L0930 Integrated Emergency Management Course:
Yolo Operational Area
Public Information Officer

Student Manual

May 2017
Version 1.1

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PIO SECTION TRACK TABLE OF CONTENTS

May 16, 2017

May 18, 2017

May 19, 2017

UNIT 1
ADMINSTRATIVE ANNOUCEMENTS, COURSE INTRODUCTIONS, AND COURSE OVERVIEW

May 16, 2017

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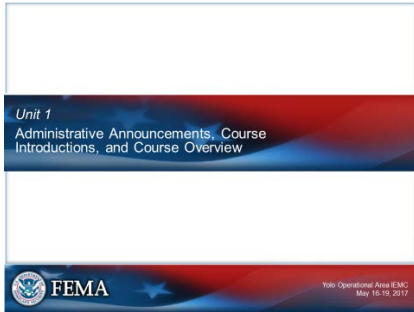
Visual 1.1

VISUAL 1.1 - UNIT 1:

ADMINISTRATIVE ANNOUNCEMENTS, COURSE INTRODUCTIONS, AND COURSE OVERVIEW

Visual 1.2

VISUAL 1.2 - WELCOME

Emergency Management Insitute (EMI) Course Staff

Class Manager	Exercise Director
Doug Kahn, PACEM	Doug Kahn, PACEM
Training Specialist	Training Specialist
Integrated Emergency	Integrated Emergency
Management Branch	Management Branch
301-447-7645	301-447-7645

IEM Branch Email: fema-emi-iemb@fema.dhs.gov

Branch Phone: 301-447-1381

Visual 1.3

VISUAL 1.3 WELCOME TO THE EMERGENCY MANAGEMENT INSTITUTE (EMI)

Integrated Emergency Management Concepts Course for the Yolo Operational Area

Visual 1.3 Photo Caption: Seals of Davis California, City of Woodland, County of Yolo, City of West Sacramento, Yolo County Housing, Yocha Dehe Wintun Nation, City of Winters California and County of Yolo Office of Emergency Services

Visual 1.4

VISUAL 1.4 - CLASS ROSTER

- On the table as you enter classroom

- Check your information for accuracy

  - Make changes as necessary (i.e., make sure your name is listed, spelled correctly, etc.)

- Do NOT enter personal addresses or personal e-mail addresses (except FEMA Reservists)

- Initial by your name to verify review

- If your name is not listed, add it, and initial next to your name

Visual 1.5

VISUAL 1.5 - COURSE ADMIN

- Attendance

  - If you get sick or have to leave for an emergency, contact the Class Manager

- Course Materials/Handouts

- Breaks/Lunch

Visual 1.6

VISUAL 1.6 – EMI COURSE EVALUATIONS

EMI has several levels of evaluation for our courses. Information gathered from the evaluations identifies areas for improvement (i.e., course materials, instructors, processes).

- EMI's Scantron evaluation form should be completed daily during class

  - Take time to provide written comments under Remarks Section

  - Rate both content and quality of instruction in Block 18 (1 lowest – 5 highest) and overall course in Block 19

- Follow-up evaluation survey will be mailed to students 90 days after course completion

  - Complete the questionnaire and return it ASAP (postage-paid return envelope provided)

Visual 1.7

VISUAL 1.7 - OUT OF COURTESY FOR OTHERS IN THE CLASSROOM, PLEASE:

- Turn off all electronic devices or place in silent mode.

- Do not text or send e-mails during class.

- Return calls and text messages ONLY during breaks.

- Refrain from sidebar conversations.

Visual 1.8

VISUAL 1.8 – LUNCH

During this IEMC offering, lunch will be predominately on your own with the exception of the date of the exercise.

Date	Option
May 16	On Your Own – Woodland
May 17	On Your Own – Woodland
May 18	Provided at Your Home EOC
May 19	On Your Own – Home Jurisdiction

Visual 1.8 Photo Alternative Text: Photo of the EMI Dining Facility.

Visual 1.9

VISUAL 1.9 – STUDENT/VISITOR PARKING

Please park in the OES Parking lot in front of 120 West Main Street.

Limited parking is available **in front of the OES building** with overflow parking available in the **bowling alley parking lot.**

Visual 1.9 Photo Alternative Text: *Aerial image showing the primary parking lot (OES building) and the secondary parking lot (Bowling Alley).*
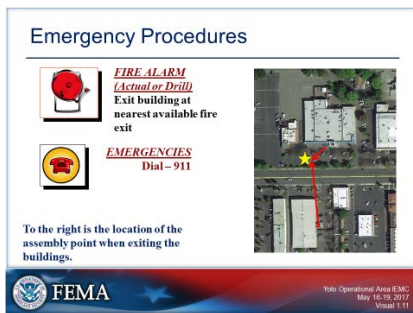
Visual 1.10

VISUAL 1.10 – EMERGENCY PROCEDURES

Fire Alarm (Actual or Drill): Exit building at available fire exit.
nearest

Emergencies – Dial 911

Below is a map with the location of the assembly point when exiting the buildings.

Visual 1.10 Image Alternative Text: *Aerial image consisting of the two building locations used for training. The assembly area in case of emergency is located in the southwestern section of the OES Parking lot.*

Visual 1.11

VISUAL 1.11 – WANT MORE INFORMATION ON EMI PROGRAMS?

- The Emergency Management Institute (EMI) encourages you to sign up for its e-mail subscription service.

- It allows you to subscribe to topics of interest and receive e-mails containing information pertinent to your profession.

- Visit the EMI Homepage (link available at the following URL: http://training.fema.gov/emi/) and look for the orange envelope.

Visual 1.12

VISUAL 1.12 – ACCESSING WI-FI

Yolo County Housing	Yolo County EOC
- **SSID:** YCH Public - **Password**: None	- **SSID:** Public - **Password:** provided by instructor (or check charts around classroom)

Visual 1.13

VISUAL 1.13 – STAY CONNECTED WITH THE FEMA APP

- Download the App: Google Play, App Store, or BlackBerry App World.

- You can also download the app via text messaging:

  - If you have an Apple device: Text APPLE to 43362 (4FEMA).

  - If you have an Android device: Text ANDROID to 43362 (4FEMA).

▪ If you have a Blackberry device: Text BLACKBERRY to 43362 (4FEMA).

Visual 1.13 Image Alternative Text: Photo of a cell phone showing the FEMA App. Cell phone screen displays – FEMA Logo – Weather Alerts, Prepare, Disaster Resources, Submit Disaster Photos, Contenido en Espanol, How to Help, Blog, Supporting Disaster, Communications from Space.

Text in photo: (Red lightning bolt) Receive alerts from the National Weather Service for up to five locations. (Green checkmark) Get safety reminders, read tips to survive natural disasters, and customize your emergency checklist. (Blue plus) Locate open shelters and where to talk to FEMA in person (or on the phone). (Camera icon) Upload and share your disaster photos to help first responders.
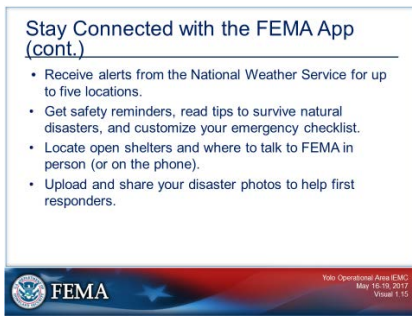
Visual 1.14

VISUAL 1.14 – STAY CONNECTED WITH THE FEMA APP (CONT.)

- Receive alerts from the National Weather Service for up to five locations.

- Get safety reminders, read tips to survive natural disasters, and customize your emergency checklist.

- Locate open shelters and where to talk to FEMA in person (or on the phone).

- Upload and share your disaster photos to help first responders.
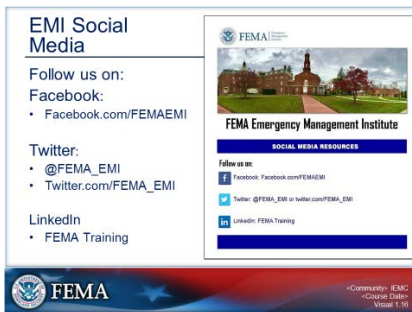
Visual 1.15

VISUAL 1.15 – EMI SOCIAL MEDIA

Follow us on:

Facebook:

- Facebook.com/FEMAEMI

Twitter:

- @FEMA_EMI

- Twitter.com/FEMA_EMI

LinkedIn:

- FEMA Training

Visual 1.15 Photo Alternative Text: *FEMA Emergency Management Institute Social Media Resources. Photo of FEMA Campus. Text in photo: Follow us on: Facebook: Facebook.com/FEMAEMI; Twitter: @FEMA_EMI or twitter.com/FEMA_EMI; LinkedIn: FEMA Training*
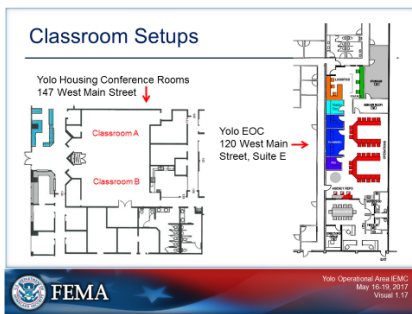
Visual 1.16

VISUAL 1.16 – CLASSROOM SETUPS

Yolo Housing Conference Rooms

147 West Main Street
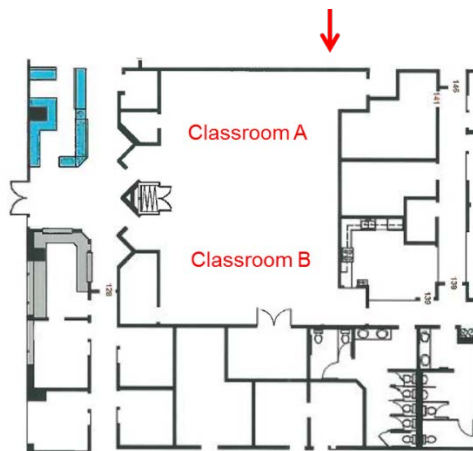
Yolo EOC
120 West Main Street, Suite E
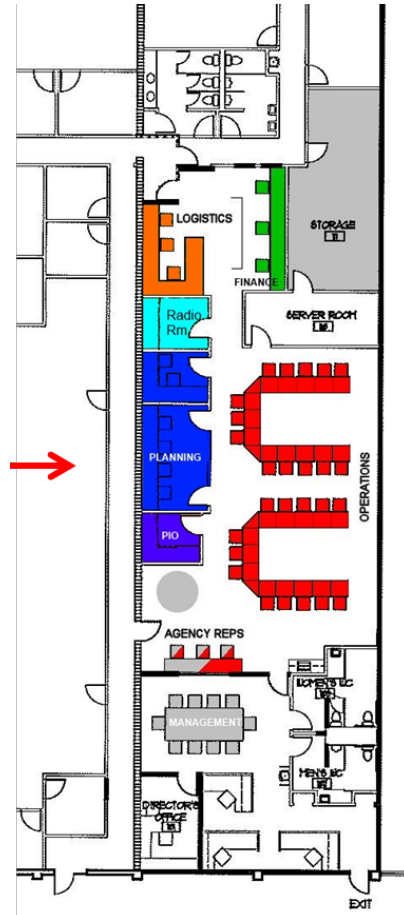
VISUAL 1.17 – COURSE GOAL

Develop a greater understanding of emergency management responsibilities as defined in the National Preparedness Goal. (*Second Edition dated September 2015)*

Visual 1.17

Visual 1.18

VISUAL 1.18 – COURSE OBJECTIVES

Build upon the <u>awareness</u> and the <u>skills</u> needed to develop and implement disaster policies, plans and procedures to protect life and property using an <u>Integrated</u> or <u>Whole Community</u> approach.

Visual 1.19

VISUAL 1.19 – WHOLE COMMUNITY

- Shared understanding of community needs and capabilities

- Greater empowerment and integration of resources from across the community

- Stronger social infrastructure

- Greater resiliency at the community and national levels

Visual 1.20

VISUAL 1.20 – WHOLE COMMUNITY (CONT.)

- Establishment of relationships that facilitates more effective prevention, protection, mitigation, response, and recovery activities

- Increased individual and collective preparedness

- Locate open shelters and where to talk to FEMA in person (or on the phone).

Visual 1.21

VISUAL 1.21- WHOLE COMMUNITY AND IEMCS

- Classroom presentations

- Hands-on learning experience

- Exercise configurations

- Feedback
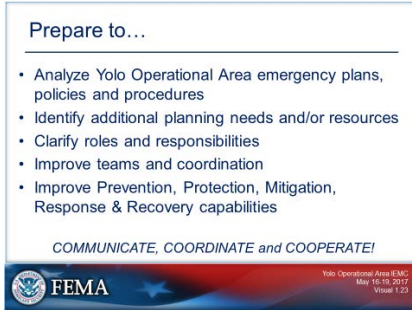
Visual 1.22

VISUAL 1.22 – PREPARE TO…

- Analyze Yolo Operational Area emergency plans, policies and procedures

- Identify additional planning needs and/or resources

- Clarify roles and responsibilities

- Improve teams and coordination

- Improve Prevention, Protection, Mitigation, Response & Recovery capabilities

COMMUNICATE, COORDINATE and COOPERATE!

Visual 1.23

VISUAL 1.23 – COURSE SCHEDULE

May 16, 2017	PIO, Logistics, & Planning Training Tracks
May 17, 2017	Policy, Operations & Finance Training Tracks
May 18, 2017	Exercise
May 19, 2017	Exercise Hotwash & Final Instruction
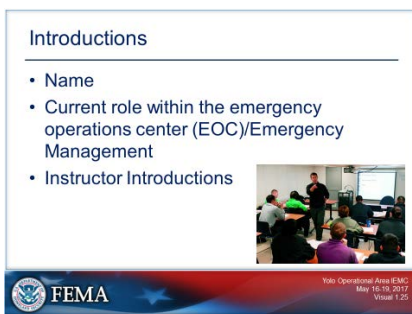
Visual 1.24

VISUAL 1.24 – INTRODUCTIONS

- Name

- Current role within the Emergency Operations Center (EOC)/Emergency Management

- Instructor Introductions

Visual 1.24 Image Description: An instructor pointing in a classroom to the class.

Visual 1.25

VISUAL 1.25 - QUESTIONS, COMMENTS, OR CONCERNS?

UNIT 2
EMERGENCY PUBLIC INFORMATION AND WARNING

May 16, 2017

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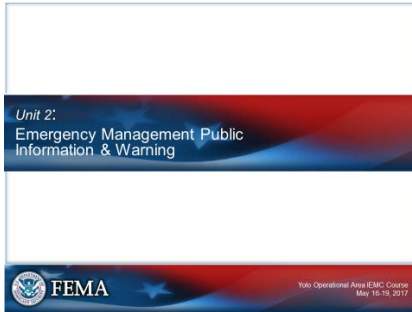
Visual 2.1

VISUAL 2.1 - UNIT 2

EMERGENCY PUBLIC INFORMATION AND WARNING
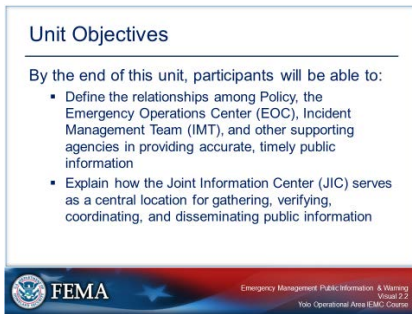
Visual 2.2

VISUAL 2.2 - UNIT OBJECTIVES

By the end of this unit, participants will be able to:

- Define the relationships among Policy, the Emergency Operations Center (EOC), Incident Management Team (IMT), and other supporting agencies in providing accurate, timely public information

- Explain how the Joint Information Center (JIC) serves as a central location for gathering, verifying, coordinating, and disseminating public information
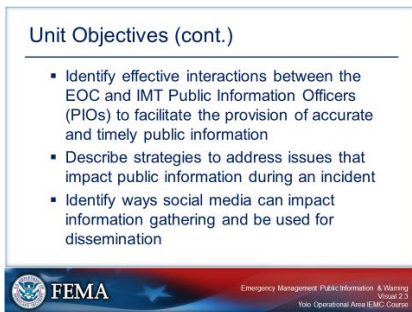
Visual 2.3

VISUAL 2.3- UNIT OBJECTIVES (CONT.)

- Identify effective interactions between the EOC and IMT Public Information Officers (PIOs) to facilitate the provision of accurate and timely public information

- Describe strategies to address issues that impact public information during an incident

- Identify ways social media can impact information gathering and be used for dissemination
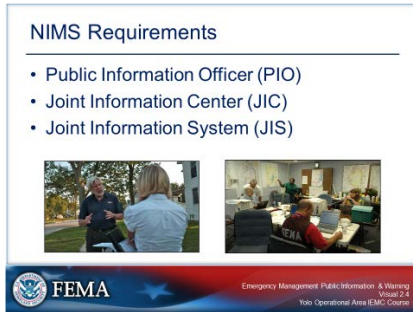
Visual 2.4

VISUAL 2.4 - TERMINOLOGY

- Public Information Officer (PIO):

  - A member of the Command Staff responsible for interacting with public, media and other agencies to provide incident-related information and updates.

- Joint Information System (JIS):

  - A structure to integrate incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

  - JIS's mission is to provide a structure and system to develop and deliver coordinated interagency messages, recommend and execute public information plans and strategies, advise the Incident Commander (IC) about public affairs issues, and control rumors and address inaccurate information.

- Joint Information Center (JIC):

  - A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media.

  - Public information officials from all participating agencies should co-locate at the JIC.

Visual 2.4 Photo Caption – Photo 1 (Left) – Individual talking to the media outside of a building. Photo 2 (Right) – Photo of individuals working inside of a Joint Information Center (JIC).

Student Notes:
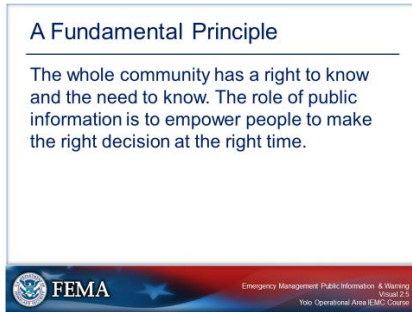
Visual 2.5

VISUAL 2.5 – A FUNDAMENTAL PRINCIPLE

The whole community has a right to know and the need to know. The role of public information is to empower people to make the right decision at the right time.

The whole community has a fundamental right to know about the risks they face, and they have a need to know. Such knowledge enables them to make informed choices that affect their health and well-being.

This fundamental principle is the basis for public information in this country. The role of public information is to empower people to make the right decision at the right time.

Student Notes:
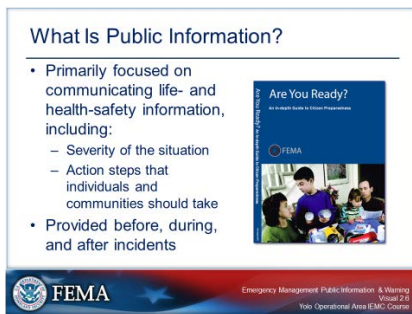
Visual 2.6

VISUAL 2.6 – WHAT IS PUBLIC INFORMATION?

- Primarily focused on communicating life- and health-safety information, including:

  - Severity of the situation

  - Action steps that individuals and communities should take

- Provided before, during, and after incidents

Public information is information that is primarily focused on communicating life-and health-safety information and is collected, assembled, or maintained by an organization in connection with the transaction of official business, and is made available for dissemination to the public.

Emergency public information is developed and disseminated in anticipation of, during, or after an incident to provide specific life- and health-saving information, including the severity of the situation and any action steps that individuals and communities should take to minimize risk.

Visual 2.6 Photo Caption: Image of the FEMA Are You Ready? Guide. Link also available via the following URL: https://www.fema.gov/pdf/areyouready/ areyouready_full.pdf
Student Notes:
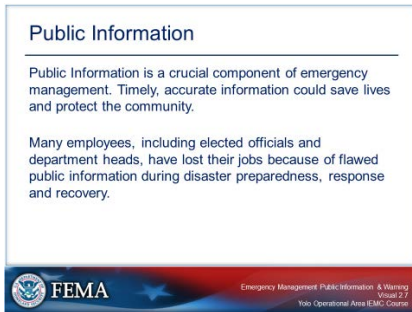
VISUAL 2.7 – PUBLIC INFORMATION

Public Information is a crucial component of emergency management. Timely, accurate information could save lives and protect the community.

Many employees, including elected officials and department heads, have lost their jobs because of flawed public information during disaster preparedness, response and recovery.

Student Notes:
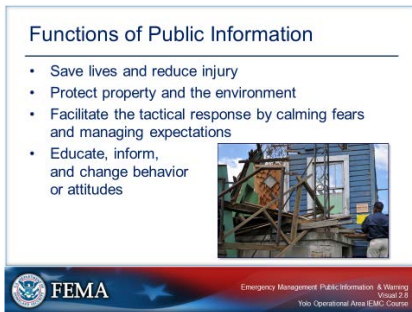
Visual 2.7

VISUAL 2.8 – FUNCTIONS OF PUBLIC INFORMATION

• Save lives and reduce injury

• Protect property and the environment

• Facilitate the tactical response by calming fears and managing expectations

• Educate, inform, and change behavior or attitudes

Emergency public information serves many important functions. It can:

Visual 2.8

- **Save lives and reduce injury.** Knowing the proper protective actions to take enables people to reduce their risk.

- **Protect property and the environment.** Understanding how to mitigate risk to property and the environment may lessen the damage inflicted by disasters.

- **Facilitate the tactical response by calming fears and managing expectations.** People who know what to expect are more likely to follow instructions and allow responders to do their jobs.

- **Educate and inform the public and change behavior or attitudes.** An educated public is more likely to prepare for emergencies and be ready when they occur.

Visual 2.8 Photo Caption: *Image of a damaged building.*
Student Notes:

Visual 2.9

VISUAL 2.9 – FUNCTIONS OF PUBLIC INFORMATION (CONT.)

- Seek the public's cooperation

- Provide information to help families reunite

- Instill public confidence in your ability to manage the incident and protect citizens

Emergency public information also is used to:

- **Seek the public's cooperation and call people to action.** Whether the need is for volunteers to help with sandbagging, citizens to cooperate with investigators, or residents to evacuate their homes, public information is an instrument that can help make it happen.

- **Provide information to help families reunite.** After a disaster, few things are more distressing than being separated from loved ones. Public information about shelter message boards, hot lines, survivor

registries, and other linkages can help reunite families and enable them to move forward with their recovery.

- **Instill public confidence in the jurisdiction's ability to manage an incident and protect citizens.** Providing timely, accurate, and understandable information builds confidence in emergency management's competence.

Visual 2.9 Photo Caption: Image of an individual looking at messages left on a message board.

Student Notes:
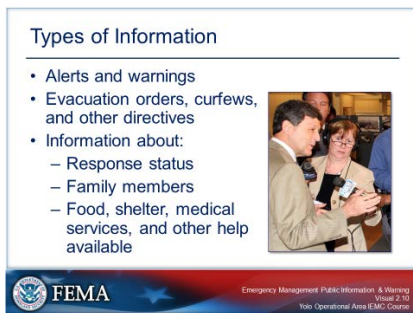
Visual 2.10

VISUAL 2.10 – TYPES OF INFORMATION

- Alerts and warnings

- Evacuation orders, curfews, and other directives

- Information about:

  - Response status

  - Family members

  - Food, shelter, medical services, and other help available

Emergency public information may include:

- Alerts and warnings about hazardous weather, imminent emergencies, and other hazardous situations. **Note:** In this course, the terms *alert* and *warning* are used interchangeably.

- Directives, such as evacuation orders and curfews, as well as self-protective actions to be taken

Information about:

- Scope of the emergency (e.g., areas affected, predicted duration)

- Status of the incident response

- How to obtain information about family members

- Help that is available, including food, water, ice, shelter, medical services, animal care, and other resources

Visual 2.10 Photo Caption: Photo of a press briefing.

