

# **EMERGENCY PUBLIC INFORMATION ANNEX**

## **Activation:**

Any member of the Public Information Team, the Incident Commander, City and County Manager, Chief of Police, Fire Chief or their designees, may activate the Public Information Team. Activation shall be conducted through the Broomfield Public Safety Communications Center.

*PAGE GROUP: JOINT INFORMATION CENTER TEAM*

## **Member Agencies:**

Immediate Lead – PIO of the lead agency as identified in the EOP

Continuing Lead –City and County of Broomfield Public Information Officer

Concurrent – PIOs of all other responsible agencies; Public Education Coordinators

## **References:**

National Incident Management System  
Jane's Crisis Communications Handbook  
NFPA 1600, 2004 Edition

# CITY AND COUNTY OF BROOMFIELD

## All – Hazard Emergency Operations Plan

### PUBLIC INFORMATION ANNEX

#### I. PURPOSE

- A. To provide guidelines for rumor control and the dissemination of accurate information to the media and/or citizens during a disaster or crisis situation.
- B. To coordinate and disseminate information from multiple departments or agencies through the appropriate agency or department head.

#### II. CONCEPT OF OPERATIONS

- A. A crisis is any situation that threatens the integrity or reputation of the City and County of Broomfield. A crisis may or may not be a “disaster” as defined in the Emergency Operations Plan (EOP), but in the most serious cases, it is specifically and officially declared as a “state of disaster” by the City and County Manager.
- B. Crisis situations include any kind of legal dispute, theft, accident, fire, flood, or any natural or manmade disaster. Additionally, a crisis can also be a situation where, in the eyes of the media or general public, Broomfield did not react in the appropriate manner.
- C. **Public Information Team.** In the event of a disaster or crisis that affects the City and County of Broomfield, a Public Information Team will be assembled. See “Guidelines and Procedures” below.
  - 1. The Public Information Team may also be activated when a multi-jurisdictional disaster or emergency has occurred in the City and County of Broomfield requiring public information briefings and statements.
  - 2. Any member of the team, the Incident Commander, City and County Manager, Chief of Police, Fire Chief, or their designees, may activate the Public Information Team. Activation shall be conducted through the City and County of Broomfield Public Safety Communications Center.
- D. **Broomfield Joint Information Center** - The Public Information Team will designate a public access location for dissemination of information to print and broadcast media. This site will be called the Broomfield Joint Information Center (BJIC), but for purposes of this document will be referred to as JIC. See “Guidelines and Procedures” below.
- E. **Post Mortem Analysis** - When the disaster is over, all members of the Public Information Team should meet to review challenges, discuss the pros and cons, and what was learned during the disaster. This Annex should be reviewed with those items in mind, and updated accordingly.

- F. The concepts identified in this annex are for major incidents. Minor incidents may deem the full activation of the JIC unnecessary and only portions of this annex will be implemented. The organizational structure is intended to be flexible with variations most likely for smaller events. However, regardless of the structure, the public information component will still fall under the auspices of an Emergency Operations Center (EOC) or incident command system. The facilities, personnel, and/or equipment used are dependent on the need or situation.

