally but it can be managed by any approved information officer.
- **Web:** The Larimer County Emergency Management Office has a website that can be easily and quickly updated during a crisis. It includes the date and time of the update and local communities use this site, as is evident from feedback. Inciweb can also be updated by all agencies and is used widely by Incident Management Teams. It prints into a fact sheet that can be used for posting and as a handout. It is typically updated whenever an update is sent to the media or something significant occurs. In the event of an incident, links are included on participating agencies home pages to the both of these
- **Recorded Phone Lines:** Both the USFS and Sheriff's office have recorded information lines. If an event has grown to this size/significance, typically the USFS line says to call the Sheriff's line housed in the Center so only one has to be consistently updated. The center phone lines are staffed when possible during the burning period. The phone lines roll over to find a vacant line or go to the recording when all lines are busy. The recorded message includes an update on the fire as well as center operation hours. (USFS recorded lines = 970-498-1030, LARCO line = 970-498-5500)
- **Fact Sheets:** We have been praised by local media for sending out fact sheets instead of news releases when a fire is going. Inciweb has made this easier, since the web update and the handout are created at the same time. We typically mark the new/changing information to the fact sheet in bold/italics/caps/color, something to make it stand out. The special information section is used for key points, quotes from the Incident Commander, etc. These are sent via email and announced on social media.
- **Social Media:** Both Larimer County and the Canyon Lakes Ranger District have Twitter accounts. These will primarily direct people to Inciweb updates.
- **Phone Interviews:** Since it is often difficult to get in touch with information officers at the fire, information officers at the center often handle phone interviews. This is just one more reason why it is so crucial for the center to have the most up-to-date and accurate information.
- **Media Fact Checking:** Another area the information center helps is providing the media a contact at the center to check facts, such as spellings, acres, dollars, etc.
- **Public Information Access:** We also have the ability to have multiple roll-over phone lines. We staff these lines to answer public questions. We have found from past experiences the public will use the media, but then double-check what they hear with the center and want a voice to talk to.
- Please see the attached sheet about everything the center provides.

**Organization Chart**



## Appendix A: Larimer County Information Center Basics

Background: The Larimer County Information Center was created to improve communication after the Bobcat Fire in 2000. It is set up to provide within minutes the technology necessary to handle the office support function for incident information on highly visible and growing incidents. When an Incident Management Team arrives, it works with the center. The center fields public calls, updates recorded phone lines, handles phone interviews, clarifies facts for the media, updates social media outlets, sends out fact sheets, updates local websites/inciweb and other support functions.

What the Larimer County Information Center can do during a major incident...

- Multiple public phone lines staffed with individuals to give updated information (970-498-5500)
- Media phone line staffed
- Internal phone line to allow fire personnel to contact the information center directly
- A recorded phone line, providing general incident information and how to reach an information officer
  - The 5500 number has a role-over recording with general information when all the lines are busy.
  - The Arapaho and Roosevelt National Forests and Pawnee National Grassland's Recorded Incident Information Line is updated with incident information (970-498-1030) or refers to 5500
- Provide evacuation information
- Compile fire information to send out to local media and cooperators and document coverage
- Computer, printer and copy machine access (although large jobs maybe processed elsewhere)
- Update the Larimer County Emergency website and Inciweb whenever there is an update ([larimer.org/emergency](http://larimer.org/emergency))
- Used for all risk/incidents
- Provide field information officers as available (who help with the on-scene media, evacuation centers and community meetings)

## **Appendix B: Trigger Points for opening the Center**

These trigger points are used for making the open/don't open decision about the information center. Exceptions may occur, but it is recommended that exceptions occur infrequently. Also, remember the sheriff and his staff may override any decisions made by cooperators in regard to using the center.

Open the information center when one of the following conditions applies:

1. Information resources at the original incident information location are overwhelmed and can no longer perform the service necessary. In general, any situation that requires more than three people would be considered an overwhelming situation.
2. When 20 or more structures are evacuated or an evacuation center is established.
3. Any time a Type I or Type II overhead team is ordered.

The decision to open the LARCO information center when more than two cooperating agencies are involved with the incident will be made on a case by case basis, but the decision must involve a representative from the Larimer County Sheriff's office.