Student Notes:
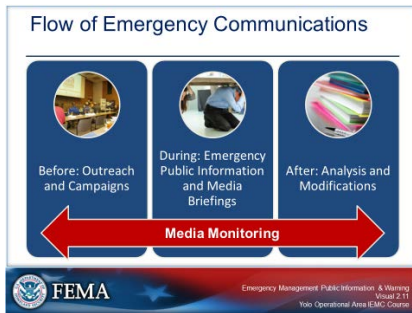
Visual 2.11

VISUAL 2.11 – FLOW OF EMERGENCY COMMUNICATIONS

Visual 2.11 Alternative Text: Flow of Emergency Communications and Media Monitoring extends from Before: Outreach and Campaigns, During: Emergency Public Information and Media Briefings, and After Analysis and Modifications.

The flow of emergency communications extends from the pre-incident phase, through the incident, and into the post-incident phase.

Before an incident, public information activities can include:

- **Outreach** to the news media to educate reporters unfamiliar with your organization or program and to build relationships. Examples include:

  - Regular contact through phone calls or news releases (as long as there is a newsworthy reason behind the call or news release)

  - Facility tours or ride-alongs (especially for reporters new to your beat)

- **Public awareness campaigns,** which can address such topics as:

  - Smoke detector campaigns (get smoke detectors, replace batteries, etc.)

  - Home preparedness plans.

- Weather-related messages (hurricane, tornado, and earthquake preparedness, etc.)

- Home swimming pool safety.

- Food safety

- Health-related issues (e.g., cold and flu prevention, child immunization)

During any type of crisis, the public needs information to make informed and rational decisions and the media needs briefing. This information must be accurate, easy to understand, and delivered in a rapid fashion to:

- Save lives and reduce injuries

- Protect property

- Calm fears

After an incident, you must analyze how the communication process went and make modifications as necessary. Good information can lead to good outcomes, but bad information can lead to very bad outcomes!

- **Media monitoring** takes place throughout the cycle and is used to continually evaluate and adjust public information efforts.

Student Notes:
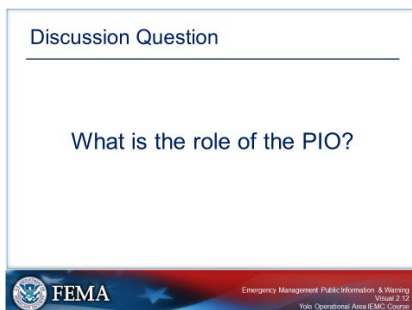
Visual 2.12

VISUAL 2.12 - DISCUSSION QUESTION

What is the role of the PIO?

Student Notes:
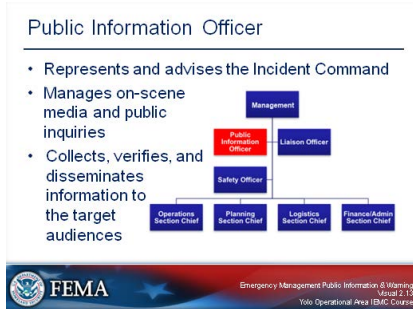
Visual 2.13

VISUAL 2.13 – PUBLIC INFORMATION OFFICER

- Represents and advises the Managemetn Section

- Manages media requests and public inquiries

- Collects, verifies, and disseminates information to the target audiences

Visual 2.13 Image Alternative Text: Organization chart under Management: Public Information Officer, Liaison Officer, Safety Officer, Operations Section Chief, Planning & Intelligence Section Chief, Logistics Section Chief, and Finance/Admin Section Chief.
Student Notes:
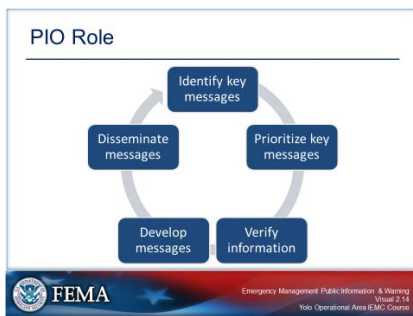
Visual 2.14

VISUAL 2.14- PIO ROLE

Visual 2.14 displays the continuous cycle of the PIO role in an event. These responsibilities include:

- Identify key messages

- Prioritize key messages

- Verify information

- Develop messages

- Disseminate messages

Visual 2.14 Diagram Alternative Text: Continuous cycle depicting PIO role. Starting at the top (clockwise) events in the cycle are: Identify key messages. Prioritize key messages. Verify information. Develop messages. Disseminate messages. The cycle then repeats.

Student Notes:

Visual 2.15

VISUAL 2.15 – ROLE OF THE PIO

- Gather information:
  - Incident cause
  - Incident size and current situation
  - Resources assigned
  - Other matters of interest
- Advise on all public information matters

Student Notes:

Visual 2.16

VISUAL 2.16 - PIO RESPONSIBILITIES (CONT.)

- Handle inquiries from the media, the public, and public officials
- Monitor the media, social media, and public to identify rumors
- Report to Emergency Services Director

Student Notes
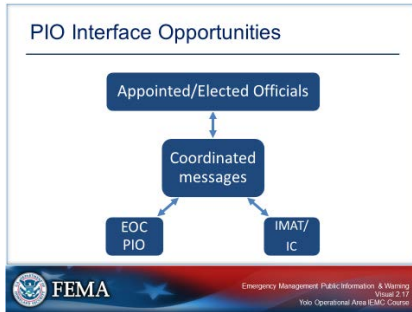
Visual 2.17

VISUAL 2.17 - PIO INTERACTION

Visual 2.17 represents the interaction of the EOC PIO with the IC PIO and Appointed/Elected Officials. In this diagram, a connection links the center box, Coordinated messages, with Appointed/Elected Officials, EOC PIO, and IMAT/IC. This connection represents the flow of information and cooperation between these entities to develop a unified message.

Student Notes:

Visual 2.18

VISUAL 2.18 – COMMUNITY KNOWLEDGE

The PIO must know the community:

• Governmental structure

• Relevant history

• Culture

Another responsibility of the PIO is to have community awareness. The better the PIO knows who makes up your community, the more likely he or she will be able to see opportunities for educating people and engaging them in the organization's mission.

The PIO needs to know:

• **The jurisdiction's and State's governmental structures** and how the various organizations or departments relate

• **The community's recent disaster history.** What happened in previous events—especially similar incidents—can have a bearing on the current event, so knowing the relevant history is important. For example, if an area has recently experienced a large fire, the residents may be more receptive to information on fire safety. If a hurricane has repeatedly changed course and left a community unharmed, the residents may be less likely to follow evacuation orders.

- **The community's culture.** What are the community's values, concerns, and interests, and how can the population be reached through those interests?

Visual 2.18 Photo Caption: PIO providing a briefing.

Student Notes:
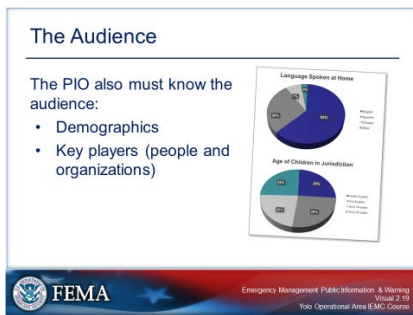
Visual 2.19

VISUAL 2.19 – THE AUDIENCE

The PIO also must know the audience:

- Demographics

- Key players (people and organizations)

The PIO also needs to have a clear picture of the target audience(s).

The PIO needs to know:

- **Demographics to select the right media to reach the audience.** For example, do you have a non-English-speaking segment you need to reach? If so, consider radio stations that broadcast in the appropriate language.

- **Key players,** including those in government, the media, nonprofit organizations, etc. They include those with whom you will interact during an emergency as well as those who have influence in the community.

Visual 2.19 Photo Caption: Sample pie charts depicting demographics for a community. In this example - Languages spoken at Home and Age of Children.
Student Notes:
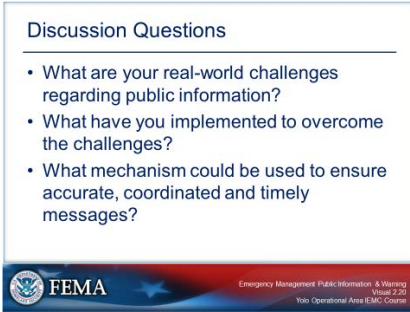
Visual 2.20

VISUAL 2.20 - DISCUSSION QUESTIONS

- What are your real-world challenges with public information?

- What have you implemented to overcome those challenges?

- What mechanism could be used to ensure accurate, coordinated, and timely messages?

Student Notes:

Visual 2.21

VISUAL 2.21 – UNIT 2.B

JIS & JIC
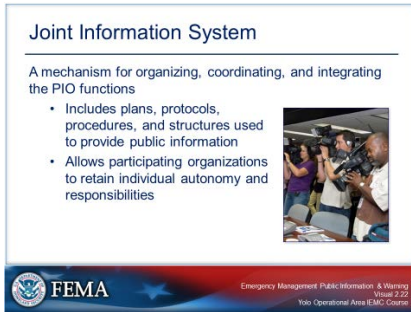
Visual 2.22

VISUAL 2.22 - JOINT INFORMATION SYSTEM (JIS)

A mechanism for organizing, coordinating, and integrating the PIO functions

- Includes plans, protocols, procedures, and structures used to provide public information

- Allows participating organizations to retain individual autonomy and responsibilities

Like all aspects of an emergency response, the goal of emergency public information is to protect public health and safety. Reaching the public in time with accurate, clear, and precise information that will enable them to protect themselves and their loved ones is always the top priority.

The JIS is the method of operating that allows multiple sources to coordinate efficiently and consistently. The JIS can be as simple as two Public Information Officers (PIOs) talking across the hood of a truck or a multi-location operation with many PIOs from many agencies.

Instructor Note: Add the following key points:

- A JIS is set up in advance so that it is already in place when an incident occurs.

- Having a JIS doesn't mean you can censor what other agencies are saying, but it makes it easier to coordinate the message, and being aware of what everyone is saying is helpful.

- The JIS was developed as a result of what happened at Three Mile Island.

- The JIS does not have to involve multiple agencies; it could be just one agency that has multiple sources of information.

Visual 2.22 Photo Caption: *Media at a press briefing.*
Student Notes:
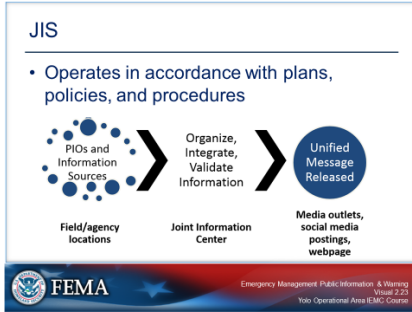
Visual 2.23

VISUAL 2.23 – JIS

A JIS operates in accordance with plans, policies, and procedures in effect for the incident/event.

Visual 2.23 displays flow of information from PIOs and information sources from the field/agency locations (right side of figure) to the Joint Information Center (JIC) (center of figure). At the JIC, incoming information is organized, integrated, and validated to develop a unified message. This unified message (left side of figure) is then released to media outlets, social media postings, and web pages as appropriate.

Student Notes:
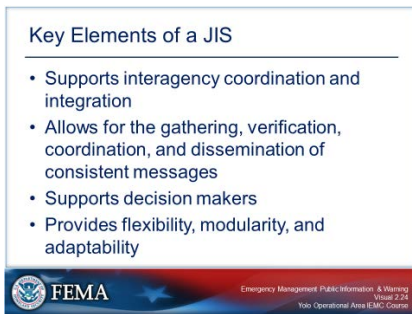
Visual 2.24

VISUAL 2.24 – KEY ELEMENTS OF A JIS

- Supports interagency coordination and integration

- Allows for the gathering, verification, coordination, and dissemination of consistent messages

- Supports decision makers

- Provides flexibility, modularity, and adaptability

Student Notes:
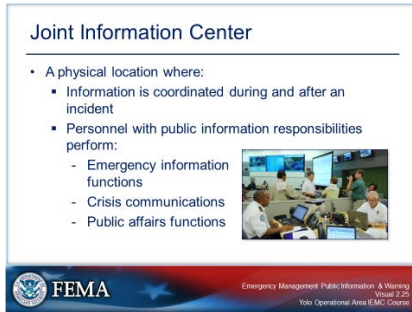
Visual 2.25

VISUAL 2.25 - JOINT INFORMATION CENTER (JIC)

- A physical location where:

    - Information is coordinated during and after an incident

    - Personnel with public information responsibilities perform:

        - Emergency information functions

        - Crisis communications

        - Public affairs functions

The JIC is often a physical location designed to facilitate operation of the JIS. The JIC:

- Is a physical location with tools to enhance the flow of public information

- Provides a central working facility where PIOs can gather

- Allows PIOs to handle increased information needs by the media and the public during and after a crisis

- Maximizes communication between different PIOs while minimizing conflicting or inaccurate information being sent to the media and the public

- Can provide "one-stop shopping" for the media. This makes it more enticing for the media to focus on "official" information rather than scattering for other parts of the story.

Although a single JIC location is preferable, the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

If possible, it is advised to have location(s) identified that could be used as a JIC before an incident occurs—ideally, co-located with or in close proximity to the Emergency Operations Center (EOC). It is important that these locations meet the working needs of the PIO function and allow easy access for the media.

Once a JIC has been identified, it is recommended to have appropriate equipment and other resources available and operational. The PIO should develop

standard operating procedures (SOPs) on the actual use of the JIC and the equipment and staff that may be needed.
Student Notes:

The Joint Information Center (cont)

The Joint Information Center (JIC) is convened to collect, process and disseminate information to the media and the public during preparedness, response and recovery phases of emergency management.

Public information officers from various agencies are represented in the JIC, which derives information for dissemination from policymakers, the Emergency Operations Center (EOC) and Incident Management Team (IMT).

Information is disseminated to the media and the public through conventional press releases, press conferences, web sites, 1-800 numbers, social media, and other means.

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Visual 2.26

VISUAL 2.26 – THE JOIN INFORMATION CENTER (CONT.)

The Joint Information Center (JIC) is convened to collect, process and disseminate information to the media and the public during preparedness, response and recovery phases of emergency management. =

Public information officers from various agencies are represented in the JIC, which derives information for dissemination from policymakers, the Emergency Operations Center (EOC) and Incident Management Team (IMT). =

Information is disseminated to the media and the public through conventional press releases, press conferences, web sites, 1-800 numbers, social media, and other means.
Student Notes:

JICs and Organizational Independence

• Established by and oversight provided by EOCs
• Involved organizations
  ▪ Retain their independence
  ▪ Contribute to the overall unified message

FEMA

Visual 2.27

VISUAL 2.27- JIC AND ORGANIZATIONAL INDEPENDENCE

• Established by and oversight provided by EOCs

• Involved organizations

  ▪ Retain independence

  ▪ Contribute to the overall unified message

Student Notes:

Visual 2.28

VISUAL 2.28 – HOW THE JIS AND JIC ARE DIFFERENT

- The Joint Information System (JIS) is the **method of operating** during an incident.
- The Joint Information Center (JIC) is a central **location** to facilitate operation of the JIS.

Student Notes:

Visual 2.29

VISUAL 2.29 – YOLO JIC ORGANIZATION
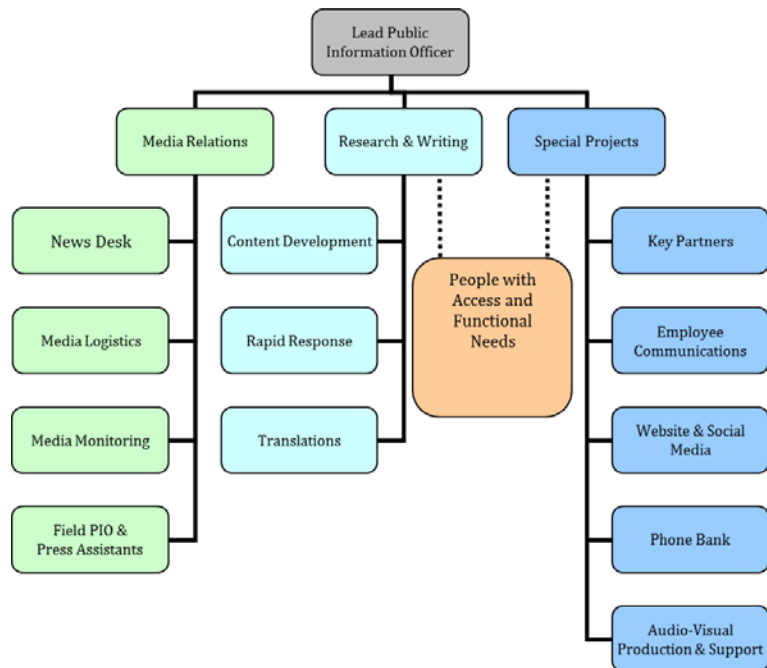
Visual 2.29 Alternative Text: Organization Chart. At the top of the organization chart is the Lead Public Information Officer (PIO). The next line of supervisors under the Lead PIO is Media Relations, Research & Writing, and Special Projects.

Under Media Relations is the News Desk, Media Logistics, Media Monitoring, and Field PIO & Press Assistants.

Under Research & Writing is Content Development, Rapid Response, and Translations.

Under Special Projects is Key Partners, Employee Communications, Website & Social Media, Phone Bank, and Audio-Visual Production & Support.

Research & Writing and Special Projects are also linked by a dotted line to People with Access and Functional Needs.

Student Notes:
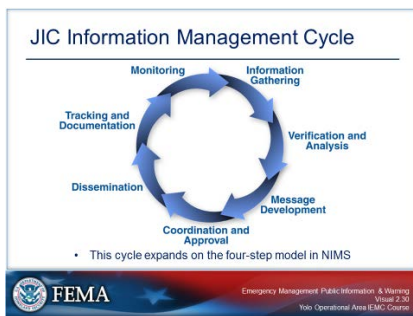
Visual 2.30

VISUAL 2.30 – JIC INFORMATION MANAGEMENT CYCLE

This cycle expands on the four-step model in NIMS.
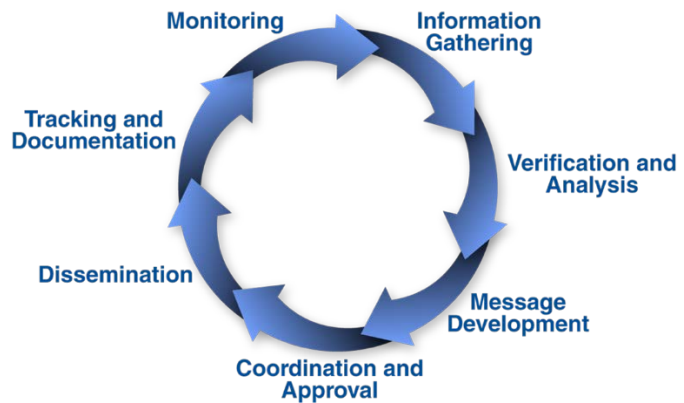
Visual 2.30 Cycle Alternative Text: A cycle which includes (from the top clockwise) Monitoring, Information Gathering, Verification and Analysis, Message

Development, Coordination and Approval, Dissemination and Tracking/Documentation

The PIO's role in an incident is to manage information. The process of managing information can best be depicted as a seven-function cycle in which:

- Information is **gathered.**

- Information is then **verified and analyzed.**

- Next, during **message development,** the information is put in a form best suited to the audience.

- The **coordination and approval** process will vary, depending on the number of organizations involved and each agency's approval process.

- The message is **disseminated** in a variety of ways—including through the news media as a news release, interview, or briefing.

- Then the information is **tracked and documentation** is kept to record the process.

- Finally, **media monitoring** ensures that the message got out and was accurately conveyed. Information gathered through media monitoring feeds back into the information-gathering process, and the cycle continues.

Student Notes:

Common Public Information Issues

• Conflicting policies and protocols
  – Establishing incident-specific information distribution procedures
  – Coordinating interaction between the media and the public
• Competing interests as "lead" agency
• Spokesperson identification

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Visual 2.31

VISUAL 2.31 - COMMON PUBLIC INFORMATION ISSUES

Common issues which arise during an incident include:

- Conflicting policies and protocols

  - Establishing incident-specific information distribution procedures

  - Coordinating interaction between the media and the public

- Completing interests as "lead" agency

- Spokesperson identification

These issues will be discussed on the following visuals.

Visual 2.31 Photo Caption: Washington, DC – September 28, 2004 – Members of the FEMA Public Affairs Office gather for the daily teleconference with the Disaster Field Offices.
Student Notes:

Conflicting Plans, Policies and Procedures

- Develop written plans, policies and procedures with PIO partners
- Include public information in the all-hazard planning process
- Train staff; exercise plans, policies and procedures
- EOC decision makers to resolve policy conflicts

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Visual 2.32
Yolo Operational Area IEMC Course

Visual 2.32

VISUAL 2.32 - CONFLICTING PLANS, POLICIES & PROCEDURES

Issues can arise if plans, policies, and procedures affecting public information conflict with each other. To prevent issues:

- Develop written plans, policies, and procedures with PIO partners.

- Include public information in all-hazard planning process.

- Train staff; exercise plans, policies and procedures.

- EOC decision makers should be consulted to resolve any policy conflicts that arise.

Visual 2.32 Photo Caption: Orlando, FL – September 12, 2004 – Geoff Miller, planning chief of FEMA's Joint Management Team works in the operation center.

Instructor Notes: Instructor should reference the Yolo Emergency Public Information Plan and the JIC SOP. Can also reference some of the tools that are provided to the local PIO's (77 most FAQs, Message Maps, etc.)

Student Notes:
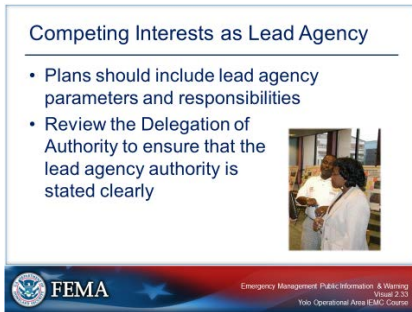
Visual 2.33

VISUAL 2.33 - COMPETING INTERESTS AS LEAD AGENCY

- Plans should include lead agency authority and responsibilities.

- Review Delegation of Authority to ensure lead agency responsibility is stated clearly.

It is important the lead agency is recognized early in an event.