### III. GUIDELINES AND PROCEDURES

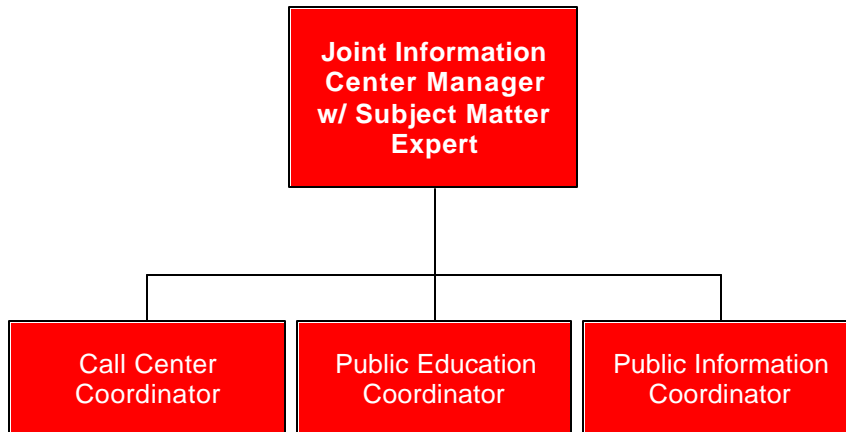
- A. **Public Information Team** - Under normal circumstances the Public Information function will be served by at least one representative from the lead agency. At a minimum, the Public Information Team should consist of officers and/or designees consisting of city management, police, fire, public health and any other participating agency/department.
1. The Public Information Team will coordinate the receipt, preparation, and dissemination of **official** emergency information and/or instructions to the public. The JIC may decide which departments or agencies are most appropriate for the dissemination of information.
  2. The Public Information Team shall decide the recipients of disseminated information. Information that is released without proper channeling through the JIC will not be considered official.
  3. Key members of the Public Information Team are as follows:
    - a. **Joint Information Center Manager** - The Joint Information Center Manager is responsible for the coordination of information to and from the EOC and assuring the accuracy of all information released to the public. Additionally the JIC Manager is responsible for filling all positions necessary for the operation of the JIC described below. During a full activation, City and County of Broomfield Public Information Officer, or designee, will assume this role. Depending on the need, the Primary Spokesperson and the JIC Manager duties may be fulfilled by the same individual. Other duties are as follows:
      - (1) All JIC position responsibilities (unless delegated)
      - (2) Assures consistency of information disseminated by the JIC
      - (3) Coordinates information flow to/from EOC Manager
      - (4) Prepares statements and answers to media questions throughout the crisis
    - b. **Primary Spokesperson** - This role is generally filled by the City and County Mayor, or his/her designee. In the alternative, the City and County of Broomfield Public Information Officer (PIO) or a PIO from the lead agency may fill the role.
    - c. **Back-up Spokesperson** - The Back-up Spokesperson fills the role of the Primary Spokesperson should the Primary Spokesperson become unavailable. The City and County of

Broomfield Public Information Officer or a Public Information Officer (PIO) from an involved agency may fill this role.

- d. **Subject Matter Expert** - Subject Matter Experts should be designated according to the crisis at hand and more than one expert or advisor may be necessary. This role is typically filled by a representative from the lead agency and in accordance with the Task Assignments as listed in the EOP. Duties of the Subject Matter Expert are as follows:
    - (1) Assists the JIC Manager (Primary Spokesperson) in approving releases, statements, fact sheets, and Call Center scripts.
    - (2) Assists Call Center Operators with answering questions not listed on the script.
    - (3) Provides additional authorities or experts to supplement and lend credibility to the knowledge of the Primary Spokesperson.
    - (4) Assists the Primary Spokesperson in press conferences or interviews.
  - e. **Public Information Coordinator** – Arranges press briefings; coordinates interview requests with Policy Group and Operations Group; creates press releases for print and broadcast media; coordinates information and approvals with Subject Matter Expert and JIC Manager; may have additional staff to perform tasks.
  - f. **Call Center Coordinator** – Coordinates Call Center Operators; must be familiar with the setup and operation of the Call Center System; coordinates information with Subject Matter Expert and JIC Manager.
  - g. **Public Education Coordinator** – Creates flyers, brochures, publications, etc.; coordinates information with Subject Matter Expert and JIC Manager; may have additional staff to perform tasks.
  - h. **Call Center Operators** – Staffing by non-essential employees of the lead agency is preferred, but may be staffed by Citizen Assistants or other administrative staff; answers Call Center phones; tracks information for callers who need special attention (i.e. answers to questions not on scripts); directs questions not addressed on the script to Call Center Coordinator.
4. The first and foremost goal of the Public Information Team is to provide timely, accurate information to the public and to protect the integrity of the City and County of Broomfield and associated agencies. It shall be the role of the Public Information Team to determine what necessary and important information should be released to the media and the public. Such releases of information should be truthful and occur as quickly as possible to minimize public rumors and fears.

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

1. The JIC is the functional facility for information coordination and for the operation and staffing of the Emergency Information Call Center System. See “Emergency Information Call Center” below. The JIC should be separate from the EOC and secure from media gathering areas, but within close proximity to allow interaction. The ideal location for the JIC is the *Municipal Building, 1<sup>st</sup> Floor Citizens Assistance Center Area*. An alternate location is the *Municipal Building, 2<sup>nd</sup> Floor Information Technologies Conference Rooms*.
2. JIC operational supplies and equipment must consist of the following:
  - Computers
  - Printers
  - Copiers
  - Fax Machines
  - Emergency Information Call Center System
  - Phones
  - Backup Communication System (i.e. NEXTEL)
  - Other general office supplies
3. When the JIC is fully staffed, it will consist of the Public Information Team key members as indicated above.
4. Displayed below is the fully staffed JIC organization:



**C. Emergency Information Call Center**

1. Location - The optimal location for operation of the system is near the JIC, but in separate rooms due to noise. The ideal identified location is the Municipal Building, Zang Spur and Bal Swan Conference Rooms. The Pawnee and Peak to Peak conference rooms in the Police Department are also equipped to activate the system.
2. Capabilities - The Emergency Information Call Center System consists of two 8-phone banks that can be interlinked and used as a hotline for the public or media. The system allows for a preceding message of general information to be recorded. After the preceding message, the system

forwards the call to an available phone. If all lines are busy, the system will “stack” calls; a message can be looped during the wait. The system is maintained by the Information Technology Department’s Telecommunications Staff.