## Appendix C: Guest Etiquette for Sheriff's Administrative Site: 2501 Midpoint Drive

### Before you get here...

- Wear your uniform or fire attire (if you have), name tag, and fire information badge at ALL TIMES (*you must clearly display agency identification at all times*)
- Have your government ID and/or driver's license handy

### What to bring...

- Snacks (we may be there a while) – we have access to fridge and microwave
- Cash – there are snacks and snack machines downstairs
- Task Book

### Parking...

- Park in large parking lot on west side of building

### Checking In...

- Enter through main entrance on south side of building
- Stop at front desk and check-in
- After-hours access (The preferred method is that you come to the west side of the building and call us directly to let you in. South side entrance can use the phone that rings into dispatch and they will call us.)
- Tell where you are going, who you are affiliated with, why you are there; show your ID and sign-in. During major incidents we will try and have a list at the front desk.
- Head upstairs and check in with the Lead PIO

### What to do while there...

- Keep quiet in the halls.
- **Anything you hear or see that is not affiliated with the incident, you did NOT hear, see, or certainly will not repeat**
- Be respectful of all Sheriff's office personnel and equipment – remember we are guests
- Keep information area clean, organized, and professional – "Leave No Trace"
- Remember lunch, breaks, dinner and work/rest guidelines
- Check facts, track down rumors
- Smoke only on the northwest outside patio

### What not to do...

- Go in to LARCO Dispatch without an invitation. If you need LARCO Dispatch check with lead PIO.
- Disrupt or repeat any Sheriff's office business
- Eavesdrop in matters not related to the incident
- Spread unconfirmed facts from unapproved sources
- Smoke in building or Enter or use the fitness facility (*liability issue*)

## Guest Etiquette for Sheriff's Emergency Service Center: 1303 Shields Street

### Before you get here...

- Wear your uniform or fire attire (if you have), name tag, and fire information badge at ALL TIMES (*you must clearly display agency identification at all times*)
- Have your government ID and/or Driver's License handy

### What to bring...

- Snacks (we may be there a while) – we have access to fridge, microwave, stove, there are no snack machines
- Task Book

### Parking...

- Park in large parking lot – front of building

### Checking In...

- Enter through the side entrance – south side of building
- If unlocked come right in, if not call to be let in. The building will be locked after dark and on weekends.
- Head to the main conference room
- There is an alarm system in this building. If the alarm is set it will give you a warning beep when you open the door. If you do not know how to dismantle the alarm, then immediately run to the area with the couches and call LARCO dispatch by dialing 5344 and let them know who you are and that you set off the alarm by accident. If the alarm gets set while you are in the building you will hear a longer warning beep. Call dispatch again and let them know. The alarm system is very specialized and can track your movements through the building. If the alarm gets set off and a Sheriff's office patrol responds put your hands up and identify yourself immediately.
- Keep alert to your surroundings, there is a residential area near by that occasionally has problems after dark, walk in well-lit areas, etc.

### What to do while there...

- Anything you hear or see that is not affiliated with the incident, you did NOT hear, see, or certainly will not repeat
- Be respectful of all Sheriff's office personnel and equipment – remember we are guests
- Keep information area clean, organized, and professional – "Leave No Trace"
- Remember lunch, breaks, dinner and work/rest guidelines
- Check facts, track down rumors

### What not to do...

- Disrupt or repeat any Sheriff's office business
- Eavesdrop in matters not a party to the incident
- Spread unconfirmed facts from unapproved sources
- Smoke in building
- Wander in places in the building that are not part of our working area

## Appendix E: What to expect when working at the Center

### In General:

1. Fun people
2. Being very busy
3. Long days and stress
4. High demand for information and sometimes a low supply of information

### Center Task you may be assigned:

1. Checking in and updating volunteers and others about center operations and procedures
2. Updating and/or removing information on the white board
3. Updating recorded information lines
4. Answering questions for concerned citizens
5. Monitoring what is being reported via TV, Radio (when possible), social media, newspapers and online public and private sources
6. Researching the answer to difficult questions
7. Receiving information from the field and asking the field to track down information
8. Creating flyers
9. Updating Larimer County's website
10. Keeping track of trends in the information being requested from phone lines, track down rumors
11. Ensuring people are properly followed up with
12. Referring people appropriately to 2-1-1, Red Cross, etc.
13. Writing thank you letters
14. Helping with incident documentation
15. Acting as a runner to gather information from the field
16. Rotate through the field operation to gain a broader experience, including community meetings
17. Taking ½ hour break every six hours; Making sure you stay within the work rest guidelines
18. Providing interviews to the press, recorded and live via the phone
19. Keeping LARCO Front Desk and Erik Nilsson personally updated
20. Making copies for information books to keep workers updated
21. Keeping the public informed, calm and letting them know we care
22. Supervising others
23. Ordering supplies and/or information officers
24. Demobilization of forces
25. Track volunteer hours
26. Organize scheduling
27. Other duties as assigned

### Remember....

Be kind, respectful and stick to the facts from approved sources.