Visual 2.33 Photo Caption: *Gautier, MS – April 27, 2006 – Jackson County Public Information Officer Ken Flanagan (center) and US Corps of Engineers representative Alou Rice discuss operations.*
Student Notes:

Visual 2.34

VISUAL 2.34 – UNIT 2.C

MEDIA – PUBLIC INFORMATION

Primary PIO Tasks

1. Monitor the media
2. Write press releases
3. Coordinate press conferences
4. Address the media
5. Collect and disseminate information

FEMA
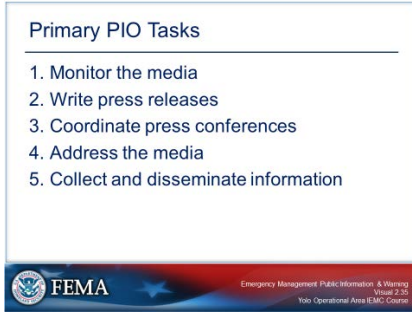
Visual 2.35

VISUAL 2.35 – PRIMARY PIO TASKS

1. Monitor the media

2. Write press releases

3. Coordinate press conferences

4. Address the media

5. Collect and disseminate information

Student Notes:

Assigning Spokespersons

• PIOs and other key personnel identify a spokesperson(s)
• Spokesperson(s) need not be PIOs
• Subject matter experts available to answer questions

FEMA
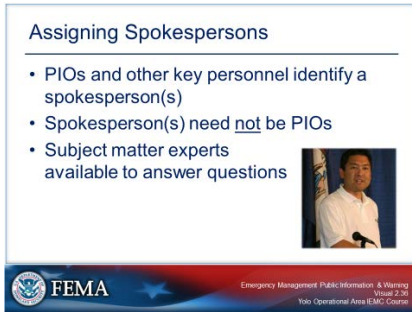
Visual 2.36

VISUAL 2.36 - ASSIGN SPOKESPERSONS

• PIO and other key personnel identify a spokesperson

• Spokesperson need <u>not</u> be PIO

• Subject matter experts available to answer questions

Visual 2.36 Photo Caption: Richmond, VA – September 24, 2003 – Federal Coordinating Officer David Fukotomi speaks at a press conference held at the Emergency Operations Center.
Student Notes:

Information Distribution Procedures

• Agree on basic procedures during JIS planning and development
• Prepare to reach out
• Monitor the media to ensure that the message is understood and reported accurately to the public
• Address inaccuracies immediately

FEMA
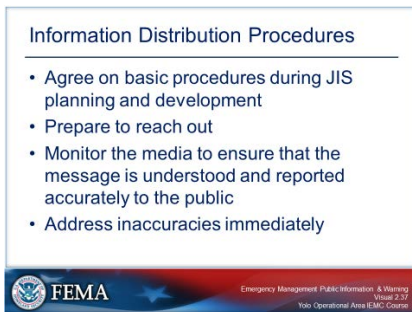
Visual 2.37

VISUAL 2.37 - INFORMATION DISTRIBUTION PROCEDURES

• Agree on basic procedures during JIS planning and development

• Prepare to reach out

• Monitor media to ensure message is understood and reported accurately

- Address inaccuracies immediately

Student Notes:
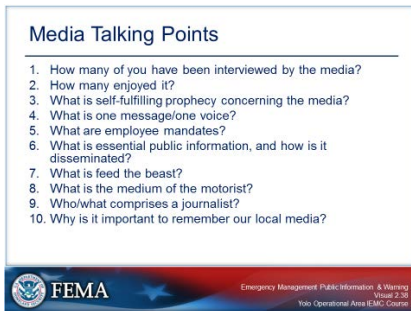
VISUAL 2.38 – MEDIA TALKING POINTS

Visual 2.38

1. How many of you have been interviewed by the media?

2. How many enjoyed it?

3. What is self-fulfilling prophecy concerning the media?

4. What is one message/one voice?

5. What are employee mandates?

6. What is essential public information, and how is it disseminated?

7. What is feed the beast?

8. What is the medium of the motorist?

9. Who/what comprises a journalist?

10. Why is it important to remember our local media?

Student Notes:

VISUAL 2.39 – PROGRESSSION OF MEDIA QUESTIONS

Visual 2.39

1. What happened?

2. What are you doing about it?

3. Why did it happen?

4. What can you do to minimize future impact?

Student Notes:
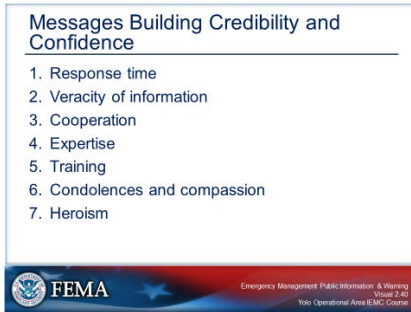
Visual 2.40

VISUAL 2.40 – MESSAGES BUILDING CREDIBILITY AND CONFIDENCE

1. Response time

2. Veracity of information

3. Cooperation

4. Expertise

5. Training

6. Condolences and compassion

7. Heroism

Student Notes:
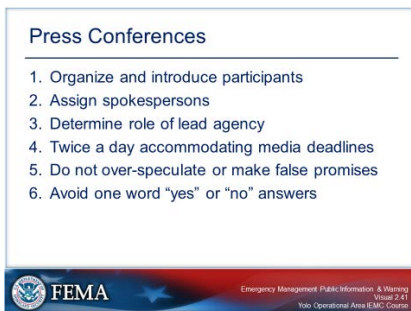
Visual 2.41

VISUAL 2.41 – PRESS CONFERENCES

1. Organize and introduce participants

2. Assign spokespersons

3. Determine role of lead agency

4. Twice a day accommodating media deadlines

5. Do not over-speculate or make false promises

6. Avoid one word "yes" or "no" answers

Student Notes:

Media Monitoring

To address inaccuracies in the
media, the PIO should:

1. Analyze the error and research
the cause
2. Evaluate the possible damage
3. Determine the best way to
mitigate the damage
4. Act calmly and quickly

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Visual 2.42
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Visual 2.42

VISUAL 2.42 – MEDIA MONITORING

To address inaccuracies in the media, the PIO should:

1. Analyze the error and research the cause

2. Evaluate the possible damage

3. Determine the best way to mitigate the damage

4. Act calmly and quickly

Media monitoring is an important step in the information management cycle and a vital function in the JIC.

Depending on how the JIC is organized, the media monitoring function may be placed solely in information gathering. Another option is to split the monitoring and analysis activities from the "rapid response" (what you do to respond to inaccuracies in the media). With this option, monitoring and analysis is conducted as part of the information-gathering function and rapid response is under information dissemination.

The visual briefly reviews the steps to address inaccuracies in the news media.

It is important to consider whether the error is important or inconsequential (e.g., a wrong phone number for a citizen complaint line or the wrong middle initial for the department's spokesperson).

If the point is essential to the message and the reporter gets it wrong, explain and insist on a correction.
If the mistake it not crucial, instead of demanding a correction, try using the opportunity to educate and build a positive relationship with the reporter.

Discussion Question: How does monitoring happen in your JIC?

Student Notes:

Common Failings of the PIO Function

1. Inadequate support staff during a disaster
2. Insufficient internal communication
3. Underutilized and politicized
4. Weak training and networking
5. Lack of rapport with organizational leaders
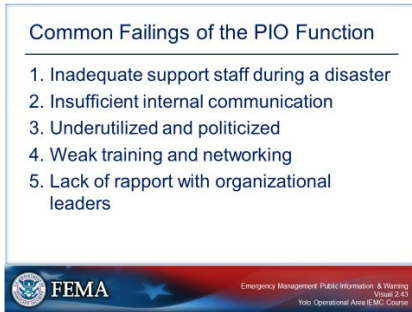
Visual 2.43

VISUAL 2.43 – COMMON FAILINGS OF THE PIO FUNCTION

1. Inadequate support staff during a disaster
2. Insufficient internal communication
3. Underutilized and politicized
4. Weak training and networking
5. Lack of rapport with organizational leaders

Student Notes:

Unit 2.D
Social Media

Visual 2.44

VISUAL 2.44 – UNIT 2.D

SOCIAL MEDIA

Power of Social Media

Visual 2.45

VISUAL 2.45 – POWER OF SOCIAL MEDIA

The Social Media Revolution Video Alternative Text:
(music plays – "Right Here, Right Now" by Fat Boy Slim(1999))

Is Social Media a Fad?
Or the biggest shift since the Industrial Revolution?

Welcome *(in different languages)*

Welcome to the Revolution

Over 50% of the world's population is under 30 years old.

96% of Millennials have joined a social network

Facebook tops Google for weekly traffic in the U.S.
(three Facebook trucks on top and one google truck on the bottom of the screen).
Social Media has overtaken pornography as the #1 activity on the Web*.*

1 out of 8 couples married in the U.S. met via social media.

Years to reach 50 million users:
Radio *(image of a radio)* 38 years
TV *(image of old black and white TV)* 13 years
Internet *(Internet Explore Logo)* 4 years
Ipod *(Image of Ipod Classic, and Ipod nanos) 3 years*

Facebook added over 200 million users in less than a year. *(Facebook logo)*

iPod application downloads hit 1 billion in 9 months *(Apple logo)*

"We don't have a choice on whether we **DO** social media the question is **how well we DO it."** – Erik Qualman

(music lyrics change to Right Here, Right Now repeated)

1. China
2. India
3. Facebook
4. United States
5. Indonesia
6. Brazil
7. Pakistan
8. Bangladesh

If Facebook were a county it would be the world's 3rd largest.

Yet QQ & Renren dominate CHINA

(music plays with no lyrics)

(image of a desktop computer) US Department of Education study revealed that online students out performed those receiving face-to-face instruction…

80% of companies use social media for recruitment

% of these using LinkedIN….95%

The fastest growing segment on Facebook is 55-65 year old females

(twitter screen – what's happening?) Ashton Kutcher and Britney Spears have more Twitter followers than the entire populations of:

- Sweden *(Sweden's flag displayed on a tablet)*
- Israel *(Israel's flag displayed on a tablet)*
- Switzerland *(Switzerland's flag displayed on a tablet)*
- Ireland *(Ireland's flag displayed on a tablet)*
- Norway *(Norway's flag displayed on a tablet)*
- Panama *(Panama's flag displayed on a tablet)*

(Image of facebook feed on a tablet) 50% of the mobile Internet traffic in the UK is for Facebook.
Imagine what this means for bad customer experiences

(@ icon) Generation Y and Z consider e-mail passé Some universities have stopped distributing e-mail accounts. Instead they are distributing: eReaders, iPads, Tablets.

What happens in Vegas stays on Facebook *(Facebook logo)*, Twitter *(Twitter icon),* Renren.com *(Renren.com logo),* Kohtakte *(Kohtakte logo),* Flickr *(Flickr logo)*, YouTube *(YouTube logo)*.

YouTube *(YouTube logo)* is the 2nd largest search engine in the world. While you watch this 100+ hours of video will be uploaded to YouTube *(YouTube logo)*.

Wiki is an Hawaiian term = Quick *(Wiki Logo)*. Wikipedia has over 15 million articles. Studies show it's as accurate as Encyclopedia Britannica. 78% of these articles are non-English. If you were paid $1 for every article posted on Wikipedia you would earn $1,712.32 per hour.

There are over 200,000,000 Blogs.

Word of Mouth *(Image of two desktop computers back to back on top of the globe. The text "Word of Mouth moves into one monitor and out the other)*.

25% of search results for the World's Top 20 largest brands are links to user-generated content. 34% of bloggers post opinions about products & brands. Do you like what they are saying about your brand? You better…

(Google search page image) People care more about their social graph ranks products and services than how Google ranks them. 78% of consumers trust peer recommendations. Only 14% trust advertisements.

Only 18% of traditional TV campaigns generate a positive ROI *(Image of a broken CRT TV)* 90% of people skip ads via TiVo/DVR.

(Image of Kindle tablet) Kindle eBooks Outsold Paper Books on Christmas. 24 of the 25 Largest Newspapers are Experiencing Record Declines in Circulation.

(Image of Facebook newsfeed – What's on your mind?) 60 million status updates happen on Facebook daily. We no longer search for the news, the news finds us. We will no longer search for products and services they will find us via social media.

Social media isn't a fad, it's a fundamental shift in the way we communicate.

Successful companies in social media act more like Dale Carnegie and less like Mad Men…Listening first, selling second. The ROI of Social Media is your business will still exist in 5 years. Still think social media is a fad?

Welcome to the World of Socialnomics. Are you Ready?

Source Data Listed Here: http://www.socialnomics.com/ *(Image of the book – Socialnomics – how social media transforms the way we live and do business by Erik Qualman*) In Association with: HULT International Business School – Get Plugged into the World

Music: "Right Here, Right Now" by Fat Boy Slim (1999) Inspiration: Karl Fish and Scott McLeod – Enjoy their "Did you Know" video

Edited by: Evan Kutsko

Contact: @equalman

An @equalman production

Student Notes:

Visual 2.46

VISUAL 2.46 – SOCIAL MEDIA DISCUSSION QUESTIONS

- What are the pros and cons of social media?

- How does your jurisdiction integrate social media into your incident management?

Student Notes:

Visual 2.47

VISUAL 2.47 – SOCIAL MEDIA

- The paradigm has shifted

- Source your network first

- Let 'traditional media' know you are providing information on social media

- Actively build social media fellowship

- Commit to and staff the process

Student Notes:

Visual 2.48

VISUAL 2.48 – CREATE YOUR OWN NETWORK

- Not a replacement of 'traditional media'

- Makes local and visiting national media's jobs easier

- Solving their staffing problems

- If you build it, alert them of the resource

- Control your content

- Provide interviews, sit-reps, webinars

Student Notes:

Visual 2.49

VISUAL 2.49 – USES IN MITIGATION/PREPAREDNESS

- Readiness campaigns

- Community outreach

- Agency updates

- Polls and surveys

- Feedback

- Monitoring

Student Notes:

Visual 2.50

VISUAL 2.50 – USES IN RESPONSE

- Alerts and warnings

- Situational awareness

- Rumor management

- Information sharing

- Logistical coordination

- Family reunification

Student Notes:

Visual 2.51

VISUAL 2.51 – USES IN RECOVERY

- Rumor management

- Donations management

- Monitoring

- Evaluation

- Information source

- Community engagement

Student Notes:

Visual 2.52

VISUAL 2.52 – BUILDING YOUR OWN NETWORK

- Build a web page
- Create content
    - Press briefings
    - In-depth interviews
    - Event images
- Promote 'network'
    - Social Media
    - Traditional Media

Student Notes:
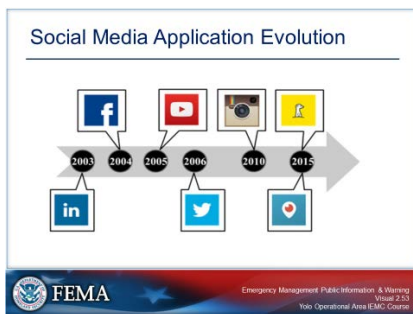
Visual 2.53

VISUAL 2.53 – SOCIAL MEDIA APPLICATION EVOLUTION

Social media provides a wide reach, yet it is fragmented. There are many platforms available that millions of people are using. There are some main platforms that you may need to be on to engage with the public. Agencies will need to evaluate which platforms to adopt as platforms evolve with time.

Social media platforms most commonly known are Facebook, Twitter and YouTube (which are discussed in the following slides). Some basic forms of social media include:

- Social networks (i.e., Facebook);

- Blogs (i.e., online journals);

- Photo and video-based platforms (i.e., YouTube, Instagram); and

- Microblogging (i.e., Twitter).

Remember that social media platforms not only convey information in different ways but attract different target audiences for varied purposes. It is important to keep in mind what message you are trying to convey and to whom when determining which platform to utilize in any given situation.

Visual 2.53 Photo Caption: Flow chart of Social Media Evolution. 2003 - Linkedin, 2004 - Facebook, 2005 - YouTube, 2006 - Twitter, 2010 - Instagram, 2015 - Periscope
Student Notes:

Visual 2.54

VISUAL 2.54 – SOCIAL MEDIA SOURCES

- Facebook
    - Must update at <u>least</u> daily
    - Pages for EMA, police, fire, elected officials
    - Open your policies
- Twitter
    - Instant updates
    - Short messages
    - Pictures, links
    - Crowdsourcing in-flow

Student Notes:

Social Media Sources – Crowdsourcing

- What is crowdsourcing?
- Posters to Twitter assign #hashtags to their posts
- Search #hashtags to gain real-time information and pictures
- Ask 'Tweeter' to use common #hashtag
- Crowdsourcing information is amazingly accurate

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Visual 2.55
Yolo Operational Area IEMC Course

Visual 2.55

VISUAL 2.55 –SOCIAL MEDIA SOURCES – CROWDSOURCING

- What is crowdsourcing?
  - Asking public to help gather and share information
- Assign #Hashtags to Twitter posts.
  - Assign incident specific #Hastags
  - Help the PIO track and collect information easier
- Search #Hashtags to gain real-time information and pictures
- Crowdsourcing information is amazingly accurate, but should still be verified.

Hashtags are used to characterize Tweets according to a specific keyword or topic. They are represented by a "#" symbol and can be used anywhere in the Tweet. They are used before relevant keywords within a Tweet. Anyone can create a hashtag.

Post using Hashtags:

1. Type your Tweet into the "What's happening?" box at the top of your screen.
2. Include the hashtags that you want to use either embedded in or following the text.
3. Click the **Tweet** button to post.

Student Notes:

Visual 2.56

VISUAL 2.56 – SOCIAL MEDIA AGGREGATORS

Social Media Aggregators are tools a PIO uses to collect and monitor social media trends. Two aggregators that can be used are:

- Tweetdeck

    - Allows updates and monitoring of multiple accounts. Easier to search with #Hashtags.

- Hootsuite

    - Allows for timely updates and monitor multiple platforms simultaneously.

What other tools are available to aggregate and monitor social media?

TweetDeck allows for tracking, organizing, scheduling and posting within Twitter. Tweets can be scheduled in advance at one-minute increments. One advantage of posting via TweetDeck is that attached pictures use Twitter's formatting and will appear as if they were posted directly via Twitter. Another advantage is that TweetDeck has the capability to send messages to multiple accounts with multiple managers making it easier to balance workloads.

TweetDeck also allows the user to create columns to monitor Twitter. Columns can be used to follow a particular hashtag, string of hashtags, geo-located area, lists, mentions or messages.

Hootsuite allows users to post and schedule messages to various platforms from one location. Advantages include the ability to interact with many different platforms all from one portal and the ability to schedule messaging on any platform at five-minute increments.

Hootsuite also has a Pro version that allows for greater versatility including team features which allows users to assign roles and levels of accessibility, increase the number of platforms that can be managed simultaneously, and add-on apps to assist in analytics and evaluation.

Visual 2.56 Figure Caption – *Hootsuite icon with a little owl. TweetDeck icon with black bird shape in a gold box. Stack of social media banners: Google+. Reddit, YouTube, Twitter, Flickr, Facebook, Linkedin, NING, Sideshare, Pinterest, Meetup, WordPress, Delicious, Myspace, and Digg.*

Student Notes:
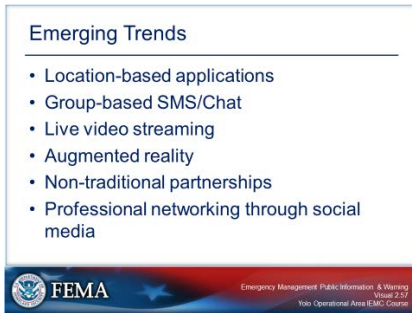
Visual 2.57

VISUAL 2.57 – EMERGING TRENDS

- Location-based applications

- Group-based SMS/Chat

- Live video streaming

- Augmented reality

- Non-traditional partnerships

- Professional networking through social media

Student Notes:

Visual 2.58

VISUAL 2.58 – SOCIAL MEDIA PLATFORMS

Visual 2.58 shows the icons of a variety of social media platforms currently in used. These platforms include but are not limited to:

- Tumblr

- Pinterest

- Goggle+

- Yik Yak

- Linkedin

- Twitter

- Periscope

- Instagram

- Skype

- Vine

- Reddit

- Facebook

- Youtube

Student Notes:
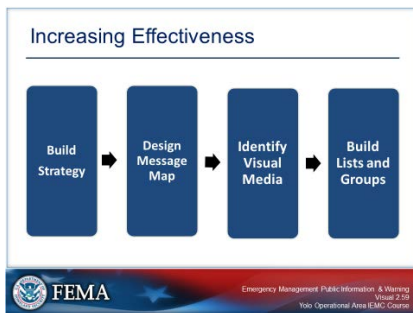
VISUAL 2.59 – INCREASING EFFECTIVENESS

Visual 2.59 Image Alternative Text: Flowchart. Build Strategy – Design Message Map – Identify Visual Media – Build Lists and Groups.

Student Notes:

Visual 2.59

VISUAL 2.60 – SELECTING PLATFORMS

- What platforms are used by your target audience?
  - Age range
  - Location
- Goals and content
- How is content accessed?
  - More than 50% of use occurs on mobile devices

Visual 2.60

Student Notes:

Visual 2.61

VISUAL 2.61 – ESTABLISHING ONLINE IDENTIFY

- Consistent organization branding
- Personality and voice
  - Level of formality
  - Consistency
- Establishing and maintaining rhythm and expectations

Student Notes:

Visual 2.62

VISUAL 2.62 – MESSAGING

- Make social media efforts message driven, not channel driven
- Keep messages brief and pertinent
- Support a unified message
- One voice, multiple channels

Student Notes:

Visual 2.63

VISUAL 2.63 – MISINFORMATION AND CORRECTIONS

- Monitor

- Quickly correct

- State and explain

- Alert command

- Viral reality

- Recognition

- Broaden message among platforms

Student Notes:

Visual 2.64

VISUAL 2.64 – UNIT 2.E

ALERT & WARNING
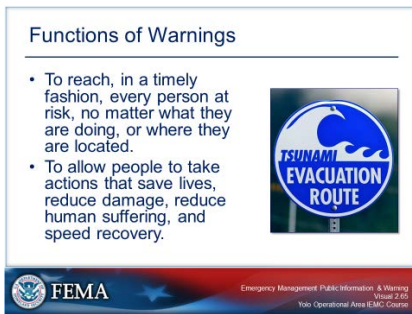
Visual 2.65

VISUAL 2.65 – FUNCTIONS OF WARNINGS

- To reach, in a timely fashion, every person at risk, no matter what they are doing, or where they are located.

- To allow people to take actions that save lives, reduce damage, reduce human suffering, and speed recovery.

Warnings are intended to allow people to take actions that save lives, reduce damage, reduce human suffering, and speed recovery.

To fulfill this purpose, warnings must reach every person who is at risk, no matter what they are doing or where they are located, and must do so in a timely fashion.

Visual 2.65 Photo Caption: Tsunami Evacuation Route Sign
Student Notes:

Terminology

Alert vs. **Warning**

Watch vs. **Warning**

Emergency Message vs. **Warning Message**

FEMA

Visual 2.66

VISUAL 2.66 – TERMINOLOGY

- Alert vs. Warning

- Watch vs. Warning

- Emergency Message vs. Warning Message

Terminology related to warnings can be confusing. So let's begin with some basic distinctions.

Alert vs. Warning: Alerts and warnings are products or messages intended to get the attention of the public and to prompt some type of action—whether protective actions or a continued state of alertness. A public official might use the phrasing "We are warning people about…" or "We are alerting people about…." In practical usage, there is little distinction between the two terms. In this course, "alert" and "warning" are used interchangeably when referring to messages issued to the public.

Watch vs. Warning: The National Weather Service (NWS) distinguishes between these two types of messages based on degree of certainty:

Watch—A watch means that conditions are favorable for a hazardous weather event. A watch is used when the risk of a hazardous event has increased significantly, but its occurrence, location, or timing is still uncertain. It is intended to provide enough lead time so that those who need to set their plans in motion can do so. From the listener's perspective, a watch lets you know that weather conditions are favorable for a hazard to occur. It

means "be on guard!" During a weather watch, gather awareness of the specific threat and prepare for action.

Warning—A warning is issued when a hazardous event that poses a threat to life or property is occurring, is imminent, or has a very high probability of occurring. During a weather warning, it is important to take action: grab the emergency kit and head to safety immediately. Both watches and warnings are important, but warnings are more urgent.

Emergency Message vs. Warning Message: The message-encoding protocol used to trigger alerts over the EAS designates these message types based on the significance and directness of the threat.

Although there are distinctions between the terminologies, the public does not understand the differences.

Instructor Note:

- Alert vs. warning (often used by public officials)

- Watch vs Warning (use relates to weather)

- Emergency Message vs. Warning Message (use Public Information Officers)

Student Notes:
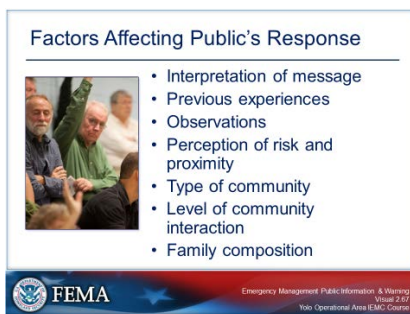
Visual 2.67

VISUAL 2.67 – FACTORS AFFECTING PUBLIC'S RESPONSE

- Interpretation of message

- Previous experiences

- Observations

- Perception of risk and proximity

- Type of community

- Level of community interaction

- Family composition

A number of factors affect how the public responds to alerts and warnings. For example:

- **Interpretation of message:** When different people listen to the same message, there may be a variation in what they hear, leading to different interpretation and response.

- **Previous experiences:** Often people will rely on their previous experiences with the hazard to determine what actions they initially take (or don't take).

- **Observations:** Individual responses to warnings vary, but most people will seek some form of confirmation. For example, some people will look for more information through environmental cues, while others will seek to contact other trusted sources. Optimism bias (thinking that "disasters happen to other people") is overcome with confirmation.