3. Setup Procedure - The setup procedure for the Emergency Information Call Center is set forth in Appendix A.

#### IV. **MEDIA GUIDELINES AND PROCEDURES**

##### A. **Media Center**

1. An area for a Media Center will be designated as soon as possible. In most situations, the designated area will be City Council Chambers. In the event City Council Chambers are unavailable, the Combined Courts facility is a second alternative. Should neither location be available, a place should be selected that is some distance from offices of the Public Information Team and the EOC.
2. If there is a visual (a fire or rescue operation), a media staging area may be located as close to the site as possible. The Public Information Team will decide any additional locations for interviews and press briefings.
3. The media will be required to be escorted to and from the Media Center during a crisis event. Escorts will be competent support personnel who are adjunct to the Public Information Team.

- B. **Contact Log** - An individual contact log will be established by JIC staff, including Call Center staff, to record ***all telephone calls*** from the media, constituents or other parties inquiring about the crisis. This will help to ensure that the many callbacks required are not overlooked. It will also assist in the post-crisis analysis. A sample contact log is contained in Appendix E, and at a minimum should contain the following information:

- Date
- Name of caller
- Questions(s) asked
- Telephone number
- Person responsible for response
- Additional follow-up needs

##### C. **General Media Policies**

1. Special circumstances, such as safety hazards, will be conveyed up front to the members of the media. Any change in the way the media is dealt with during a crisis may change the views of the reporter; therefore it is important to be clear and open with the media about expectations. It is important that they feel that the organization is open and truthful, not trying to hide anything.
2. Reporters may ask to speak to staff that are involved with or have been affected by the crisis. In most cases, all interviews will be restricted to the Primary Spokesperson, Back-up Spokesperson, or Technical Expert. Controlling the interview process is key to managing the crisis. If the media does not get the answers they want from the spokesperson, they

will get them somewhere else. Other staff members should be aware that reporters might seek them out. Staff members who may be contacted shall politely decline to answer questions and refer the reporter to the designated spokesperson.

3. All media shall be treated equally. What is given to one (such as access to an area affected by the crisis) shall be available to all media. Never offer exclusives.

#### **D. Prepared Statements**

1. Immediate communication gives the Public Information Team its greatest opportunity to control events. The first news release shall be formulated as soon as possible. It should include, at a minimum, the basics of the situation: who, what, when, where, and how.
  - a. Give the facts that have been gathered from reliable sources and confirmed. If confirmed facts are not available, give the steps that are being taken to get the facts and when they may be available.
  - b. Do not over reach and do not speculate. There is a limit to the role of the spokesperson, and to exceed that limit is a mistake. On the first press interaction, at the very least, show concern for the public and for employees. The corollary of expressing concern and generating good will at the consumer level is securing the loyalty of customers and employees by taking the initiative to share information with them. If employees and customers don't feel like insiders, they are going to act like outsiders.
  - c. Have a prepared statement that can be used to make an initial general response to the media when reporters first know on a widespread basis or have knowledge about the crisis.
2. As the crisis progresses and new information and facts become available, additional prepared statements should be developed to be made by the spokesperson at the onset of any media interview, briefing or news conference.
3. These prepared statements can also be read over the telephone to reporters who call to request information but are not represented at news conferences or briefings. The statements can also be sent by FAX or e-mail upon request by the Public Information Team support staff.
4. Whenever possible, include a definitive time for the next news conference or release of information. This will allow time to prepare for the next news conference or release.
5. If available, and as soon as possible, release information pertinent to the situation; i.e. casualties known, restoration of utilities, access information, etc. This information should be definitive and not speculative. It must be verified by the EOC Manager prior to its release.