- **Perception of risk and proximity:** People tend to make a rapid assessment of the relative safety of their location, producing an emergent perception of risk. If their perception of personal risk is high, people will act quickly. When the perception is low, they will delay acting.

- **Type of community:** Residents of rural communities may have more difficulty receiving warnings than those living in urban areas.

- **Level of community interaction:** People who have more contacts in the community will receive more warnings and are more likely to act; also, they are more likely to trust officials.

- **Family composition:** Families, more than individuals, tend to heed evacuation warnings. Research indicates that people tend to confer with family, extended family, and friends before making a decision. They do this to ensure that their loved ones are safe and also to determine whether they may need to provide protection for their loved ones. Their decisions are based on the following factors related to family composition:

▪ **Family network:** People are more likely to act if they have relatives nearby who may warn them and offer them short-term shelter.

▪ **Presence of children:** Concern for children's safety will elicit quicker response from parents.

▪ **Presence of pets:** People often view their pets as they would their children, and will take action to protect them. However, whereas families with children usually act more quickly to take precautions, in emergencies requiring evacuation, people with pets may endanger their own lives by refusing to evacuate because many public shelters do not allow pets.

Student Notes:

Factors Affecting Public's Response (cont.)
- Age
- Language
- Length of residency
- Individual access and functional needs
- Level of individual preparedness

FEMA
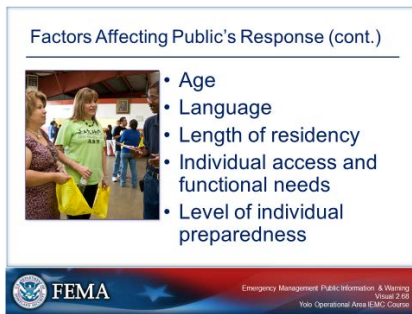
Visual 2.68

VISUAL 2.68 – FACTORS AFFECTING PUBLIC'S RESPONSE (CONT.)

• Age

• Language

• Length of residency

• Individual access and functional needs

• Level of individual preparedness

The following additional social factors also influence the extent to which alerts and warnings are received, comprehended, and heeded:

• **Age:** The very young and older adults may not be able to receive or respond appropriately to alerts and warnings. Many in this group may also need assistance.

• **Language:** Non-English-speaking persons may not understand warnings that are provided in English. Communities with high percentages of non-English-speaking people should issue warnings in the

primary language(s) of the population, as well as in English.

- **Length of residency:** Transients, tourists, and newcomers to the area lack knowledge of Local hazards and the history of Local disasters, so they may react differently.

- **Individual access and functional needs:** Individuals with access and functional needs may need alerts in accessible formats and additional time and assistance for evacuating. Accessibility of alert and warning messages refers to whether individuals hear and understand them. Alternative alert and warning methods are needed for individuals with access and functional needs such as people who are blind, people with low vision, and people who are deaf or hard of hearing. Audio and equivalent text messages should be available.

- **Level of individual preparedness:** People who have taken the time to prepare for hazards (i.e., they have a plan and disaster supply kit, and have exercised the plan) are more likely to heed warning and act appropriately. Getting the preparedness buy-in is often the challenge.

Student Notes:

Visual 2.69

VISUAL 2.69 – MYTHS ASSOCIATED WITH WARNINGS

- Myth 1: People usually panic in response to warnings

- Myth 2: If you give a false alarm or "cry wolf" with your warnings, the public will tune you out

- Myth 3: An effective warning message is a simple one, with as little detail as possible

- Myth 4: People usually understand what the various siren signals mean

Below are several popular myths associated with public response to warning messages, along with the related facts.

Myth 1: People usually panic in response to warnings.
Fact: People DO NOT panic in response to warnings. People do not go running wildly through the streets when they hear a warning. Rather, they seek additional information to make a response decision.

According to Erik Auf der Heide, in *Common Misconceptions about Disasters: Panic, the "Disaster Syndrome," and Looting:*

The problem with the panic misconception is that the public, the media, and even emergency planners and public officials *believe it.* Because of this, officials may hesitate to issue warnings because they are convinced that the resulting panic will cause more damage than the disaster itself. This belief has led to recommendations to avoid panic by (1) providing minimal information to occupants in the event of a building fire and (2) carrying on normal activities until the last possible moment. In places of entertainment, it has been suggested that the band should continue to play if there is a fire and that panic can be avoided by having telephones located in areas where people cannot overhear calls to the fire department.
A more relevant concern for these public officials should be how to create warning messages that the public will heed.

Myth 2: If you give a false alarm or "cry wolf" with your warnings, the public will tune you out.
Fact: Although there is a limit to the public's trust, the "cry wolf" syndrome is NOT a problem IF "false alarms" are well explained and understood. People do take into account that officials are making difficult decisions to protect them from harm.

Myth 3: An effective warning message is a simple one, with as little detail as possible.
Fact: The "less is more" principle does not apply to public warnings. Research has shown that people need sufficient information to validate their risk and spur them to take appropriate action.

Myth 4: People usually understand what the various siren signals mean.

Fact: People DO NOT always understand what the various siren signals mean. The best use of outdoor warning sirens is to alert people to immediately seek additional information about an imminent threat.

Visual 2.69 Photo Caption: Image of a Panic Button
Student Notes:
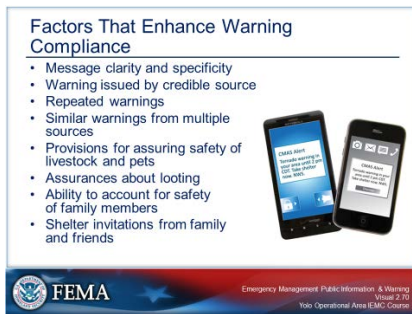
Visual 2.70

VISUAL 2.70- FACTORS THAT ENHANCE WARNING COMPLIANCE

- Message clarity and specificity

- Warning issued by credible source

- Repeated warnings

- Similar warnings from multiple sources

- Provisions for assuring safety of livestock and pets

- Assurances about looting

- Ability to account for safety of family members

- Shelter invitations from family and friends

Research has identified a number of factors that enhance the likelihood of people complying with alerts and warnings.

Recipients need to know more than just the fact that there is a threat. The **clearer and more specific** the message, the greater the likelihood of compliance. Effective warnings are those that state—in terms clear to the recipient—the urgency of the situation, likelihood of impact, and exact localities at risk. For example, saying that the river will crest five feet above flood stage may convey less meaning than either saying it will cover the courthouse stairs or showing a map of the exact streets that will be flooded.

Warning messages are more likely to be believed if they are issued by a **credible source**, such as police or fire officials; emergency management or disaster officials; or elected officials, such as the mayor or governor. Several other factors can enhance compliance with warnings, such as **repeated warnings** and similar warnings from **multiple sources**, provisions for assuring the **safety of livestock and pets**, the ability to account for the **safety of family members**, and assurances that there will be **no looting**. In addition, invitations from friends or relatives to shelter with them are likely to increase the rates of evacuation.

(Source: Erik Auf der Heide, *Common Misconceptions about Disasters: Panic, the "Disaster Syndrome," and Looting*)

Instructor Note: Be sure to discuss how this applies to special groups such as tourists, tribal communities, schools, etc.

Visual 2.70 Photo Caption: Image of cell phones with **Student Notes:**
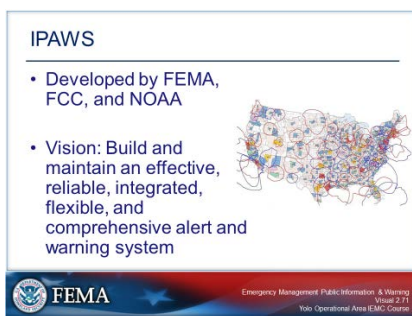
Visual 2.71

VISUAL 2.71 – IPAWS

- Developed by FEMA, FCC, and NOAA

- Vision: Build and maintain an effective, reliable, integrated, flexible, and comprehensive alert and warning system

The Integrated Public Alert and Warning System (IPAWS) is a system that was jointly developed by FEMA, The Federal Communications Commission (FCC), and NOAA with the vision to build and maintain an effective, reliable, integrated, flexible, and comprehensive alert and warning system. Capabilities for IPAWS include:

- Allowing the President to address the public during emergencies

- Enabling emergency officials to access multiple communication paths

- Diversifying and modernizing the EAS

- Enabling seamless integration of message transmission through national networks

- Creating an interoperability framework

- Enabling communication with those with access and functional needs

Student Notes:
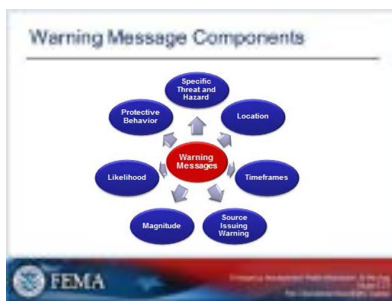
Visual 2.72

VISUAL 2.72 – WARNING MESSAGE COMPONENTS

- Specific Threat and Hazard

- Location

- Timeframes

- Source Issuing Warning

- Magnitude

- Likelihood

- Protective Behavior

Effective warnings are those that result in members of the public taking recommended actions to protect themselves. To help ensure that warning messages are effective, they must be issued in a timely manner and should include the following components:

- **Specific threat and hazard:** What is/are the hazards that are threatening? What are the potential risks for the community?

- **Location:** Where will the impacts occur? Is the location described so those without Local knowledge can understand their risk?

- **Timeframes:** When will it arrive at various locations? How long will the impacts last?

- **Source Issuing Warning:** Who is issuing the warning? Is it an official source with public credibility?

- **Magnitude:** A description of the expected impact. How bad is it likely to get?

- **Likelihood:** The probability of occurrence of the impact.

- **Protective Behavior:** What protective actions should people take and when? If evacuation is called for, where should people go and what should they take with them?

Student Notes:

Visual 2.73

VISUAL 2.73 – UNIT SUMMARY

You should be able to:

- Define the relationships among Policy, the EOC, the IMT, and other supporting agencies in providing accurate, timely public information

- Explain how the JIC serves as a central location for gathering, verifying, coordinating, and disseminating public information

Visual 2.74

VISUAL 2.74 – UNIT SUMMARY (CONT.)

- Identify effective interactions between the EOC and IMT PIOs to facilitate the provision of accurate and timely public information

- Describe strategies to address issues that impact public information during an incident

- Identify ways social media can impact information gathering and used for dissemination

Visual 2.75

VISUAL 2.75 – QUESTIONS, COMMENTS, OR CONCERNS?

UNIT 3: iPAWS AND EVERBRIDGE

May 16, 2017

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FEMA

Understanding and Implementing
the Integrated Public Alert and
Warning System

Wade Witmer, Deputy Director
Pamela Holstein-Wallace, Project Manager
IPAWS Program Management Office

Terminal Learning Objective (TLO)

At the end of this presentation, the
participant will demonstrate an
understanding of the Integrated Public Alert
and Warning System (IPAWS) by
implementing its use during a practice
session.

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Enabling Learning Objectives (ELOs)

At the end of this training the participant will
be able to:

1. Understand the purpose of IPAWS
2. Describe an IPAWS System Overview
3. Discuss Notable IPAWS Use Cases
4. Recognize and share Wireless Emergency
   Alert (WEA) Changes
5. Explain IPAWS Lab and Alert Viewer
   functionality

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Enabling Learning Objective 1

Understand the purpose of IPAWS

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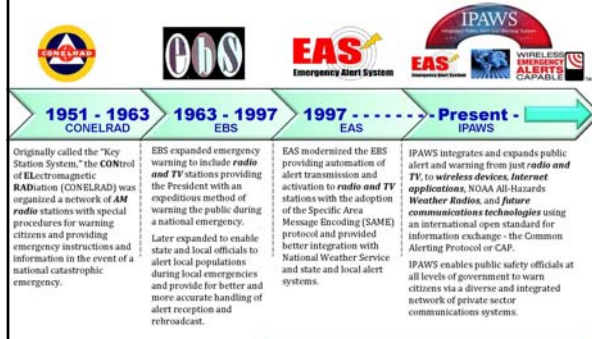
Evolution of Public Warning and Information in the United States

1951 - 1963 CONELRAD	1963 - 1997 EBS	1997 - - - - - EAS	- - - - - Present - IPAWS
Originally called the "Key Station System," the CONtrol of ELectromagnetic RADiation (CONELRAD) was organized a network of *AM radio* stations with special procedures for warning citizens and providing emergency instructions and information in the event of a national catastrophic emergency.	EBS expanded emergency warning to include *radio and TV* stations providing the President with an expeditious method of warning the public during a national emergency. Later expanded to enable state and local officials to alert local populations during local emergencies and provide for better and more accurate handling of alert reception and rehroadcast.	EAS modernized the EBS providing automation of alert transmission and activation to *radio and TV* stations with the adoption of the Specific Area Message Encoding (SAME) protocol and provided better integration with National Weather Service and state and local alert systems.	IPAWS integrates and expands public alert and warning from just *radio and TV*, to *wireless devices, Internet applications*, NOAA All-Hazards *Weather Radios*, and *future communications technologies* using an international open standard for information exchange - the Common Alerting Protocol or CAP. IPAWS enables public safety officials at all levels of government to warn citizens via a diverse and integrated network of private sector communications systems.

IPAWS enhances and extends a national infrastructure and capability to local, state, territorial, and tribal officials for public alerting and warning

FEMA

What is IPAWS?

IPAWS is a *National System* for *Local Alerting*

- Can be used by local, state, tribal, territorial, and federal officials, to send geo-targeted emergency alert and information messaging to the public through IPAWS connections to:
  - radio and television as *Emergency Alert System* broadcasts
  - cellular phones as *Wireless Emergency Alerts*
  - NOAA All Hazards Weather Radio *(currently disabled, returning soon)*
  - Internet applications and websites

- FEMA, tasked by DHS, is responsible for:
  - Development, operation, integration and maintenance of the IPAWS which includes the EAS, WEA, NOAA HazCollect, and IPAWS Alerts Feed components plus future connections for alerting TBD
  - And making it available for state/local/territorial/tribal to use

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IPAWS Federal Guidance

- ➢ **IPAWS Modernization Act of 2015**
  - ➢ "To provide timely and effective warnings regarding natural disasters, acts of terrorism, and other man-made disasters or threats to public safety, the [FEMA] Administrator shall-- modernize the integrated public alert and warning system of the United States"
- ➢ **Executive Order 13407**
  - ➢ "It is the policy of the United States to have an effective, reliable, integrated, flexible, and comprehensive system to alert and warn the American people..."
- ➢ **1995 Presidential EAS Statement of Requirements**
  - ➢ "The national level EAS must be: Fully integrated from the national to local level, yet capable of independent local (Priority Two) and state (Priority Three) operations"
- ➢ **Warning, Alert, and Response Network (WARN) Act**
  - ➢ Directs FCC to establish the requirements for cellular carrier participation in Wireless Emergency Alerts
- ➢ **Stafford Act**
  - ➢ "Provide technical assistance to State and local government to ensure that timely and effective disaster warning is provided"
  - ➢ "Make available to Federal State and Local agencies the facilities of the civil defense communications systems"

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IPAWS Vision

"Timely Alert And Warning To American Citizens In The Preservation of Life And Property

- ➢ Facilitate single emergency alert message delivery to all available public dissemination channels
- ➢ Easier to use by public safety/alerting authorities

Alerting Authorities; Local, State, territorial, tribal, and Federal public safety official

IPAWS Alert Aggregator

Television & Radio — EAS
Mobile Services — WIRELESS EMERGENCY ALERTS CAPABLE
NOAA
Internet Services
Home Phones
Public Signage & Sirens

- ➢ Improves and Enhances emergency alerting capability in two critical ways:
  - ➢ Reliability that citizens receive alert via at least one path
  - ➢ likelihood that citizens react to emergency alerts

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Who is using IPAWS?

- ➢ Public safety officials with coordinated authority to alert the public of emergency situations in their jurisdiction.
  - ➢ Local, State, Territorial, Tribal, Federal officials
  - ➢ Public safety officials: emergency management, law enforcement, homeland security, county, city, regional - *Other organizations at approval of local and/or state government of jurisdiction*

Is there a requirement to use IPAWS?
– No. IPAWS use is voluntary.

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IPAWS Architecture

Alerting Authorities
- Local
- State
- Territorial
- Tribal
- Federal

CAP messages

Alert Aggregator/ Gateway

IPAWS OPEN

Open Platform for Emergency Networks

IPAWS compliant CAP Alert Origination Tools

IPAWS compliant CAP Alert Origination Tools

Alert Disseminators
(public alerting systems)
- Emergency Alert System
- Wireless Emergency Alert System
- NOAA Weather Radio
- Internet Services
- State / Local Unique Alerting Systems
- Future Technologies

American People
- EAS
- WIRELESS EMERGENCY ALERTS CAPABLE
- NOAA
- Applications, widgets, websites, social media
- RBDS
- ETN
- Siren
- Roadsign

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Current Usage and Statistics (as of January 24, 2017)

29,101	• Total Wireless Emergency Alert (WEA) messages sent
27,695	• WEAs sent by NWS
861	• WEAs sent by NCMEC
545	• WEAs sent by state/local public safety

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Who Can Alert Today (as of January 24, 2017)

Complete
734 Local
64 State-wide
12 Federal
3 Tribal
2 Territory

NATIONAL WEATHER SERVICE

NATIONAL CENTER FOR MISSING & EXPLOITED CHILDREN
www.missingkids.com

Green indicates jurisdiction has alerting authority

FEMA

Placeholder for specific delivery location(s)

Locale or regional specific illustrations, information, etc.

FEMA

IPAWS Public Alerting Requirements

Select IPAWS compatible software

Apply for a Memorandum of Agreement with FEMA

Apply for public alerting permissions

Complete IPAWS web-based training

1. Obtain an IPAWS-compatible alerting tool
2. Complete a Memorandum of Agreement
   - Fill out the MOA Application (link below)
   - FEMA will create an MOA for you to sign
   - With a signed MOA, FEMA will set up your COG and create your PKI certificate (to be installed in your alerting tool)
3. Complete the "Public Alerting Application"
   ⭐ Coordinate with the state and obtain signature
4. Complete IPAWS web-based training
   - With a signed "Public Alerting Application" and training certificate, FEMA will enable your alerting permissions and you're good to go

www.fema.gov/how-sign-ipaws

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Required Documentation

MOA Application

MOA

Rules of Behavior

- Memorandum of Agreement
  - MOA Application identifies county organization name, POCs, alerting tools used
  - MOA establishes the relationship between the county and FEMA, connection, communications, security
  - Includes the Rules of Behavior defining official use, password rules, accountability

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Required Documentation - 2

➢ Public Alerting Application
  ➢ Defines what areas you can alert, what event codes

➢ Training Certificate
  ➢ High level training on IPAWS alerting concepts
  ➢ Strongly recommend specific training for your alerting tool, follow best practices, coordinate with state and neighboring counties

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Enabling Learning Objective 2

Describe an IPAWS System Overview

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IPAWS Architecture

FEMA
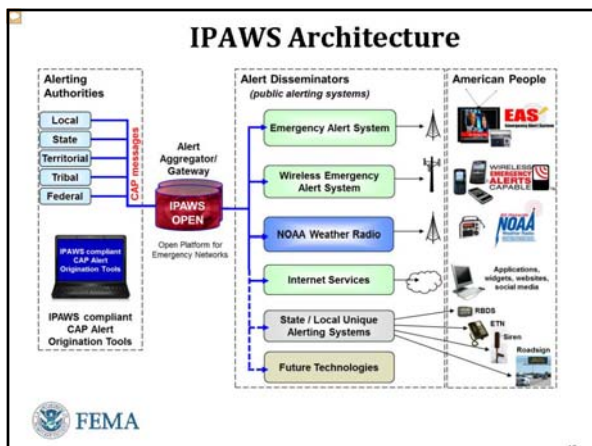
IPAWS-Compatible Alerting Tools

➢ More than 50 vendors offer IPAWS compatible tools/systems
➢ Vary widely in capabilities and user interface options

Not all tools support all IPAWS capabilities!
(e.g. polygon warning, testing with IPAWS Lab)

Ask your vendor!

Live → IPAWS OPEN → people's cell phones & TVs

Test Environment → IPAWS LAB → devices at the IPAWS Lab only

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IPAWS Architecture

How IPAWS-OPEN Works...

Alerting Authorities
- Local
- State
- Territorial
- Tribal
- Federal* *Includes NOAA

➢ Alerts are created in the local alerting tool
➢ Tool sends digitally signed CAP messages to IPAWS-OPEN
➢ Tool may also retrieve message status info from IPAWS

IPAWS compliant CAP Alert Origination Tools

FEMA

IPAWS Architecture

IPAWS-OPEN verifies digital signature, validates CAP format, and distributes messages in accordance with message request

Depending on message format and instructions, IPAWS will :

➢ post to the EAS Feed
➢ send to wireless carriers for WEA
➢ send to NWS HazCollect
➢ post to All Hazards Alert Feed
➢ post to another IPAWS User's box

➢ The content and format of the CAP message determines how it is distributed.

➢ Messages can be sent to all channels at once or only to select channels, e.g. a message can be sent to EAS but not WEA, if your messaging tool supports this function – check with your vendor.

IPAWS compliant CAP Alert Origination Tools

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IPAWS Architecture

Standards based alert message protocols, authenticated alert message senders, shared, trusted access & distribution networks, alerts delivered to more public interface devices

Private sector/public communication networks or devices are monitoring or connected to IPAWS.

Gateways or devices receive or retrieve alert messages and broadcast, distribute, or post alerts.

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IPAWS Architecture

EAS devices at radio and TV channels frequently poll the IPAWS EAS Feed for messages applicable to the station location and in accordance with station policy.

Messages applicable and formatted for WEA are pushed to cellular carrier gateways. Cell carrier gateway sends an acknowledgement back to IPAWS-OPEN when it receives a message.
Carrier acknowledgement status can be retrieved from IPAWS by most alerting tools.

Messages with Non-Weather Emergency Message (NWEM) format are sent to HazCollect servers for NOAA processing and distribution to National Weather Radio (NWR) Network.

All messages "addressed" to at least one public channel are posted to the All Hazards Alerts Feed monitored by Internet applications and websites.

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Emergency Alert System Capabilities

➤ Emergency Alert System
  ➤ Trigger TV and Radio alerts via IPAWS
  ➤ FCC requires all licensees to monitor feed
  ➤ Supports audio attachments (mp3)
  ➤ Supports audio links
  ➤ Text to speech

EMERGENCY ALERT SYSTEM
he following counties: All
National Weather Service
Issu
Severe Thu
Warn

EMERGENCY ALERT SYSTEM
PLEASE STAND BY

FEMA
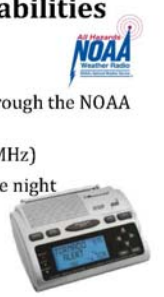
NOAA Weather Radio Capabilities

- NOAA Weather Radio
  - Non Weather Emergency Messages through the NOAA HazCollect system
  - 1000 transmitters (162.400-162.550 MHz)
  - Can wake up radios in the middle of the night
  - Many schools have them

Currently testing to prevent duplicate alerts

FEMA

Wireless Emergency Alert Capabilities

- 90 character emergency alert text message broadcast to cellular phones in a small area – targeting as small as one cell tower coverage
- *"Cell Broadcast"* technology
  - Not affected by cell site network congestion
  - Different protocol/channel than used for voice, SMS, web/app data communications
  - One way Broadcast protocol
- Cellular carrier participation voluntary
  - Most Commercial Mobile Service Providers (CMSP) have opted into WEA
- U.S phones are delivered opted-in
  - Citizens may opt-out of receiving alerts
- *IPAWS is the only interface to networks for Wireless Emergency Alerts (WEA)*

- *WEA is free – no usage or text message charges*
- Significantly different from SMS/email based alerting systems

Not subscription based –
- true location based alerting - sends alerts to all phones in a cell coverage area - not to a database of phone numbers
- No sign-up or registration
- No app
- No tracking or delivery info or status feed back

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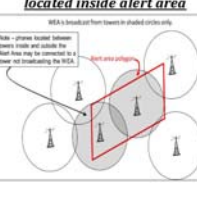
Geo-targeting of WEA Messages

Things you need to know!

FCC rules allow variation in wireless carrier implementation

WEA sent from towers located inside alert area

WEA sent from towers with coverage into the alert area

App on the phone

Custom App deployed on carriers' smart phones

- An application that communicates with the carrier's alert database and if phone is in a WEA alert area, WEA message is delivered via SMS text
- This variation is dependent upon SMS channel availability
  potential for alert delivery to be affected by SMS congestion in local wireless network
- WEA Roaming may not be supported by app based WEA implementation

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WEA Use in Rural Areas

➤ Cell towers are fewer and farther apart
➤ If alert area does not include a tower location - No WEA broadcast!

What Are Wireless Emergency Alerts (WEAs)?

What You Need to Know

IPAWS is Just Another Tool in the Toolbox

Examples of Mass Communications Tools:
- Social Media
- Cell phones
- Face book
- Twitter
- SMS (Text)
- Email
- Broadcast: Television, Radio
- Newspaper
- Message Boards
- Giant Voice
- Land Mobile Radios
- SIRN (Statewide Interoperable Radio Network) IPR (Independent Public Radio)radios
- Emergency Alert System (EAS)
- Commercial Mobile Alert System (CMAS) /Wireless Emergency Alerts (WEA)
- National Oceanic and Atmospheric Administration (NOAA)
- Internet Services
- State / local Unique Alerting Systems

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Enabling Learning Objective 3

Discuss Notable IPAWS Use Cases

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NOAA Weather Warnings via IPAWS WEA

Local Weather Field/Forecast Office's (WFO)do not have control of the message text sent for weather WEAs. Warning message is automatically generated to IPAWS by central NOAA application when a WFO generates any of the 7 warning types above.

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IPAWS WEA Use Examples
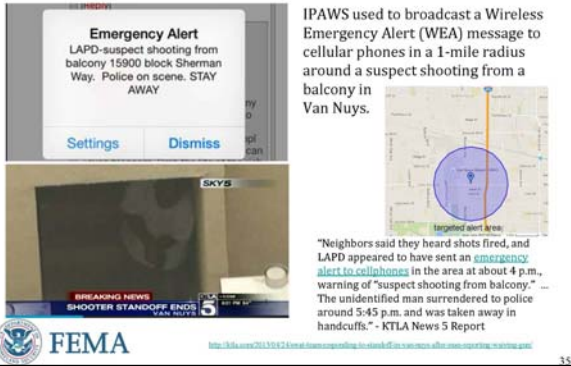
Los Angeles PD Active Shooter Warning 2015

IPAWS used to broadcast a Wireless Emergency Alert (WEA) message to cellular phones in a 1-mile radius around a suspect shooting from a balcony in Van Nuys.

"Neighbors said they heard shots fired, and LAPD appeared to have sent an emergency alert to cellphones in the area at about 4 p.m., warning of "suspect shooting from balcony." ... The unidentified man surrendered to police around 5:45 p.m. and was taken away in handcuffs." - KTLA News 5 Report

NY-NJ Bombings September 2016

➢ 3 alerts
  ➢ Suspicious package
  ➢ All clear
  ➢ "Manhunt"

➢ Emphasized the limitations of text-only alerts

https://en.wikipedia.org/wiki/2016_New_York_and_New_Jersey_bombings

NY-NJ Bombings September 2016

https://pbs.twimg.com/media/CsnHdouVMAA4ojw.jpg
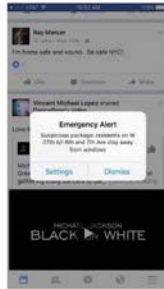
NY-NJ Bombings September 2016

http://www.nighthawknyc.com/wp-content/uploads/2016/09/IMG_6432PNH.png

NY-NJ Bombings September 2016

http://www.nydailynews.com/new-york/cell-phone-alerts-bombing-suspect-rahami-buzz-millions-article-1.2798808

NY-NJ Bombings September 2016

Current Capability vs. Public's Expectation

7:55
Monday, September 19

⚠ **Emergency Alert** now
WANTED: Ahmad Khan Rahami, 28-yr-old male. See media for pic. Call 9-1-1 if seen.

SEEKING INFORMATION
AHMAD KHAN RAHAMI
Explosion
New York, New York
September 17, 2016

http://abc7ny.com/news/what-we-know-about-bombing-suspect-ahmad-khan-rahami/1517349/
http://www.nydailynews.com/new-york/cell-phone-alerts-bombing-suspect-rahami-buzz-millions-article-1.2798808

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Hurricane Matthew October 2016

➢ Florida Emergency Management used WEA and EAS simultaneously and separately via IPAWS

➢ Time staged multiple alerts for evacuation & shelter

CNN WEATHER

http://fox13now.com/2016/10/07/hurricane-matthew-stalks-florida-coast/

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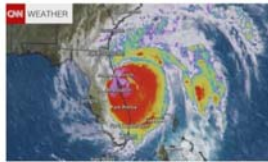
OCT 05, 2016 7:49 PM

WEA TEXT:
MANDATORY EVACUATION for Zones A and B in Flagler due to Hurricane Matthew; check media.

EAS TEXT:
A CIVIL AUTHORITY HAS ISSUED AN IMMEDIATE EVACUATION FOR THE FOLLOWING COUNTIES: Flagler AT 10:49 PM ON OCT 05, 2016 EFFECTIVE UNTIL 10:49 PM ON OCT 06, 2016. MESSAGE FROM Florida Emergency Management. MANDATORY EVACUATION for Zones A and B in Flagler due to Hurricane Matthew; check media.
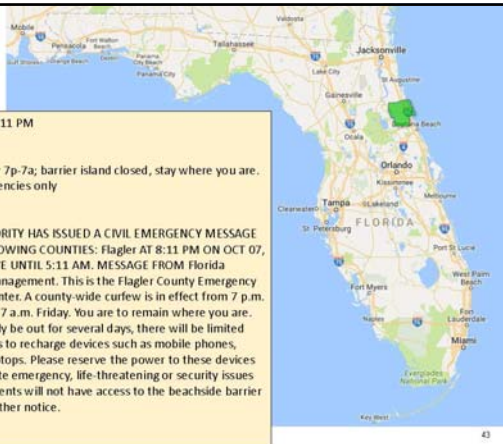
OCT 7, 2016 5:11 PM

WEA TEXT:
Flagler: curfew 7p-7a; barrier island closed, stay where you are. 911 for emergencies only

EAS TEXT:
A CIVIL AUTHORITY HAS ISSUED A CIVIL EMERGENCY MESSAGE FOR THE FOLLOWING COUNTIES: Flagler AT 8:11 PM ON OCT 07, 2016 EFFECTIVE UNTIL 5:11 AM. MESSAGE FROM Florida Emergency Management. This is the Flagler County Emergency Operations Center. A county-wide curfew is in effect from 7 p.m. Thursday until 7 a.m. Friday. You are to remain where you are. Power will likely be out for several days, there will be limited power supplies to recharge devices such as mobile phones, tablets and laptops. Please reserve the power to these devices to communicate emergency, life-threatening or security issues to 9-1-1. Residents will not have access to the beachside barrier island until further notice.
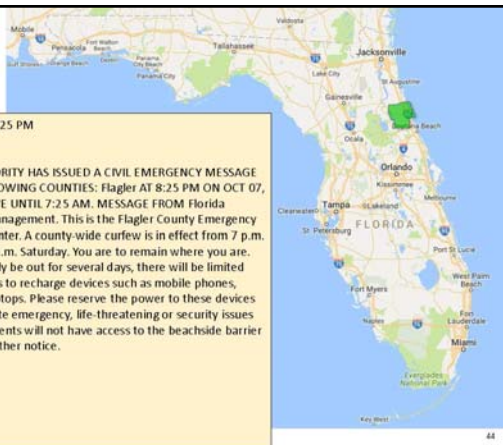
OCT 7, 2016 5:25 PM

EAS TEXT:
A CIVIL AUTHORITY HAS ISSUED A CIVIL EMERGENCY MESSAGE FOR THE FOLLOWING COUNTIES: Flagler AT 8:25 PM ON OCT 07, 2016 EFFECTIVE UNTIL 7:25 AM. MESSAGE FROM Florida Emergency Management. This is the Flagler County Emergency Operations Center. A county-wide curfew is in effect from 7 p.m. Friday until 7 a.m. Saturday. You are to remain where you are. Power will likely be out for several days, there will be limited power supplies to recharge devices such as mobile phones, tablets and laptops. Please reserve the power to these devices to communicate emergency, life-threatening or security issues to 9-1-1. Residents will not have access to the beachside barrier island until further notice.

Washington DC HSEMA* WEA Test January 2017

➢ Polygon must enclose physical location of cell towers

➢ FCC regulates cell carriers not emergency managers

➢ Alert bleed over

*Homeland Security Emergency Management Agency

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Washington DC HSEMA WEA Test

➤ Planned Polygon vs. Actual

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Washington DC HSEMA WEA Test

➤ Alert bleed over at least 2 miles southeast

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Enabling Learning Objective 4

Recognize and share Wireless
Emergency Alert (WEA)Changes

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Background of WEA Enhancements

- **2006** – WARN Act passed by Congress

- **2008** – Original WEA rules and regulations

- **2012** – WEA system operational

- **2013** – Communication Security Reliability and Interoperability Council (CSRIC) IV review rules, recommend changes
  - 3 of 31 members from emergency management discipline
  - Submitted final report to FCC October 2014

- **2015** – CSRIC V recommended additional changes
  - 10 of 48 members from emergency management discipline
  - Submitted final report to FCC September 2016

- **2016** – New WEA rules and regulations

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WEA Changes Scheduled
(result of 2016 FCC regulation changes)

- Allow URLs and phone numbers - **April 2017**
  - "Clickable by **Nov 2017**
- Support for Spanish language messages – **Nov 2018**
  - Alert Originator will translate, will follow phone setting
- Increase message length from 90 to 360 characters – **Mid 2019**
  - 360 for 4G/LTE networks, 90 for legacy networks
  - Local WEA test code
- Add new alert category, "Public Safety Messages" - **Mid 2019**
  - Lower than Imminent Threat category

FEMA https://apps.fcc.gov/edocs_public/attachmatch/FCC-16-127A1.pdf   50

FCC Further Notice of Proposed Rulemaking
i.e. Changes Under Consideration

- **Geo-fencing, matching broadcast to geographic alert area**
  - Reach 100% of phones in targeted area with no more than 0.1 mile overshoot
- **Alert Message Preservation on the phone**
  - Messages retained for recall on the phone
- **Multimedia Alert Content**
  - Picture delivered with alert message
- **Defining the Carrier scope of Participation in WEA**
  - What do "in whole" and "in part" really mean?
- **Carrier Infrastructure Functionality**
  - Is WEA really available everywhere there's coverage?
- **Multilingual message support**
  - beyond English and Spanish
- **Earthquake Prioritization**
  - ShakeAlerts delivery to phones in less than 3 seconds
- **Disaster Relief Messaging**
  - Many-to-one messaging

FEMA https://apps.fcc.gov/edocs_public/attachmatch/FCC-16-127A1.pdf   51

What This Means to You

➢More detailed alert messages

➢ Links to images, maps, special information

➢ Ability to test, determine how much bleed-over is in your area

➢ Changes to your alerting software

➢ Training on existing and new capabilities

➢ Reduced ambiguity in alert content and delivery (more confidence in sending alerts)

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Enabling Learning Objective 5

Explain IPAWS Lab and Alert Viewer functionality

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IPAWS Lab

➢IPAWS Lab supports alert and warning system evaluation, demonstration, exercises, testing, and practice

➢ Offline version of IPAWS with closed network alert broadcast systems

➢ Alert viewer website – practice sending alerts and see system results

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IPAWS Lab – *"offline" version of IPAWS*
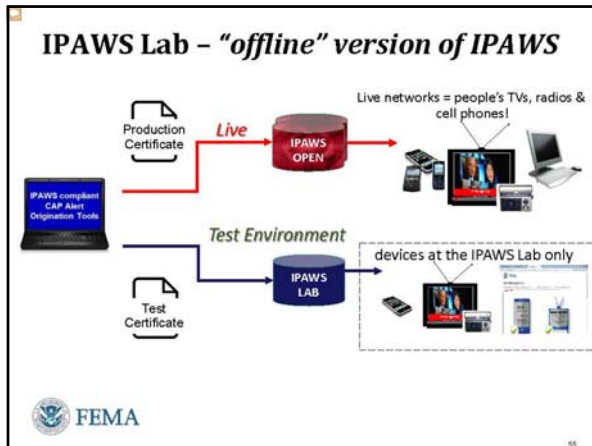
IPAWS Lab - Test Alert Viewer

Web page that shows alert outputs of your messages sent to IPAWS Lab environment in real time.
- log in with COG ID to view alerts
- practice using tools, creating alerts
- test, exercise, and train on alerting software and procedures w/o prior coordination

Summary

You are now able to:
- Explain the purpose of the IPAWS Program
- Describe an IPAWS System Overview
- Discuss Notable Use Cases
- Recognize and share Wireless Emergency Alert (WEA) Changes
- Explain IPAWS Lab and Alert Viewer functionality

Questions
IPAWS
Integrated Public Alert and Warning System

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For more information

▶ Email the IPAWS inbox: IPAWS@fema.dhs.gov

▶ IPAWS Website: http://www.fema.gov/ipaws/

▶ EMI Independent Study Courses:
  – IS-247a: *IPAWS Introduction*
     https://training.fema.gov/EMIWeb/IS/is247a.asp
  – IS-248: *IPAWS for the American Public*
     http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-248
  – IS-251: *IPAWS for Alerting Authorities*
     http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-251

▶ IPAWS Webinar and Information Mailing List:
     https://www.fema.gov/integrated-public-alert-warning-system-program-management-office-get-involved

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Walk Through MOA Form (1)

Your county Emergency Management Agency title

Who will sign? (usually the EMA director)

Primary POC (who will process the paperwork?)

Alternate POC

The techno-geek (usually your comms person)

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Walk Through MOA Form (2)

The slide shows a form with callout boxes pointing to fields:

- What software will you use?
- Will you use this system to send alerts via IPAWS
- Purpose: "Emergency Management software for public alert and warning" or something to that effect
- Server Location: City, State (ask your vendor)
- Is it COTS? What company developed the system?
- Acknowledge that IPAWS doesn't process Classified
- What kind of data: "Unclassified alert and emergency response information" or something to that effect
- Who is your software vendor POC?

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Walk Through Alerting Authority Form

The slide shows a form with callout boxes pointing to fields:

- COG ID#: This will be assigned later, leave it blank
- What kind of alerts do you want to send? (usually all are checked)
- Are you alerting for the whole state?
- What county are you alerting for? (If you don't know, we can fill in the FIPS code for you)
- What kind of emergencies will you alert for? Here is a good list of definitions (http://www.srh.noaa.gov/lub/?n=nonweathercemdescriptions)
- Don't sign this. Your state reviewer fills this part out indicating that the state has coordinated with the county in accordance with state alert and warning plans

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UNIT 4: FUNCTIONAL JIC SETUP

May 16, 2017

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This document outlines the operation of Emergency Public Information and/or the Joint Information Center within the Yolo Operational Area

Emergency Public Information

Standard Operating Procedures

Version 2.0   Revised: August 2015

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TABLE OF CONTENTS

EMERGENCY PUBLIC INFORMATION OPERATION

The PIO may need to activate a staffed emergency public information operation. The following outlines how it should be organized and staffed during an emergency event. Checklists for emergency public information operation unit leads, and in some cases unit staff, can be found in the Appendices. More detailed roles and responsibilities can also be found in the Appendices.

```
                        ┌──────────────────────┐
                        │   Lead Public        │
                        │ Information Officer   │
                        └──────────┬───────────┘
         ┌────────────────────────┼────────────────────────┐
  ┌──────────────┐        ┌──────────────┐        ┌──────────────┐
  │ Media        │        │ Research &   │        │ Special      │
  │ Relations    │        │ Writing      │        │ Projects     │
  └──────────────┘        └──────────────┘        └──────────────┘

  News Desk               Content Development      Key Partners

  Media Logistics         Rapid Response           Employee Communications

  Media Monitoring        Translations             Website & Social Media
                          People with Access
  Field PIO &             and Functional Needs     Phone Bank
  Press Assistants
                                                   Audio-Visual
                                                   Production & Support
```
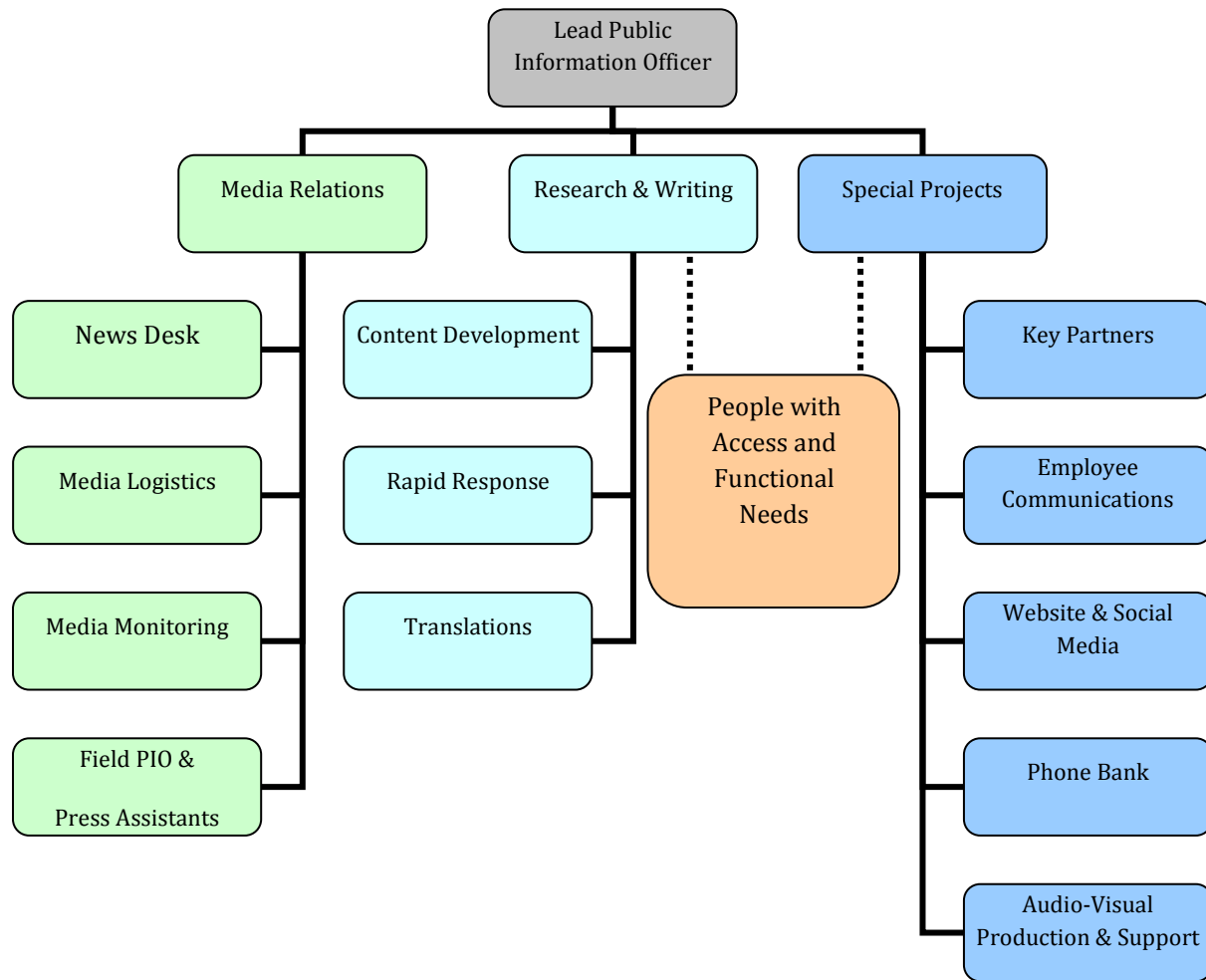
Figure 1 – Emergency Public Information Org Chart

LEAD PUBLIC INFORMATION OFFICER

Reports to the EOC Director and is responsible for directing and managing the overall public information operations and providing prompt and organized responses to the news media as well as coordinating all public information efforts out of the EOC.

MEDIA RELATIONS UNIT LEAD

Reports to the Lead PIO and/or JIC Manager and is responsible for responding to all media calls and inquiries, scheduling and preparing the appropriate spokesperson, planning/scheduling news conferences and interviews and management of on-scene media and crews conducting live feeds. This unit may include the following positions:

- **News Desk –** Receives and responds to all basic media calls and inquiries.
- **Media Logistics –** Coordinates logistics for press conferences, media briefings and other needs as determined.
- **Media Monitoring –** Monitors all news media outlets and provides reports to Rapid Response (see Research & Writing) regarding media trends, misinformation, rumors and accuracy.
- **Field PIOs & Press Assistants –** Stationed in the field (incident command/evacuation center or other designated location) to handle on-site media inquiries and requests. In some cases, it will be appropriate to post information at public facilities to inform and educate the public, especially in rural communities. A method must be employed to ensure that information remains viable, accurate and is removed when the emergency has passed. Emergency notices should be sent to all Fire Chiefs for posting in fire stations or public meeting centers in unincorporated areas. Emergency notices can also be posted at county libraries and municipal community centers.

RESEARCH & WRITING UNIT LEAD

Reports to the Lead PIO and is responsible for overseeing the gathering of information, verifying and updating of information and the final content development of materials. Content development includes content that could be adapted for media materials and other communication vehicles such as the Internet, phone scripts and other non-traditional communications. This unit may include the following positions:

- **Content Development –** Works closely with the Media Relations and Special Projects units to consult on media and public information materials that need to be developed. Writing staff is responsible for keeping track of updated information that has been verified and making revisions as appropriate.
- **Rapid Response –** Works closely with the Media Relations and Special Projects units to collect rumors, misinformation, issues and problems that need to be resolved. Also responsible for maintaining a rapid response board with all rumors, misinformation, issues problems and corrective actions and corrected information.
- **Translations –** Coordinates translations in the appropriate languages for all written materials, including phone scripts and Internet content.

SPECIAL PROJECTS UNIT LEAD

Reports to the Lead PIO and is responsible for handling and distributing information to non-media partners. Includes, managing key partner information, employee communications and ensuring accurate information is posted on all Web pages and distributed to call centers. This unit may include the following positions:

- **Key Partners –** Provides prompt and organized information, reports and updates through partner agencies to members of the public, including special populations
- **Employee Communications –** Coordinates regular employee communications and updates via e-mail, emergency and information lines and the Intranet
- **Website & Social Media –** Posts and updates information the county website and social media accounts

- **Phone Bank –** Activates, monitors and reports on management of Phone Bank information and provides phone scripts and information to other phone banks, hotlines, 2-1-1 Yolo or call centers as necessary. Manages staffing of phone bank as needed.
- **Audio-Visual Production & Support –** Produces and develops visual records (photo and video) of the incident for the JIC and provides audio-visual support as needed for use in the JIC work areas. Assists in set-up and use of audio-visual equipment during media briefings and town meetings in coordination with Media Logistics.

PEOPLE WITH ACCESS & FUNCTIONAL NEEDS[1] UNIT LEAD

Responsible for overseeing production and distribution of timely carefully structured media messages directed at people with access and functional needs. Manages media and contact lists for people with access and functional needs and works directly with Research & Writing and Special Projects.