## **E. Public Education**

1. Information brochures about the organization or fact sheets about the crisis are helpful in informing the reporters or anyone else seeking information about the situation. These should be compiled and made available as soon as possible to all members of the Public Information Team, including the support personnel.
2. In some cases, it might be necessary to create additional materials that explain technical systems or in-house procedures. Explaining, on paper if possible, how a technical system or in-house procedure works gives less chance that a reporter will misinterpret the situation.
3. Simplify - Always attempt to explain a complicated issue in simple terms for reporters. If the crisis was caused by a piece of equipment, consider bringing in a similar piece of equipment to show reporters. At the very least, provide a schematic or drawing. Do not use the actual piece of equipment involved in the situation. If there are victims as a result of the situation, showing the actual piece of equipment may be traumatic to the victims and/or relatives.

**Note:** It can be expected that reporters will contact other jurisdictions for confirmation of processes and/or to see examples of similar equipment. It may be beneficial for members of the Public Information Team to touch base with their counterparts in other jurisdictions, if possible.

## **V. KEY AUDIENCES**

- A. Below is a list of those served by the City and County of Broomfield. The most effective method of communication should be determined and implemented for each group. It is necessary to communicate with each group.
  1. Local residents – via telephone, police, in person, Neighborhood Watch channels, Cable Channel 8, Broomfield Enterprise, media reports, city web site
  2. City and County employees: management, hourly/prospective/salaried employees, families, and retirees – via telephone, “telephone trees”, media reports, city website, intranet, email
  3. Communities outside of Broomfield where employees live, neighborhood coalitions, community organizations, key businesses, Chambers of Commerce – via telephone, media reports, city website, email
  4. Adjacent communities – via telephone, media reports, possible collaboration and use of their Channel 8 emergency notification, city website, email
  5. Regional, national, and international communities – via media reports
- B. Also consider functional audiences:
  1. Distributors, jobbers, wholesalers, retailers, and consumers
  2. Industrial/Business residents

3. Suppliers, teaming partners, professional societies, subcontractors, joint ventures, and trade associations

C. Other audiences include:

1. Media - General, local, national and international foreign trade; specialized
2. Legislative - regulatory, executive, and judicial officials
3. Special Interests - Environmental, safety, handicapped/disabled, minority, think tanks, consumer, health, senior citizens, and religious communities.

*Note: Language interpreters can be found on Baxter under the Language heading.*

**Step-by-Step Procedures  
For Emergency Call Center  
Hotline: 303-464-5870 or 5875**

<p><b>What You Need To Do To Setup the Emergency Call Center</b></p>	<p>In order to successfully configure the emergency call center, the following procedures apply:</p>
<p><b>Contact Info</b></p>	<p>For assistance, please contact</p> <p><b>Kale Gilmore</b>      HOME: 303-469-2091                                       WORK: 303-438-6202                                       CELL: 303-944-1150</p> <p><b>Terri Thompson:</b>    HOME: 303-460-8495                                       WORK: 303-438-6333                                       CELL: 303-944-4215                                       PAGER: 303-540-5593</p>
<p><b>Find location for Emergency Call Center</b></p>	<p>Storage locations for Emergency Call Center:</p> <ul style="list-style-type: none"> <li>• Information Technologies Store Room</li> <li>• Emergency Operations Center</li> </ul> <p>Rooms that the Emergency Call Center can be configured in include:</p> <p><b>Municipal Center:</b></p> <ul style="list-style-type: none"> <li>• Bal Swan Conference Room</li> <li>• Zang Spur Conference Room</li> <li>• CMO Conference Room</li> </ul> <p><b>Police Building:</b></p> <ul style="list-style-type: none"> <li>• Emergency Operations Center</li> <li>• Pawnee Conference Room</li> <li>• Peak to Peak Conference Room</li> </ul>
<p><b>Assemble Emergency Call Center Hardware</b></p>	<ol style="list-style-type: none"> <li>1. Take out <b>both</b> black APC power strips from the box and plug them in to outlet on wall or extension cord. <b>Check to see that the power strip is on</b> - indicated by the <b>green light</b> on the front of the strip. Extension cords are included in the kit if needed for the power strips.</li> <li>2. Open box labeled "<b>Network Switch</b>". Take out switch and plug it into a <b>power strip</b>. Make sure power to the Network Switch is on; the <b>green power light</b> should be lit.</li> <li>3. Take out the telephones and lay them out in the room in desired location</li> <li>4. Find the data jack in the room with a <b>red star</b> next to it. Plug the <b>red patch cord</b> from the data jack on the wall into port #1 on the Network Switch. Port 1 has a <b>red star</b> above it. <b>Green light</b> on the switch should begin to light up.</li> <li>5. Open the boxes labeled "Power Brick" and plug them into the power strips – verify <b>green light</b> on the power brick is on.</li> <li>6. Plug one end of the <b>gray patch cord</b> into the back of the power</li> </ol>