---

[1] Formerly known as Special Populations

APPENDIX EPI-CERC-1: POSITION CHECKLISTS

LEAD PIO CHECKLIST

Immediate (Operational Period 0-2 Hours)

- ☐ Report to the EOC and receive appointment from EOC Director
- ☐ Obtain situational briefing from EOC Director
- ☐ Review initial objectives with EOC Director, including deadlines
- ☐ Develop message objectives and identify restrictions in content of news release and public information from EOC Director
- ☐ Call down Public Information staff as needed, make assignments

Intermediate (Operational Period 2-12 Hours)

- ☐ Attend management and general staff briefingss and report information back to Public Information Center
- ☐ Ensure all information for release has been verified. Obtain approval from the EOC Director
- ☐ Review and seek final approval from the EOC Director of all media and public information to be released before distribution
- ☐ Obtain regular briefings and situational reports Public Information Staff leads and identify solutions to key issues or challenges
- ☐ Establish frequency of the release of information and/or media briefing sessions
- ☐ Document all Public Information activities and messages received, including other key information such as media logs, special contacts, decisions made and actions taken, etc.
- ☐ Document and keep records of all of media and public information materials

Extended (Operational Period Beyond 12 Hours)

- ☐ Assess media and public information needs during a prolonged event
- ☐ Continue to receive regular briefings from Public Information Staff leads
- ☐ Continue to attend EOC briefings as needed
- ☐ Continue to verify and approve all information for public release
- ☐ Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- ☐ Observe all Public Information staffing for signs of stress or atypical behavior and make reassignments as necessary
- ☐ At shift change, provide detailed status report and written materials to replacement staff
- ☐ Evaluate Public Information operations with Public Information Staff leads and staff

Demobilization/System Recovery

☐ As need for media response decreases, ensure Public Information staff return to their normal jobs by combining or deactivating positions

☐ Instruct Public Information staff to assist in deactivation procedures and ensure proper shut-off or return of all equipment and supplies, including all assigned equipment

☐ Coordinate release of final media briefings and reports

☐ Brief EOC Director on current problems, outstanding issues, and follow-up requirements

☐ Prepare final status reports upon deactivation of position

☐ Collect and document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report

☐ Participate in after-action debriefings

☐ Conduct Post-event Evaluation

MEDIA RELATIONS CHECKLIST

Immediate (Operational Period 0-2 Hours)

- [ ] Receive appointment/instructions and obtain situational briefing from Lead PIO
- [ ] Review media objectives with Lead PIO, including deadlines
- [ ] Establish frequency of release of information and/or media briefing sessions
- [ ] Prioritize and assign tasks and activities to work team members for News Desk, Media Liaison, Field PIO and Media Logistics
- [ ] Oversee work team members to ensure that tasks are carried out and review work progress
- [ ] Instruct News Desk to establish secured media phone and notify news media about phone line for media only
- [ ] Ensure News Desk promptly answers and returns all media calls and logs media calls, inquiries and requests on media log. News Desk should update and maintain media contact numbers, if necessary
- [ ] Consult with Research & Writing Unit to develop media advisories, releases, talking points and press packet materials and obtain approvals from the Lead PIO
- [ ] Review release of information to media with the Lead PIO
- [ ] Assign and deploy Field PIOs to handle on-site media in the field, if necessary
- [ ] Prepare and provide status reports on media activities, including (if applicable) Public Information Center and field operations as needed to Lead PIO

Intermediate (Operational Period 2-12 Hours)

- [ ] Work with Lead PIO to assess media needs and organize resources to fulfill those needs
- [ ] Assign news desk to prioritize and respond to media calls, requests and inquiries with approved media statements and maintain media call log
- [ ] Ensure Field PIOs receive copies of all current and updated media advisories, releases, talking points, and all other public information materials that are being distributed
- [ ] Instruct Media Logistics to set up news conference briefing area under the direction of the Lead PIO
- [ ] Obtain approval from the Lead PIO to release information to media as needed
- [ ] Instruct Media Liaison to distribute approved information to the news media, unit staff, and Field PIOs
- [ ] Work closely with Field PIOs to obtain and provide situational reports from the field
- [ ] Provide direction and guidance to Field PIOs on handling on-site media at field locations

Extended (Operational Period Beyond 12 Hours)

- [ ] Work with Lead PIO to assess media needs during prolonged event and organize resources to fulfill needs
- [ ] Instruct team members to continue to carry out tasks for News Desk, Media Logistics, Field PIO, and Media Monitoring as needed
- [ ] Continue to provide status reports to Lead PIO
- [ ] Continue to provide informational updates to news media as needed

- [ ] Observe work team members for signs of stress or atypical behavior
- [ ] Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- [ ] Document media activities and media requests
- [ ] At shift change, provide detailed status report and all written materials to replacement staff
- [ ] Evaluate Media Relations Unit operations

Demobilization/System Recovery

- [ ] Obtain final reports and documentation from work team members to prepare final briefings
- [ ] Assist in deactivation procedures as needed
- [ ] Ensure return of all equipment and supplies, including all assigned equipment
- [ ] Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- [ ] Brief Lead PIO with the final status reports upon deactivation of position
- [ ] Submit media logs, contact lists, and any other status documentation to Lead PIO
- [ ] Participate in or provide information for after-action debriefings
- [ ] Conduct post-event evaluation

MEDIA LOGISTICS CHECKLIST

Immediate (Operational Period 0-2 Hours)

- [ ] Receive appointment/instruction from the Media Relations Lead
- [ ] Obtain situational briefing from Media Relations Lead
- [ ] Review strategies in EPI-CERC Plan for working with the media
- [ ] Establish contact with subject matter experts for media interview requests
- [ ] Work with Media Relations Lead and/or Lead PIO Manager to identify areas restricted to the media
- [ ] Identify and secure equipment needs for press conference (stage, podium, sound system, mult box, etc.)
- [ ] Review all media materials that have been approved for release and coordinate with Media Relations Lead to get ongoing updates

Intermediate (Operational Period 2-12 Hours)

- [ ] Schedule press conferences at the direction of Media Relations Lead and/or Lead PIO
- [ ] Ensure all media and press materials are distributed to all Public Information Center unit leads, including Field PIOs
- [ ] Post signage and media parking signs
- [ ] Notify Safety Officer and security personnel as needed
- [ ] Assemble press packet materials for news conferences
- [ ] Handle unexpected media that show up on-site
- [ ] Greet/escort media that show up for media conferences and pass sign-in sheets and inform the media of media protocols
- [ ] Assist in distributing of press materials to on-site media
- [ ] Provide support to spokespersons as needed
- [ ] Assist Media Relation Lead to provide direction and guidance to Field PIO on handling on-site media at field locations, including approving release of information as appropriate
- [ ] Obtain approval from the Lead PIO to release of information to media as needed
- [ ] Takes notes of pertinent media questions during press conferences or interviews that need follow up and coordinate with News Desk

Extended (Operational Period Beyond 12 Hours)

- [ ] Schedule press conferences as needed for a prolonged event at the direction of Media Relations Lead
- [ ] Continue to coordinate with News Desk as needed
- [ ] Continue to provide status reports to Media Relations Lead
- [ ] Continue to provide informational updates for news media as needed
- [ ] Observe work team members for signs of stress or atypical behavior
- [ ] Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- [ ] At shift change, provide detailed status report and all written materials to replacement staff

☐ Assist in evaluation of Media Relations Unit operations

Demobilization/System Recovery

☐ Provide final reports and documentation to Media Relations Lead

☐ Assist in deactivation procedures as needed

☐ Ensure return of all equipment and supplies, including all assigned equipment.

☐ Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report

☐ Participate in or provide information for after-action debriefings

☐ Conduct post-event evaluation

FIELD PIO CHECKLIST

Immediate (Operational Period 0-2 Hours)

- [ ] If reporting directly to field, obtain situational briefing from the field Incident Command
- [ ] Obtain Public Information Center briefing and provide updates on media needs with Media Relations Lead
- [ ] Review initial media objectives with the Media Relations Lead
- [ ] Set up briefing area for media under the direction of the field IC
- [ ] Prioritize and track all on-site media requests and brief field Incident Command and Media Relations Lead
- [ ] Obtain approvals for release of information from Media Relations Lead
- [ ] Request any needed communication materials from the Media Relations Lead
- [ ] Respond to on-site media requests in order of priority
- [ ] Coordinate on-site media briefings and/or interviews
- [ ] Assign or act as spokesperson for basic media inquiries
- [ ] Organize, brief and provide talking points/message materials to spokesperson
- [ ] Provide approved materials to on-site media

Intermediate (Operational Period 2-12 Hours)

- [ ] Direct media requests that cannot be sufficiently handled on-site to Media Relations Lead
- [ ] Establish schedule of regular briefings for on-site media as appropriate, working with Media Relations Lead and the field IC
- [ ] Coordinate with Media Relations Lead to distribute relevant materials to media as needed
- [ ] Provide regular updates to Media Relations Lead and field IC
- [ ] Document all on-site media activities and provide reports as necessary
- [ ] Update and maintain media request log, if necessary
- [ ] Inform on-site media of the physical areas to which they have access and those areas that are restricted
- [ ] Coordinate with Media Relations Lead to schedule expert spokespersons that are needed and assist in preparing briefings, talking points and scheduling media interviews, as needed

Extended (Operational Period Beyond 12 Hours)

- [ ] Work with Media Relations Lead to assess media needs during a prolonged event
- [ ] Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- [ ] Continue to provide status reports to Media Relations Lead and field IC
- [ ] Continue to provide informational updates to news media as needed
- [ ] Document media activities and media requests on log form
- [ ] At shift change, provide detailed status report and all written materials to replacement staff

Demobilization/System Recovery

- ☐ Prepare final reports and documentation for final briefings
- ☐ Coordinate with Media Relations Lead and field Incident Command for on-site deactivation procedures
- ☐ Ensure return of all equipment and supplies used for field operations
- ☐ Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- ☐ Brief Media Relations Lead and Field Incident Command with the final status report upon deactivation of position
- ☐ Submit media logs, contact lists, and any other status documentation to the field Incident Command and the Media Relations Lead

RESEARCH & WRITING CHECKLIST

Immediate (Operational Period 0-2 Hours)

- [ ] Receive appointment/instruction from the Lead PIO
- [ ] Obtain situational briefing from the Lead PIO
- [ ] Review initial message/content objectives with the Lead, including deadlines
- [ ] Review list of Message Maps and Fact Sheets in Appendices
- [ ] Prioritize and assign research and content/message activities to work team members
- [ ] Oversee work team members to ensure tasks are carried out for Content Development, Rapid Response and Translations
- [ ] Research and review pre-developed event-specific materials already in existence
- [ ] Research and obtain verified incident information needed
- [ ] Consult with Media Relations Unit and Lead PIO to draft content that can be used for media releases, advisories, key messages, talking points and other news media materials
- [ ] Consult with Special Project Units and Lead PIO to draft event-specific materials such as Fact Sheets, FAQs, and content that can be modified for key partners, employee communications, Web content and phone banks/hotlines
- [ ] Obtain final approvals and sign off from the Lead PIO on all content
- [ ] Ensure that all materials are translated in appropriate languages

Intermediate (Operational Period 2-12 Hours)

- [ ] Continue to check-in with the Public Information Staff leads for material needs and/or necessary revisions/changes based on reports and needs
- [ ] Revise and/or create additional materials for media and public information, including key messages, talking points, fact sheets, FAQs and content for Web content and Call Center scripts
- [ ] Continue to get final approvals and sign off from the Lead PIO on all new and revised media and public materials before distribution begins
- [ ] Provide updated materials and information to other key Public Information Staff as necessary
- [ ] Provide status updates to Lead PIO
- [ ] Work with appropriate translations vendor of translations staff to ensure all public information materials are translated
- [ ] Coordinate with County repographics to get materials printed, if necessary
- [ ] Keep a file of all final approved written materials, including all previous versions
- [ ] Evaluate the effectiveness of unit operations and make necessary adjustments

Extended (Operational Period Beyond 12 Hours)

- [ ] Assess Research & Writing needs during a prolonged event
- [ ] Continue to provide updated materials and information as necessary
- [ ] Continue to provide regular status updates to Lead PIO
- [ ] Observe work team members for signs of stress or atypical behavior

☐ Ensure physical readiness through proper nutrition, water intake, rest, and stress management

☐ At shift change, provide detailed status report and all written materials to replacement staff

☐ Evaluate Research & Writing unit operations

Demobilization/System Recovery

☐ As need for research/writing decreases, combine or deactivate positions as necessary

☐ Obtain final reports and documentation from work team members to prepare final briefings

☐ Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report

☐ Brief Lead PIO with the final status reports upon deactivation of positions

☐ Submit all final materials and any other status documentation to Lead

☐ Participate in or provide information for after-action debriefings as requested

☐ Conduct post-event evaluation

SPECIAL PROJECTS CHECKLIST

Immediate (Operational Period 0-2 Hours)

☐ Receive appointment/instruction from Lead PIO and obtain situational briefing

☐ Review initial Special Projects objectives with Lead PIO, including deadlines

☐ Review Key Partners and Phone Bank/Holine resources in Appendices.

☐ Prioritize and assign tasks and activities to work team members for each division in Special Project unit: Key Partners, Employee Communications, Web and Call Center/Hotlines

☐ Oversee work team members to ensure tasks are carried out

☐ Ensure that the appropriate technical protocols and procedures are followed for each division

☐ Instruct Key Partners staff to obtain contact list for key partners, PIO lists and other necessary contacts

☐ Consult with Research & Writing Lead and Lead PIO to draft materials for unit

☐ Obtain content from the Research & Writing Lead to use for each division in unit

☐ Provide status reports to Lead PIO and regular updates to staff

☐ Review materials for release of information for each division in unit with the Lead PIO for approval

Intermediate (Operational Period 2-12 Hours)

☐ Work with Research & Writing Lead to obtain updated materials for Special Project unit

☐ Distribute new/revised materials to each division in unit with approval of Lead PIO

☐ Provide updates to staff as necessary

☐ Respond to key partner requests and inquiries in a timely manner

☐ Assess any special population needs and ensure mechanisms are in place to address

☐ needs

☐ Ensure that Web staff monitors and maintains regular communication with other emergency response websites and provide Web content as necessary

☐ Distribute and make accessible all public information materials to various audiences

☐ Coordinate with agency call centers/hotlines to provide phone scripts for recording, including translated scripts.

☐ Request reports of misinformation and call volumes from call centers

☐ Coordinate with Web staff to post all public information materials on main Web sites and provide information to other emergency Web sites as needed

☐ Monitor media for misinformation, rumors, etc. and report any findings back to Lead PIO

Extended (Operational Period Beyond 12 Hours)

☐ Work with Lead PIO to assess Special Project unit needs during a prolonged event

☐ Ensure physical readiness through proper nutrition, water intake, rest, and stress management

☐ Observe work team members for signs of stress or atypical behavior

☐ Continue to obtain revised and updated event-specific materials, key messages, and news media materials as needed

☐ Continue to obtain and provide updated reports to Special Projects unit as necessary.

☐ Continue to provide regular status updates to Lead PIO

☐ Document all activities and keep file of all distributed materials

☐ At shift change, provide detailed status report and all written materials to replacement staff

☐ Evaluate Special Projects Unit operations

Demobilization/System Recovery

☐ Assist in deactivation procedures as needed. Ensure all equipment is returned and shut off

☐ Obtain final reports and documentation from work team members to prepare final briefings

☐ Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report

☐ Brief Lead PIO with the final status reports upon deactivation of position

☐ Submit all final materials and any other documentation to Lead PIO

☐ Participate in or provide information for after-action debriefings as requested.

☐ Conduct post-event evaluation

PEOPLE WITH ACCESS AND FUNCTIONAL NEEDS (PAFN)

Immediate (Operational Period 0-2 Hours)

- [ ] Receive appointment/instruction from the Lead PIO
- [ ] Obtain situational briefing from the Lead PIO
- [ ] Review initial PAFN objectives with the Lead PIO, including deadlines
- [ ] Review PAFN Outline for Risk Communications in Appendices
- [ ] Consult with Research & Writing Lead, Special Project Lead and Lead PIO to draft necessary materials for PAFN
- [ ] Oversee work team members to ensure tasks are carried out
- [ ] Obtain content from the Research & Writing Lead to use for PAFN
- [ ] Provide status reports to the Lead PIO and regular updates to staff
- [ ] Develop distribution lists and media outlets reaching and serving PAFN

Intermediate (Operational Period 2-12 Hours)

- [ ] Oversee the distribution of messages targeted to PAFN that pertain to the general incident. Potential distribution technologies include
  - Having short messages translated and recorded on phone bank (work with Special Projects)
  - Recording these same short messages and sending to broadcast news stations (work with Media Relations and Translations)
  - Working with local Spanish and Russian radio shows and cable TV stations (work with Media Relations and Translations)
  - Checking that network stations are still doing simultaneous translations into Spanish and Russian
  - Posters in ethnic markets, restaurants and bars, drug stores, etc
  - Blast e-mail or blast fax to healthcare providers and health clinics, community health centers, mental health departments and clinics, social services agencies, senior centers, community-based organizations, including cultural organizations, faith-based organizations, public transportation agencies, Community Emergency Response Teams (CERTs), school districts, pre-schools and daycare providers
  - Blast e-mail to fire departments, reminding them to check on housebound if possible
  - TDD network
  - Door-to-door
- [ ] Possible audiences and their message distribution resources include:
  - <u>Children</u>: Boys and Girls clubs, schools, day care centers, after-school programs, camps, scouts
  - <u>Deaf/Hard</u> of Hearing: associations, TTY. PBS station. TV stations' crawl. cable access, Closed Captioning. disability resources at local university and colleges
  - <u>Elderly</u>: physicians, Meals on Wheels. faith-based communities, senior daycare, senior centers, community centers. Medicare community. community health centers. pharmacies

- **Homebound**: Meals on Wheels, Fire Departments, hospital social work departments, In-Home Support Services
- Homeless: shelters, soup kitchens, food bank, faith-based communities, hospitals
- **Legally Blind**: Braille materials, special radio signals, advocates for people with disabilities, Fire Departments, utility companies, Reverse 911
- **Low-English Functional Literacy**: community health centers, health promotion centers, health educators,. speakers bureau, outreach workers
- **Mentally Disabled**: Health & Human Services, community contacts
- **Migrant Workers**: migrant education, rural community health centers, walk-in clinics
- **Non-English Speakers**: hotlines, translations and interpreting services, community-based organizations, non-traditional media, community leaders/centers, churches, hospital translation services
- **Tribal Communities**: Tribal leaders, health leaders, health centers

Extended (Operational Period Beyond 12 Hours)

- ☐ Work with Lead PIO to assess Special Populations needs during a prolonged event
- ☐ Ensure physical readiness through proper nutrition, water intake, rest, and stress management
- ☐ Observe work team members for signs of stress or atypical behavior
- ☐ Continue to obtain revised and updated event-specific materials, key messages and news media materials as needed
- ☐ Continue to obtain and provide updated reports to PAFN unit as necessary
- ☐ Continue to provide regular status updates to Lead PIO
- ☐ Document all activities and keep file of all distributed materials
- ☐ At shift change, provide detailed status report and all written materials to replacement staff
- ☐ Evaluate PAFN Work Team operations
- ☐ Maintain distribution lists and media outlets reaching and serving PAFN

Demobilization/System Recovery

- ☐ Assist in deactivation procedures as needed. Ensure all equipment is returned and shut off
- ☐ Obtain final reports and documentation from work team members to prepare final briefings
- ☐ Document observations, lessons learned and recommendations for improvements for possible inclusion in the After Action Report
- ☐ Brief Lead PIO with the final status reports upon deactivation of position
- ☐ Submit all final materials and any other documentation to Lead PIO
- ☐ Participate in or provide information for after-action debriefings as requested
- ☐ Conduct post-event evaluation

APPENDIX EPI-CERC-2: STAFF ROLES & RESPONSIBILITIES

MEDIA RELATIONS UNIT LEAD

- Assesses news media needs and organizes resources to fulfill those needs
- Prioritizes media requests and inquiries; assists in responding to media requests/inquiries
- Uses content from Research & Writing unit to develops all media related materials: media advisories, media releases, media statements, and talking points
- Activates PIO field operations and assigns staff to field locations as needed
- Reviews and obtains Lead PIO approval on all media advisories, releases, statements, talking points and other related media materials prior to dissemination
- Establishes News Desk and media line to ensure rapid response to all media calls and inquiries.
- Enables media monitoring functions and rumor control to minimize and correct misinformation and rumors
- Oversees the scheduling and briefing of appropriate spokespersons

NEWS DESK

- Receives and responds to initial media call inquires
- Releases approved information provided by Media Relations Lead
- Monitors media activity and keeps media log of all media calls, inquiries and actions taken
- Handles simple media requests for information and disseminate approved media statements and talking points as needed
- Responds to requests for phone interviews and/or schedules interviews with designated spokespersons working with the Media Relations Lead
- Develops list of media inquiries and questions for Research & Writing Unit to update
- Reports all media rumors to Rapid Response team to verify and correct
- Works with Rapid Response to receive updated and verified information
- Obtains approval from Media Relations Lead before releasing any new verified information
- Develops, updates and maintains contact lists for media

MEDIA LOGISTICS

- Schedules press conferences at the direction of Media Relations Lead
- Schedule subject matter experts for media interview requests
- Ensures that all media and press materials are distributed to all emergency public information operation unit leads, including Field PIOs
- Handles media that show up on-site
- Coordinates and manages logistics for news conferences, media tours, media staging areas, news briefings and media centers
- Coordinates with EOC Liaison to send logistics requests to the EOC Logistics Section
- Identifies and secures site locations for news conferences and other media events
- Identifies and secures equipment needs (stage, podium, sound system, mult box, etc.)
- Addresses traffic/ transportation issues as needed

- o   Notifies Safety Officer and security personnel as needed
- o   Posts signage and media parking signs
- o   Greets/escorts media that show up for media conferences and passes out sign-in sheets
- o   Assembles press packet materials for news conferences
- o   Assists in distributing press materials to on-site media
- o   Provides support to spokespersons as needed
- o   Takes notes of pertinent media questions during press conferences or interviews that need follow up

MEDIA MONITORING

- o   Monitors all news media including TV, radio, newspapers, Internet and social media
- o   Provides reports that address:
- o   if information being reported is accurate with regard to message materials
- o   what questions are not being answered with the messaging materials
- o   most frequent concerns
- o   most frequent items of misinformation and unconfirmed rumors needing attention
- o   is the information reaching the public quickly enough
- o   Works with Translations Staff to obtain ethnic media monitoring reports
- o   Monitors tickers/alerts using search engines, major and local news websites regarding the situation
- o   Creates a news log to document all news media regarding situation
- o   Shares reports for rapid response with Rapid Response staff and provides updates to all appropriate functional units

FIELD PIOS

- o   Serves as a point of contact for on-site media
- o   Assesses media needs and organize resources to fulfill on-site media needs
- o   Coordinates with field IC and emergency public information operation staff to handle media requests
- o   Prioritizes and tracks on-site media requests and inquiries
- o   Communicates regularly and provides reports to both IC, Lead PIO and Media Relations Lead
- o   Provides approved media messages on-site
- o   Acts as or supports on-site designated spokesperson
- o   Sets up on-site media briefing areas as needed
- o   Distributes all approved media materials and public information materials

RESEARCH & WRITING UNIT LEAD

- Works with Lead PIO to develop message objectives throughout different phases of emergency event
- Works with Lead PIO to obtain verified information to use in material development
- Works closely with Media Relations to assess media information needs
- Identifies additional content requirements and material development from other unit leads
- Obtains status reports from Rapid Response on rumors and misinformation and consults with Lead PIO on how to best resolve
- Assigns and delegates staff to either research or develop content for three areas: media materials, general public materials and other communication such as Web and call centers scripts
- Obtains information from Rapid Response to update verified information and correct misinformation and rumors
- Obtains final approval from Lead PIO on all communication materials before distributing
- Distributes all final and approved materials to functional unit leads per approval of Lead PIO

CONTENT DEVELOPMENT

- o Reviews message objectives with Research & Writing Lead
- o Conducts in-depth research on emergency topic
- o Works with subject matter experts to gather additional information
- o Develops key messages/talking points for media relations/news desk and field staff for rapid and accurate release of information
- o Develops content that is appropriate for different communication vehicles: the media, general public and other communication vehicles such as Web, social media, call center scripts and other non-traditional communications
- o Adapts/revises messages based on input from Rapid Response and other functional unit leads
- o Coordinates and works with translation services staff to translate all materials

RAPID RESPONSE

- o Collects reports of rumors and misinformation from all emergency public information operation units
- o Verifies information with Lead PIO and ensures that all rumors and misinformation are responded to in a timely manner with factual information
- o Secures additional emergency public information operation staffing for rumor control/ telephone bank if necessary
- o Handles immediate issues, concerns and problems that arise and resolves quickly
- o Assists other functional units in external distribution of corrected information when possible

TRANSLATIONS

- o Works with pre-arranged translations service vendor, if available
- o If available, bilingual staff should assist in translating all public information materials in appropriate languages in an efficient and timely manner
- o If available, bilingual staff should provide bilingual assistance and respond to ethnic media requests as needed; bilingual staff may also be requested to assist with recording phone script messages in other language and with special population needs
- o Ensures all translated materials are proofread
- o Responds to ethnic media requests for statements and interviews as needed; provide bilingual assistance as requested
- o Coordinates or records phone scripts in other languages as requested
- o Ensures that all materials meet cultural and language requirements for special populations

- o   Assists with other Special Populations needs and requests as needed
- o   Monitors ethnic media on TV, radio, print and Internet for rumors, misinformation and concerns

SPECIAL PROJECTS UNIT LEAD

- Assesses Special Projects needs and organizes resources to fulfill those needs
- Oversees and manages staff assigned to different special project areas
- Ensures information under special project areas are accurate, up-to-date and consistent with the information that Research & Writing and Media Relations are providing
- Provides information to key partner contacts on a regular and timely basis
- Keeps legislative and local elected officials informed and conducts briefings in coordination with EOC Liaison
- Oversees distribution of employee communications
- Responds rapidly to rumors and coordinates response between functions
- Maintains incident Web site and monitors other emergency Web sites
- Coordinates information needs with other PIO functional areas to ensure needs are met

KEY PARTNERS

- o Works with Research & Writing unit to obtain approved written information and materials to format and use for key partners.
- o Distributes information (news releases, fact sheets, Q&As, etc.) to key partners including businesses, hospitals, community-based organizations, American Red Cross, elected officials and employees
- o Assists with providing information for the public alert system and e-mail distribution lists
- o Assists in coordinating and may participate in public community meetings
- o Identifies and communicates with Special Populations regarding the situation to assess their needs
- o Responds to inquiries from community partners
- o Distributes information internally to employees, officials, etc.
- o Coordinates with Translation staff to address special populations

EMPLOYEE COMMUNICATIONS

- o Works with Research & Writing unit to obtain approved written information and materials to format and use for employee messages.
- o Provides information for employees via employee email messages and Intranet
- o Provides scripts for general employee information line for basic incident information
- o Provide reports on employee comments, questions and concerns
- o Coordinates with appropriate staff or departments for the distribution of information

WEB SITE

- o Formats and posts all incident information approved by the Lead PIO , including news briefs, news releases, fact sheets, Q&As, etc.
- o Ensures all information posted on the incident web site is timely, accurate, continuously updated and approved by the Lead PIO
- o Provides and distributes updated information for all emergency response Web sites
- o Provides material to other organizations for Web posting and, if practical, monitors those Web sites
- o Coordinates with Key Partners staff
- o Establishes and maintains links to other emergency response Web sites
- o Monitors emergency response Web sites and Web-based information (except news media sites) to determine availability and accuracy of information
- o Monitors for rumors, misinformation, issues and concerns on all key emergency and community Web sites, including blogs and social media

PHONE BANK/HOTLINES

- o   Works with Special Project Lead to identify an incident "Emergency Hotline"
- o   Works with Research & Writing unit to obtain approved written information and materials to format and use for phone scripts
- o   Assists with recording up-to-date scripted messages if necessary, and provides phone scripts to other agency call centers as requested
- o   Works with Translations staff to translate all phone scripts in other languages and ensures that bilingual staff are available to record messages in other languages as needed
- o   Develops a call log system to monitor call volume, key issues, misinformation and rumors
- o   Monitors call logs to determine frequently asked questions, most frequent concerns, questions that are not being answered with the messaging materials and what are the most frequent items of misinformation
- o   Provides reports of key issues, misinformation and rumors to the Special Projects Lead
- o   If appropriate, conducts hotline training with appropriate staff members (Technical instructions on how to activate call center hotline)

PEOPLE WITH ACCESS AND FUNCTIONAL NEEDS (PAFN) LEAD

- Consults with Research & Writing Lead, Special Project Lead and Lead PIO to draft necessary materials for PAFN
- Obtains content from the Research & Writing Lead to use for for PAFN
- Develops and maintains distribution lists and media outlets reaching and serving PAFN
- Oversee distribution of messages targeted to PAFN that pertain to the general incident

UNIT FE: FUNCTIONAL EXERCISE

May 18, 2017

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Refer to the exercise player handbook supplied for this class.

UNIT 5
ALL SECTION TRAINING

May 19, 2017

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Visual 5.1

VISUAL 5.1 – UNIT 5

ALL SECTION TRAINING

Visual 5.2

VISUAL 5.2 - UNIT 5.A

ALL HAZARDS PLANNING
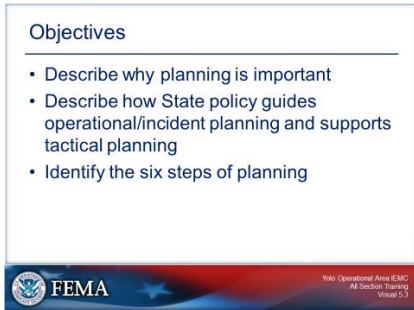
Visual 5.3

VISUAL 5.3 – OBJECTIVES

- Describe why planning is important
- Describe how State policy guides operational/ incident planning and supports tactical planning
- Identify the six steps of planning
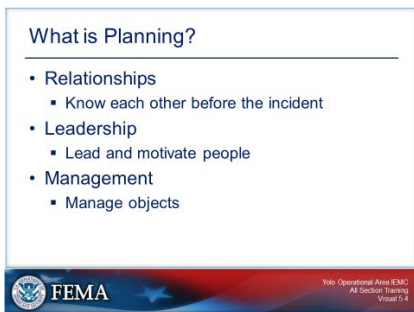
Visual 5.4

VISUAL 5.4 – WHAT IS PLANNING?

- Relationships

Know each other before the incident

- Leadership

Lead and motivate people

- Management

Manage objects

Student Notes:
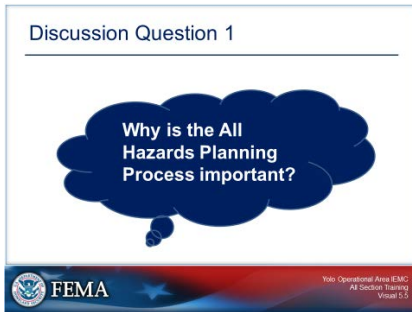
Visual 5.5

VISUAL 5.5 - DISCUSSION QUESTION 1

Why is the All Hazards Planning Process important?

Student Notes:
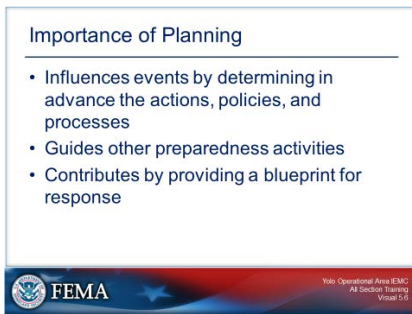
Visual 5.6

VISUAL 5.6 – IMPORTANCE OF PLANNING

- Influences the course of events in an emergency by determining in advance the actions, policies, and process that will be followed

- Guides other preparedness activities

- Contributes to unity of effort by providing a common blueprint for response in the event of an emergency

Student Notes:
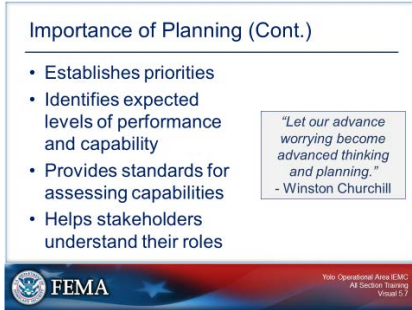
Visual 5.7

VISUAL 5.7 – IMPORTANCE OF PLANNING (CONT.)

- Establishes priorities

- Identifies expected levels of performance and capability

- Provides standards for assessing capabilities

- Helps stakeholders understand their roles

"Let our advance worrying become advanced thinking and planning." – Winston Churchill

Planning makes it possible to manage the entire life cycle of a potential crisis. Strategic and operational planning establishes priorities, identifies expected levels of performance and capability requirements, provides the standard for assessing capabilities and helps stakeholders learn their roles.
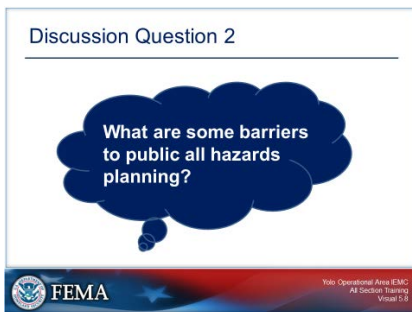
- Resources for planning are:

NRF

Comprehensive Preparedness Guide (CPG 101) v2

CPG 502 (fusion center and EOC coordination)

Student Notes:

Visual 5.8

VISUAL 5.8 – DISCUSSION QUESTION 2

What are some barriers to public all hazards planning?

Student Notes:

Planning Concepts

- Effective plans convey the goals and objectives of the response and the intended actions needed to achieve them
- Successful response occurs when organizations know their roles, accept them, and understand how they fit into the overall plan

FEMA

Yolo Operational Area IEMC
All Section Training
Visual 5.9

Visual 5.9

VISUAL 5.9 – PLANNING CONCEPTS

- Effective plans convey the goals and objectives of the response and the intended actions needed to achieve them

- Successful response occurs when organizations know their roles, accept them, and understand how they fit into the overall plan

Goals and objectives must be carefully crafted to ensure they support accomplishing the plan mission and operational priorities. They must also clearly indicate the desired result or end-state they are designed to yield. This approach enables unity of effort and consistency of purpose among the multiple organizations and activities involved in executing the plan.

Using a team or group approach helps organizations define their perception of the role they will play during an operation.

Student Notes:

Visual 5.10

VISUAL 5.10 – PLANNING CONCEPTS (CONT.)

The process of planning is as important as a plan. Plans are not scripts followed to the letter; they are flexible and adaptable to the situation.

The most realistic and complete plans are prepared by a diverse planning team, including representatives from the jurisdiction's departments and agencies, civic leaders, businesses, and organizations (e.g., civic, social, faith-based, humanitarian, educational, advocacy, professional) who are able to contribute critical perspectives and/or have a role in executing the plan.

"…better to have a plan and not need it, than to need a plan and not have it" – Lt. Col Eisenhower

Student Notes:

Visual 5.11

VISUAL 5.11 – JURISDICTIONAL PLANNING STRUCTURE

- Develop all-hazards plans and hazard/incident specific annexes

- State, territorial, tribal, and local planning is supported by Federal assistance

- Federal plans are implemented when a jurisdiction's resources are insufficient

- Planning is described in the new Comprehensive Preparedness Guide (CPG)

State, territorial, tribal, and local governments have responsibility to develop detailed, robust all-hazards plans and hazard- or incident-specific annexes with supporting procedures and protocols to address their locally identified hazards and risks. Hazard identification and risk assessment (HIRA) serves as a foundation for planning, resource management, capability
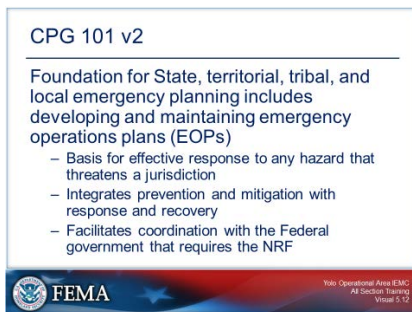
development, public education, and training and exercises.

State, territorial, tribal, and local planning is supported by Federal preparedness assistance, which supports the Framework and the Federal planning structure by building capabilities that contribute to National response capacity.

In most instances, Federal plans are implemented when a State/territorial/tribal resources are not sufficient to cope with an incident and the Governor has requested Federal assistance.

The intersection of the Federal and State, territorial, tribal, and local plans and planning is described in the CPG 101, "Developing and Maintaining Emergency Operations Plans"

Student Notes:

CPG 101 v2

Foundation for State, territorial, tribal, and local emergency planning includes developing and maintaining emergency operations plans (EOPs)
– Basis for effective response to any hazard that threatens a jurisdiction
– Integrates prevention and mitigation with response and recovery
– Facilitates coordination with the Federal government that requires the NRF

FEMA

Visual 5.12

VISUAL 5.12 – CPG 101 V2

Foundation for State, territorial, tribal, and local emergency planning includes developing and maintaining emergency operations plans (EOPs)

• Basis for effective response to any hazard that threatens a jurisdiction

• Integrates prevention and mitigation with response and recovery

• Facilitates coordination with the Federal government that requires the NRF

CPG 101 provides guidelines on developing emergency operations plans (EOP). It promotes an understanding of the fundamentals of risk-informed planning and decision making to help planners examine a hazard or threat and produce integrated, coordinated, and synchronized plans. The goal of CPG 101 is to make the planning

process routine across all phases of emergency management and for all homeland security mission areas. It also helps planners at all levels of government to develop and maintain viable all hazards and threats EOPs. Accomplished properly, planning provides a methodical way to engage the whole community in thinking through the life cycle of a potential crisis, determining required capabilities, and establishing a framework for roles and responsibilities.
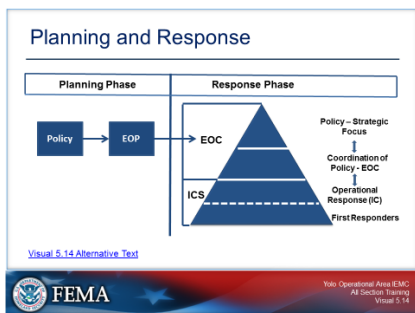
Student Notes:
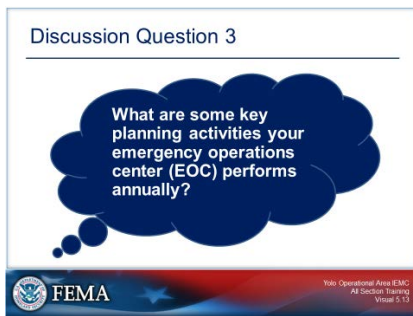
Visual 5.13

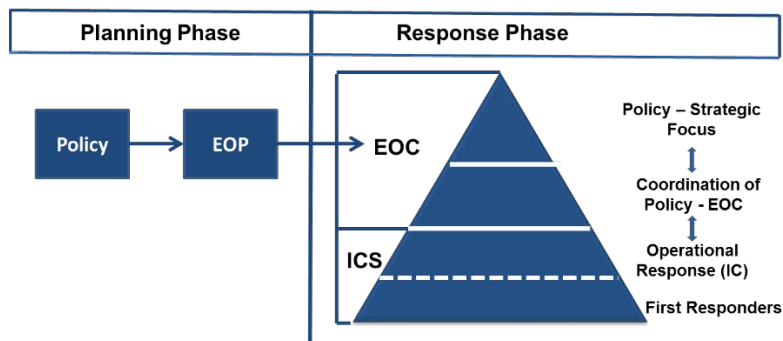**VISUAL 5.13 - DISCUSSION QUESTION 3**

What are some key planning activities your emergency operations center (EOC) performs annually?

Student Notes:

Visual 5.14

VISUAL 5.14 – PLANNING AND RESPONSE

The left side of the graphic shows how policy incorporates into the EOP during the planning phase.

EOC Level: (Top two lines of the triangle)
The planning process guides policy development, which becomes part of the EOP. Policy in the EOP contains pre-determined decisions that are necessary to implement during a disaster or emergency. When a response is necessary, the EOC will coordinate policy level actions using the EOP as well as implement the incident support plan (ISP). To ensure policy level decisions made in the EOC are implemented, information sharing must occur between the EOC and ICS/Field levels. The Incident Command System (ICS)/field level must also share information with the EOC to coordinate policy decisions. The EOC must also inform the ICS/field level what policy level decisions were implemented.

ICS/Field Level: (Bottom two lines of the triangle)
At the ICS/field level, they are implementing the operational and tactical plans, which we discuss later in the module. Policy in the EOP will impact/guide operational and tactical plans at the ICS/field level.

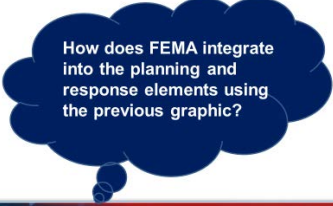*Visual 5.14 Alternative Text:*
The left side of the graphic shows how policy incorporates into the EOP during the Planning Phase. After the incident occurs the EOP is implemented in the Response Phase by the EOC. On the right side of the graphic is a pyramid. The top two levels of the pyramid is the EOC. Policy within the EOC consists of the pre-determined decisions that are necessary to implement

during the disaster/emergency which come from the EOP which was developed during the Planning Phase. During the response phase, the incident planning consists of Policy – Strategic Focus. Coordination of policy is conducted by the EOC. The EOC, however, must share information with the Policy Group (delineated by the double arrow connection) is order to help ensure that the strategic focus is in line with the needs for the incident. The EOC will also inform the Incident Command/First Responders of the EOP and Policy.

The Bottom two levels of the pyramid make up the ICS. The ICS consists of the Incident Command (top section) and First Responders (bottom section). Operational Response (IC) received Policy information from both the EOP and the EOC and in turn, must share information back to the EOC and Policy.

Student Notes:

Visual 5.15

VISUAL 5.15 – DISCUSSION QUESTION 4

How does FEMA integrate into the planning and response elements using the previous graphic?

Student Notes:

Visual 5.16

VISUAL 5.16 – TYPES OF PLANNING

- Strategic

  Based on policy

- Operational

  Describes roles and responsibilities

- Tactical

  Manages personnel, equipment, and resources

Strategic Planning

Strategic plans describe how a jurisdiction wants to meet its emergency management or homeland security responsibilities over the long-term. A strategic plan aligns the organization and budget structure with Federal priorities, missions, and objectives These plans are driven by policy from senior officials (e.g. EOP) and establish planning priorities.

Catastrophic planning is also part of strategic planning. The focus is on life-saving, sustainment, and stabilizing catastrophic effects for up to 72 hours after an incident. Catastrophic plans differ from traditional plans and address no-notice or short-notice incidents of catastrophic magnitude, where the need for Federal assistance is obvious and immediate, where anticipatory planning and resource pre-positioning were precluded,

and where the exact nature of needed resources and assets is not known.

Just as coordinated operations depend on teamwork, good planning requires a team effort. The most realistic and complete plans are prepared by a team that includes representatives of the government; the private sector; and NGOs that will participate in executing the plan.

In the event of a catastrophic event, the State must generate a request to FEMA for resources.

Operational Planning

Operational plans provide a description of roles and responsibilities, tasks, integration, and actions required by a jurisdiction or its departments and agencies during emergencies. Jurisdictions use plans to provide the goals, roles, and responsibilities that a jurisdiction's departments and agencies are assigned, and to focus on coordinating and integrating the activities of the many response and support organizations within a jurisdiction. An example of an operational plan is a CEMP.

They also consider private sector planning efforts as an integral part of community-based planning, and to ensure efficient allocation of resources. Department and agency plans do the same for the internal elements of those organizations.

Operational plans tend to focus more on the broader physical, spatial, and time-related dimensions of an operation; thus, they tend to be more complex and comprehensive than a strategic plan, yet less defined, than tactical plans. Operational plans also provide a framework for tactical planning.

Tactical Planning

Tactical planning focuses on managing personnel, equipment, and resources that play a direct role in the incident response. Pre-incident tactical planning, based upon existing operational plans, provides the opportunity to pre-identify personnel, equipment, exercise, and training requirements. Any gaps identified during tactical planning can be filled through various means including

mutual aid, technical assistance, updates to policy, procurement, and contingency leasing. Tactical planning results in the development of a tactical plan. An example of a tactical plan is an Incident Action Plan (IAP). An IAP provides a single, unified roadmap for responders and decision makers to follow during an operational period and helps guide priorities for the next operational period. The combined efforts of all agencies are optimized as they perform their respective assignments under a single IAP.

When an incident or potential incident occurs, responders assess the situation, identify and prioritize requirements, and activate available resources and capabilities and develop an IAP. The IAP is developed to work within the parameters of existing plans, personnel, and resources outlined in a jurisdiction's operational plan which supports the overall strategic plan. A clear, concise IAP is essential to guide the initial incident management decision process and the continuing collective planning activities. An IAP provides concise, coherent means of capturing and communicating the overall incident priorities, objectives, strategies, and tactics in the context of both operational and support activities.

Planning also involves plan integration. Plan integration means that planning must be vertically integrated to ensure that all response levels have a common operational focus. Below are types of plan integration.

Visual 5.16 Alternative Text:
Three tiered pyramid that delineates the three types of planning and how they related to each other. At the top of the pyramid is Strategic Planning which is the policy objectives and overall guidance. The middle section of the pyramid is Operational Planning. Operational Planning consists of the Roles and responsibilities, tasks, integration, and actions. The bottom of the period (largest section) is Tactical Planning. Tactical Planning consists of the personnel, equipment, and resource management.

Student Notes:

Discussion Question 5

- How does policy guide strategic, operational, and tactical planning?
- How does recovery integrate into your planning?

FEMA

Visual 5.17

VISUAL 5.17– DISCUSSION QUESTION 5

- How does policy guide strategic, operational, and tactical planning?

- How does recovery integrate into your planning?

Student Notes:

Six Steps of Planning

1. Form the planning team
2. Understand the situation
3. Determine priorities, goals, and objectives
4. Develop the plan
5. Write, review, and plan approval
6. Implement and maintain the plan

FEMA

Visual 5.18

VISUAL 5.18 – SIX STEPS OF PLANNING

1. Form the planning team

2. Understand the situation

3. Determine priorities, goals, and objectives

4. Develop the plan

5. Write, review, and plan approval

6. Implement and maintain the plan

Emergency planning is not a one-time event. Rather, it is a continual cycle of planning, training, exercising, and revision that takes place throughout the five phases of the emergency management cycle (preparedness, prevention, mitigation, response, and recovery).

The planning process does have one purpose—the development and maintenance of an up-to-date emergency operations plan (EOP). An EOP can be defined as a document maintained by various jurisdictional levels describing the plan for responding to a wide variety of potential hazards.

Although the emergency planning process is cyclic, EOP development has a definite starting point.

There are six steps in the emergency planning process:

1. **Form a collaborative planning team.** Using a team or group approach helps organizations define their perception of the role they will play during an operation. One goal of using a planning team is to build and expand relationships that help bring creativity and innovation to planning during an event. This approach helps establish a planning routine so that processes followed before an event occurs are the same as those used during an event.

2. **Understand the situation.** Hazards and threats are the general problems that jurisdictions face. Researching and analyzing information about potential hazards and threats a jurisdiction may face brings specificity to the planning process. If hazards and threats are viewed as problems and operational plans are the solution, then hazard and threat identification and analysis are key steps in the planning process.

3. **Determine goals and objectives.** By using information from the hazard profile developed as part of the analysis process, the planning team thinks about how the hazard or threat would evolve in the jurisdiction and what defines a successful operation. Starting with a given intensity for the hazard or threat, the team imagines an event's development from prevention and protection efforts, through initial warning (if available), to its impact on the jurisdiction (as identified through analysis) and its generation of specific consequences (e.g., collapsed buildings, loss of critical services or infrastructure, death, injury, or displacement).

4. **Develop the plan.** The same scenarios used during problem identification are used to develop potential courses of action. For example, some prevention and protection courses of action can be developed that may require a significant initial action (such as hardening a facility) or creation of an ongoing procedure (such as checking identity cards.). Planners consider the needs and demands, goals, and objectives to develop several response alternatives.