	<p>brick designated with a <b>silver star</b>. Plug the other end into an open port (jack) on the Network Switch with a <b>silver star</b>.</p> <ol style="list-style-type: none"> <li>Take a <b>blue patch cord</b> and plug one end in the jack on the power brick designated with the <b>blue star</b>. Plug the other end into the back of the telephone marked with a <b>blue star</b>.</li> <li>The telephone will run through a series of start up functions and menu displays. <b>When start up is complete the date and time will display on the screen.</b></li> </ol> <p style="text-align: center;"><b>*** NOTE FOR TROUBLESHOOTING ***</b></p> <ul style="list-style-type: none"> <li><b>if the display screen shows “DHCP – 1..2..3..” and it stays on longer than 30 seconds, unplug the blue cord from the telephone and plug it in again.</b></li> </ul>
<p><b>Final Steps to Activate Emergency Call Center</b></p>	<ol style="list-style-type: none"> <li>Prepare the opening announcement for recording. <u>Give as much information as possible</u> in the announcement to help reduce the number of callers who remain on the line to obtain further information.</li> <li>To record the announcement, use any of the telephones in the Emergency Call Center. Only these phones have authorization to record the announcement. <ul style="list-style-type: none"> <li>Pick up the handset and press 180 then 4377 (you will hear confirmation tones)</li> <li>Press 1 and begin recording. When finished recording press #.</li> </ul> <p>You can follow this procedure as often as necessary until you have recorded the announcement to your satisfaction. It will take the system a couple of minutes to download the message for use. If you wish to listen to your message press 180, then 4377, then 2.</p> </li> </ol>
<p><b>Taking Calls</b></p>	<p><b><u>When you are ready to BEGIN taking calls from the public</u></b></p> <ol style="list-style-type: none"> <li>Press the “<b>Log In</b>” button on all telephones that will be staffed.</li> <li>Press the “<b>Take Calls</b>” button and the green light next to it will come on. The phone is now ready to begin accepting calls from the public.</li> </ol> <p><b><u>When you are ready to STOP taking calls from the public</u></b></p> <ol style="list-style-type: none"> <li>To remove a telephone from the Emergency Call Center group, press the “<b>Busy Out</b>” button on the telephone. To reinstate the telephone back into the call group, press the “<b>Take Calls</b>” button.</li> </ol> <p><b>NOTE:</b> You only need to press the “<b>Log In</b>” button when the telephone is first set up or if the telephone gets unplugged. If you cannot get the “<b>Busy Out</b>” or “<b>Take Calls</b>” button to activate when pressed, try pressing “<b>Log In</b>” first.</p> <ol style="list-style-type: none"> <li>At the end of the day make sure all telephones have the “<b>Busy Out</b>” button activated.</li> </ol>

	<p>When the Emergency Call Center is ready to be dismantled, press the “Log Out” button on each telephone before removing the patch cords.</p>
<p><b>Shutdown of the Call Center</b></p>	<ol style="list-style-type: none"> <li>1. Use procedure 2 in Final Steps to Activate the Emergency Call Center to record the default message below. <p>“You have reached the City and County of Broomfield Emergency Information hotline.”</p> <p>“If you have an emergency, please hang up and dial 911. There are currently no hotline topics. For questions or concerns please contact the Citizens Assistance Center from 8:00 a.m. until 5:00 p.m. Monday through Friday at 303-438-6390.”</p> </li> <li>2. Disassemble the call center hardware in reverse order, making sure to place the equipment back in the original boxes.</li> </ol>

Adapted from Jane's Crisis Communication Handbook

## Seven Step Communications Response Plan:

1. Activate the Public Information Team
2. Gather and verify information
3. Assess the gravity of the crisis
4. Identify key stakeholders
5. Implement a communications strategy
6. Develop external materials
7. Inform partners, stakeholders and media

INITIAL PHASE
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*Internal response: immediate*

- Determine need for JIC or EOC
- Notify senior leadership of available facts
- Dispatch a Public Information Team member to the scene of the crisis to gather additional information, not to speak
- Notify the Public Information Team and direct them to assemble at a designated location
- Dispatch any additional communication staff as necessary (videographer, translator, etc.)

*External relations response: immediate*

- Prepare facts for initial interviews/press release
- Obtain clearance to issue press release
- Fax and email initial press release with available facts to the following groups and state that more information will be released as available:
  - Partner organizations
  - Emergency services communications officers
  - Wire services
- Identify Primary Spokesperson(s) for initial interview(s): Public Information Team Leader/members
- Identify Backup Spokesperson(s)
- Respond to initial queries to confirm basic information and include key messages, if possible

*Assign Public Information Team responsibilities*

- Information gathering liaisons:
  - Response team/operations center
  - Stakeholders
  - Partner organizations
  - Internal operations or outside consultants/subject matter experts
- Researcher
- Media query calls/call log maintenance
- Media monitoring
- Writing/editing news releases, talking points, fact sheets
- Website updates
- Crisis center Office/logistics support
- Establish estimated time for next Public Information Team meeting

*Determine level of response/external cooperation*

- Discuss verified information

- Assess the gravity of the situation
- Re-assess the need for a JIC and/or EOC
- Identify involved parties/stakeholders and prioritize attention to possible victims and families

### CONTINUING PHASE

#### *Communications approach*

- Establish a Joint Information Center
  - Advise the media on location of the JIC
- Review initial approach guidelines
- Create key messages for stakeholders and for the public via the media
- Consider incident specific responses:
  - Natural disaster
  - Human caused disaster
  - Mechanical/technological malfunction

#### *Level of activation*

- Plan a press conference to disseminate a significant announcement quickly
- Issue media advisory
- Press conference preparation
  - Within the Public Information Team, identify and prepare speakers for questions based on situation assessment
  - Create visuals, press kits
  - Identify language requirements and assign staff accordingly
- Outdoor press conference area/communications vehicle
  - Equip press conference area and communication vehicle as soon as possible
  - If possible, have the Public Information Team inform media of location while the Public Information Team Leader or Primary Spokesperson is en route to scene
  - If confronted by media upon arrival
    - State name and title
    - Give a brief synopsis of the event: who, what, where, when, why, how
    - Use key messages
    - Identify media staging area in front of outdoor press office
    - Explain media access/ground rules
    - Announce the briefing schedule and if the spokesperson(s) will be receiving questions
- Indoor press conference area
  - Situate press conference area away from BJIC to ensure privacy
  - Place a Public Information Team member in the press office with media at all times, if possible
  - Equip room if not already prepared
- Press Conference Procedures
  - Have the Public Information Team Leader manage the event
  - Establish event schedule and ground rules at beginning of press conference
  - Conclude speaker statements with assurances and answer questions, if scheduled to do so
  - Depending on the incident and its progression, announce time of next press conference. Otherwise, state that additional information will be released as developments are confirmed.

- Direct press to organization and/or crisis response website for updates and additional background material
- Announce BJIC office phone number for press use only
- Schedule interviews
  - Fulfill interview requests as soon as possible depending on media concentration: same day, next morning and/or between or after press conference(s)
  - If conducting one-on-one interviews between press conferences, be consistent and fair. Do not offer exclusives.
  - Obtain interview details from media log
  - Keep in mind message, approach and demeanor guidelines

DIMINISHING PHASE

*Final Press Conference*

- Declare end of crisis
- Provide final details of incident
- Disseminate information on those involved
- Repeat key messages:
  - Empathy for losses
  - Recognition of rescue/response effort
  - Recovery plan
  - Future steps to avoid/prepare for incident repeat

## APPENDIX C

### Letter to Employees

This is meant to be placed on official letterhead and distributed to employees, so that all inquiries are directed to the Broomfield Joint Information Center.

### Memorandum

To: All Employees  
From: City and County Manager's Office  
Subject: Media Policy

The City and County of Broomfield is committed to sharing its assurances of [customer, public] service through [state organization's mission].

In the event we confront an emergency, [JIC Leader] will manage our Public Information Team, including [list names]. Using the attached procedures they have created, we will have preparations in place to provide timely information as a part of our larger crisis management process.

At all time, employees and management should refer reporters to the Public Information Team for any information they may need. This will ensure that our organization communicates clearly, while avoiding potentially inaccurate or conflicting reports. Employees should only participate in media interviews with authorization from [JIC Leader].

If reporters approach you directly, your response should be:

"Thank you for your interest in our organization but our policy is to have [name of Public Information Team Department] respond to all media inquiries. Please give me your name and number and I'll have someone return your call, or you may contact our communications staff directly at [phone number]."

If you have any questions on our communications policy, feel free to contact [JIC Leader, contact information].

**APPENDIX D**  
Press Release Template