5. **Prepare, review, and approve the plan.** The planning team develops a rough draft of the base plan, functional or hazard annexes, or other parts of the plan as appropriate. As the planning team works through successive drafts, the members add necessary tables, charts, and other graphics. A final draft is prepared and circulated to organizations that have responsibilities for implementing the plan to obtain their comments.

6. **Implement and maintain the plan.** Exercising the plan and evaluating its effectiveness involve using training and exercises and evaluation of actual events to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. Similarly, planners need to be aware of lessons and practices from other communities. The planning process is all about stakeholders bringing their resources and strengths to the table to develop and reinforce a jurisdiction's emergency management and homeland security programs. Properly developed, supported, and executed operational plans are a direct result of an active and evolving program.

<u>Student Notes:</u>

Visual 5.19

VISUAL 5.19 – DISCUSSION QUESTION 6

How do you apply the six steps of planning?

Visual 5.19 Alternative Text: Identifies the six steps of planning: Step 1 - Form a Collaborative Planning Team, Step 2 - Understand the Situation, Step 3 - Determine Goals & Objectives, Step 4 - Plan Development, Step 5- Plan Preparation, Review & Approval, Step 6 - Plan Implementation & Maintenance
Student Notes:

Visual 5.20

VISUAL 5.20 – PARTICIPANT ACTIVITY

As a class, use the tabletop (TTX) scenario to respond to the following discussion questions:

- What are your planning considerations (from the ESF perspective)?

- What drove your planning considerations?

- What could change your planning considerations?

Student Notes:

VISUAL 5.21 – PARTICIPANT ACTIVITY (CONT.)

Visual 5.21

- How do you know what policy makers want?

- What roles will Federal agencies play during your incident planning?

Student Notes:

VISUAL 5.22 – UNIT SUMMARY:

Visual 5.22

You should now be able to:

- Describe why planning is important

- Describe how State policy guides operational/incident planning and supports tactical planning
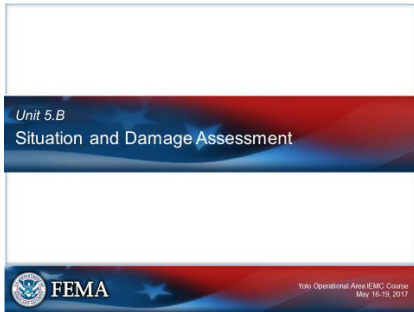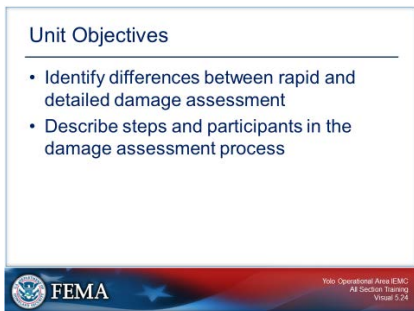
- Identify the six steps of planning
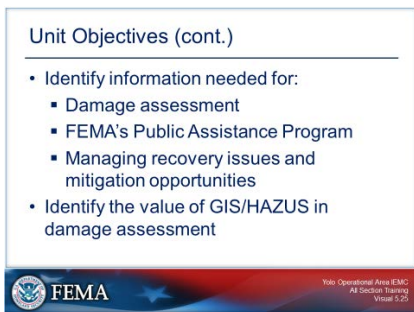
<center>**Student Notes:**</center>

Visual 5.23

VISUAL 5.23 – UNIT 5.B

SITUATION AND DAMAGE ASSESSMENT

Visual 5.24

VISUAL 5.24 – UNIT OBJECTIVES

- Identify differences between rapid and detailed damage assessment

- Describe steps and participants in the damage assessment process

Visual 5.25

VISUAL 5.25 – UNIT OBJECTIVES (CONT.)

- Identify information needed for:

Damage assessment

FEMA's Public Assistance Program

Managing recovery issues and mitigation opportunities

- Identify the value of GIS/HAZUS in damage assessment

Damage Assessments

Purpose of Data Collected:
• Response/S&R operations
• Recovery/mitigation planning
• Applications for assistance
• Public information and media relations
• Information for decision-makers

FEMA

Visual 5.26

VISUAL 5.26 – DAMAGE ASSESSMENTS

Purpose of Data Collected:

• Response/S&R operations

• Recovery/mitigation planning

• Applications for assistance

• Public information and media relations
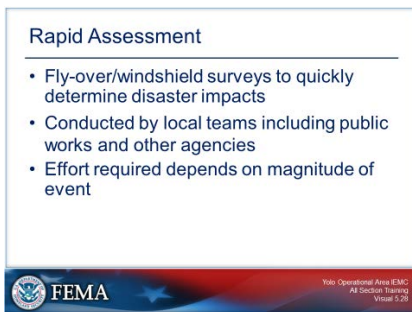
• Information for decision-makers

Student Notes:

Types of Damage Assessments

• Rapid Damage Assessment
• Preliminary Damage Assessment

FEMA
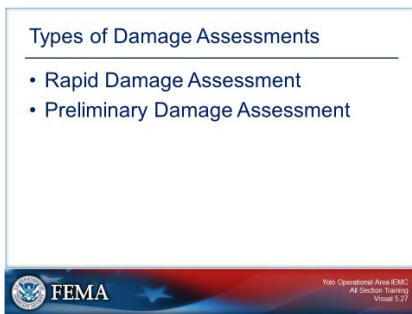
Visual 5.27

VISUAL 5.27 – TYPES OF DAMAGE ASSESSMENTS

• Rapid Damage Assessment

• Preliminary Damage Assessment

Student Notes:

Rapid Assessment

• Fly-over/windshield surveys to quickly determine disaster impacts
• Conducted by local teams including public works and other agencies
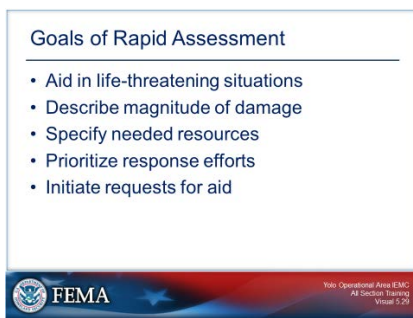• Effort required depends on magnitude of event

FEMA

Visual 5.28

VISUAL 5.28 – RAPID ASSESSMENT

• Fly-over/windshield surveys to quickly determine disaster impacts

• Conducted by local teams including public works and other agencies

• Effort required depends on magnitude of event

Student Notes:

Visual 5.29

VISUAL 5.29 – GOALS OF RAPID ASSESSMENT

- Aid in life-threatening situations

- Describe magnitude of damage

- Specify needed resources

- Prioritize response efforts
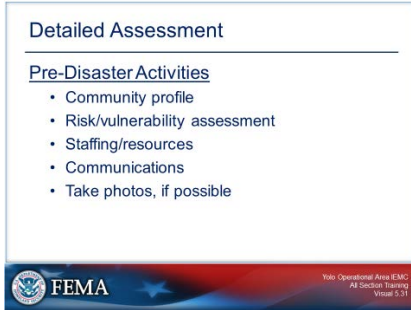
- Initiate requests for aid

Student Notes:
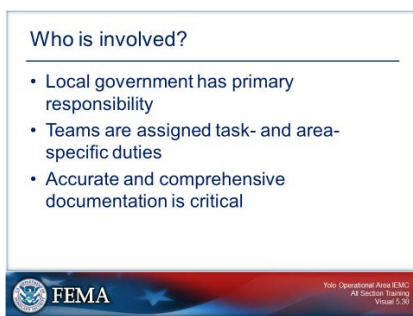
Visual 5.30

VISUAL 5.30 – WHO IS INVOLVED?

- Local government has primary responsibility

- Teams are assigned task- and area-specific duties

- Accurate and comprehensive documentation is critical
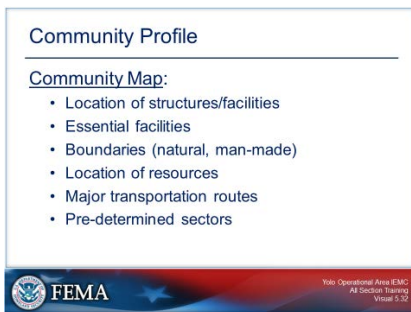
Student Notes:

Visual 5.31

VISUAL 5.31 – DETAILED ASSESSMENT

Pre-Disaster Activities

- Community profile

- Risk/vulnerability assessment

- Staffing/resources

- Communications

- Take photos, if possible

Student Notes:

Visual 5.32

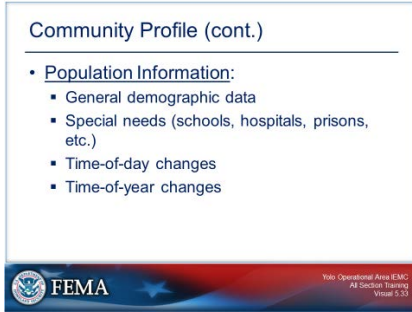## VISUAL 5.32 – COMMUNITY PROFILE

Community Map:

- Location of structures/facilities

- Essential facilities

- Boundaries (natural, man-made)

- Location of resources

- Major transportation routes
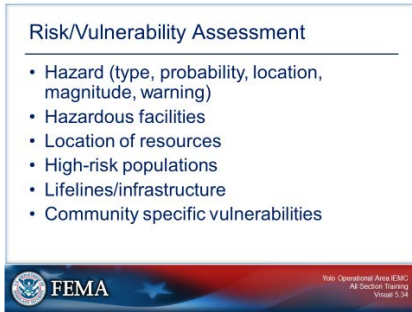
- Pre-determined sectors

Student Notes:

Visual 5.33

VISUAL 5.33 – COMMUNITY PROFILE (CONT.)

Population Information:

- General demographic data

- Special needs (schools, hospitals, prisons, etc.)

- Time-of-day changes

- Time-of-year changes

Student Notes:

Visual 5.34

VISUAL 5.34 – RISK/VULNERABILITY ASSESSMENT

- Hazard (type, probability, location, magnitude, warning)

- Hazardous facilities

- Location of resources

- High-risk populations

- Lifelines/infrastructure

- Community specific vulnerabilities

Student Notes:
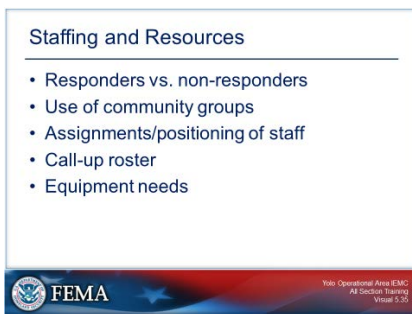
Visual 5.35

VISUAL 5.35 – STAFFING AND RESOURCES

- Responders vs. non-responders

- Use of community groups

- Assignments/positioning of staff

- Call-up roster

- Equipment needs

Student Notes:

Communications
- Damage data must be collected, processed and reported to State
- Personnel must be trained in:
  - Communications flow
  - Methods: radio, cell phone, etc.
  - Roles and procedures
  - Urgency/accuracy of information

Visual 5.36

VISUAL 5.36 – COMMUNICATIONS

- Damage data must be collected, processed and reported to State

- Personnel must be trained in:

  - Communications flow

  - Methods: radio, cell phone, etc.

  - Roles and procedures

  - Urgency/accuracy of information

Student Notes:

Communications (cont.)
- Many groups play a part
  - Dispatch center/911
  - Command post
  - EOC
- Coordination is critical
- State must be kept informed
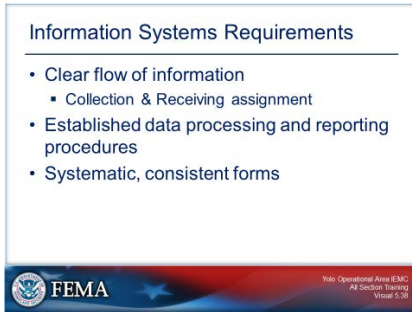
Visual 5.37

VISUAL 5.37 – COMMUNICATIONS (CONT.)

- Many groups play a part

  - Dispatch center/911

  - Command post

  - EOC

- Coordination is critical

- State must be kept informed

Student Notes:

Visual 5.38

VISUAL 5.38 – INFORMATION SYSTEMS REQUIREMENTS

- Clear flow of information
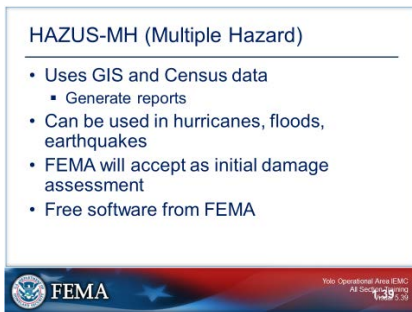 - Collection & Receiving assignment
- Established data processing and reporting procedures
- Systematic, consistent forms

Student Notes:

Visual 5.39

VISUAL 5.39 – HAZUS-MH (MULTIPLE HAZARD)

- Uses GIS and Census data
  - Generate reports
- Can be used in hurricanes, floods, earthquakes
- FEMA will accept as initial damage assessment
- Free software from FEMA

Student Notes:
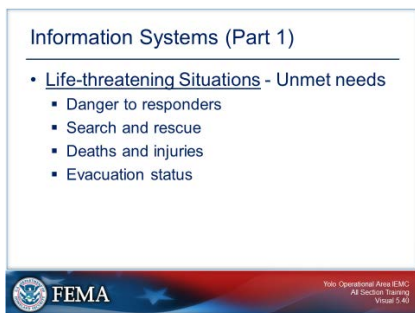
Visual 5.40

VISUAL 5.40 – INFORMATION SYSTEMS (PART 1)

- Life-threatening Situations - Unmet needs
    - Danger to responders
    - Search and rescue
    - Deaths and injuries
    - Evacuation status

Student Notes:
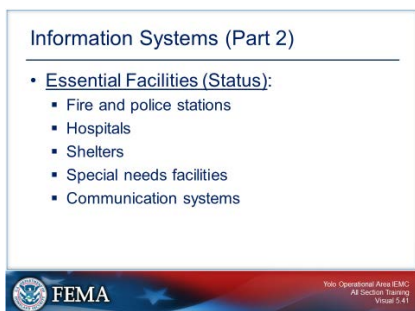
Visual 5.41

VISUAL 5.41 – INFORMATION SYSTEMS (PART 2)

- Essential Facilities (Status):
    - Fire and police stations
    - Hospitals
    - Shelters
    - Special needs facilities
    - Communication systems

Student Notes:

Information Systems (Part 3)

• Lifelines (Status):
  ▪ Utilities
  ▪ Transportation/highways
• Other information:
  ▪ Major local problems
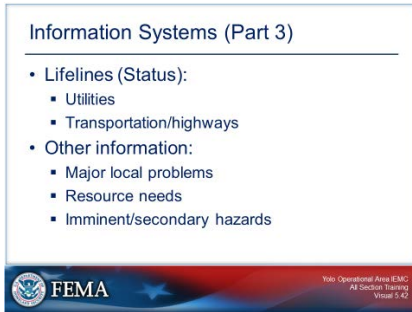 ▪ Resource needs
  ▪ Imminent/secondary hazards

FEMA   Yolo Operational Area IEMC
All Section Training
Visual 5.42

Visual 5.42

VISUAL 5.42 – INFORMATION SYSTEMS (PART 3)

- Lifelines (Status):
    - Utilities
    - Transportation/highways
- Other information:
    - Major local problems
    - Resource needs
    - Imminent/secondary hazard

Student Notes:

Federal Requirements

• Request for Public Assistance
  ▪ Applicant information
  ▪ Primary and alternate contacts
• Preliminary Damage (PDA) surveys
  ▪ Joint Federal/state/local teams
  ▪ Review of applicable records
  ▪ Inspection of facilities

FEMA   Yolo Operational Area IEMC
All Section Training
Visual 5.43
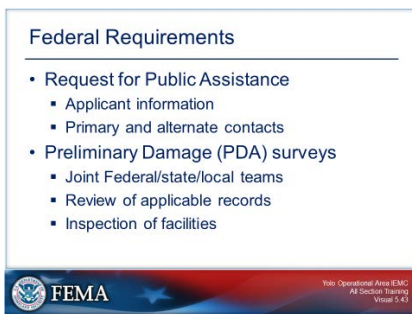
Visual 5.43

VISUAL 5.43 – FEDERAL REQUIREMENTS

- Request for Public Assistance
    - Applicant information
    - Primary and alternate contacts
- Preliminary Damage (PDA) surveys
    - Joint Federal/state/local teams
    - Review of applicable records
    - Inspection of facilities

Student Notes:
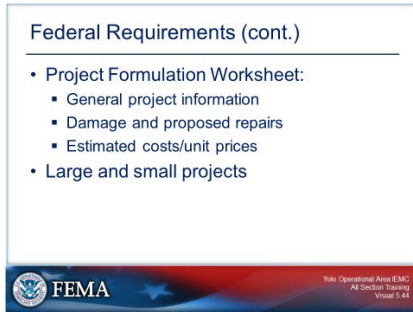
Visual 5.44

VISUAL 5.44 – FEDERAL REQUIREMENTS (CONT.)

- Project Formulation Worksheet:
  - General project information
  - Damage and proposed repairs
  - Estimated costs/unit prices
- Large and small projects

Student Notes:
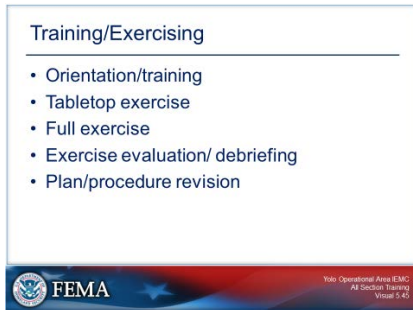
Visual 5.45

VISUAL 5.45 – TRAINING/EXERCISING

- Orientation/training
- Tabletop exercise
- Full exercise
- Exercise evaluation/ debriefing
- Plan/procedure revision

Student Notes:

Unit Summary

You should be able to:
- Identify differences between rapid and detailed damage assessment
- Describe steps and participants in the damage assessment process

Visual 5.46

VISUAL 5.46 – UNIT SUMMARY

You should be able to:

- Identify differences between rapid and detailed damage assessment

- Describe steps and participants in the damage assessment process

Student Notes:

Unit Summary (cont.)

- Identify information needed for:
  - Damage assessment
  - FEMA's Public Assistance Program
  - Managing recovery issues and mitigation opportunities
- Identify the value of GIS/HAZUS in damage assessment

Visual 5.47

VISUAL 5.47 – UNIT SUMMARY (CONT.)

- Identify information needed for:
  - Damage assessment
  - FEMA's Public Assistance Program
  - Managing recovery issues and mitigation opportunities
- Identify the value of GIS/HAZUS in damage assessment

Student Notes:

Unit 5.C
Critical Infrastructure / Key Resources

Visual 5.48

VISUAL 5.48 – UNIT 5.C

CRITICAL INFRASTRUCTURE / KEY RESOURCES

Objectives

- Describe the relationship between the National Response Framework (NRF) and critical infrastructure and key resources (CIKR) prevention, protection, response, and recovery activities.
- Describe how the NRF promotes engaged partnerships to enhance our Nation's incident management capabilities.

Visual 5.49

VISUAL 5.49 – OBJECTIVES

- Describe the relationship between the National Response Framework (NRF) and critical infrastructure and key resources (CIKR) prevention, protection, response, and recovery activities.

- Describe how the NRF promotes engaged partnerships to enhance our Nation's incident management capabilities.

Student Notes:

Objectives (cont.)

- Identify the processes defined in the NRF for ensuring that CIKR considerations are integrated into incident response efforts.
- Define the role of the Infrastructure Liaison in supporting coordination with the CIKR sectors and all levels of partners.
- Identify actions that you can take to build capabilities for implementing the NRF CIKR Support Annex.

Visual 5.50

VISUAL 5.50 – OBJECTIVES (CONT.)

- Identify the processes defined in the NRF for ensuring that CIKR considerations are integrated into incident response efforts.

- Define the role of the Infrastructure Liaison in supporting coordination with the CIKR sectors and all levels of partners.

- Identify actions that you can take to build capabilities for implementing the NRF CIKR Support Annex.
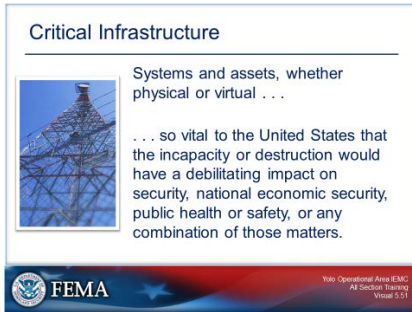
Student Notes:

Visual 5.51

VISUAL 5.51 – CRITICAL INFRASTRUCTURE

Systems and assets, whether physical or virtual . . .

. . . so vital to the United States that the incapacity or destruction would have a debilitating impact on security, national economic security, public health or safety, or any combination of those matters.

Visual 5.51 Photo Caption: Photo of a communication tower.

Student Notes:
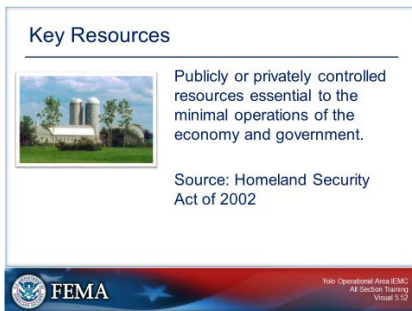
Visual 5.52

VISUAL 5.52 – KEY RESOURCES

Publicly or privately controlled resources essential to the minimal operations of the economy and government.

Source: Homeland Security Act of 2002

The National Infrastructure Protection Plan (NIPP), 2009, Glossary of Key Terms, is the source for the definitions of critical infrastructure and key resources. These definitions are derived from the provisions of the Homeland Security Act of 2002 and Homeland Security Presidential Directive 7 (HSPD-7).

Visual 5.52 Photo Caption: Photo of a farm.

Student Notes:

VISUAL 5.53 – THREATS TO CIKR

- The Terrorist Threat
- All-Hazards Approach

Visual 5.53 Photo Caption: *Photo on the left shows an image of a collapsed building with an American Flag placed in the rubble. The photo on the right shows an image of first responders climbing on a roof of a flooded house.*

Visual 5.53

Student Notes:
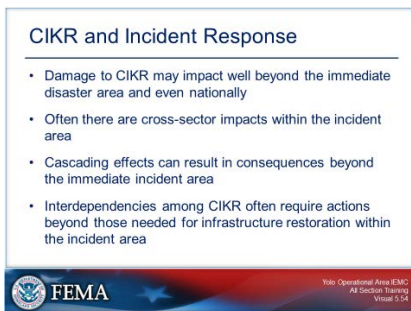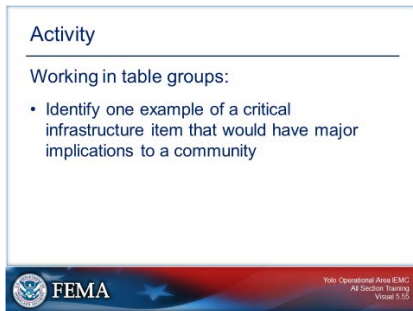
VISUAL 5.54 – CIKR AND INCIDENT RESPONSE

- Damage to CIKR may impact well beyond the immediate disaster area and even nationally
- Often there are cross-sector impacts within the incident area
- Cascading effects can result in consequences beyond the immediate incident area
- Interdependencies among CIKR often require actions beyond those needed for infrastructure restoration within the incident area

Visual 5.54

The vast majority of CIKR is owned and operated by the private sector.

Owners and operators are responsible for the protection, response, and restoration of their facilities and services.

Student Notes:

Visual 5.55

VISUAL 5.55 – ACTIVITY

Working in table groups:

- Identify one example of a critical infrastructure item that would have major implications to a community

Instructor Notes:
Identifying one example of critical infrastructure in your jurisdiction.

Describing:

- Potential threats or risks.

- Likely consequences of a terrorist attack, natural disaster, or other emergency.

Be prepared to present your team's answers in 5 minutes.

Remember that damage to critical infrastructure often has a wider impact than just within the incident area. Therefore, protection of CIKR, as well as well-planned and integrated CIKR-related response activities when incidents do occur, are essential to the Nation's security, public health and safety, economic vitality, and way of life.

Student Notes:
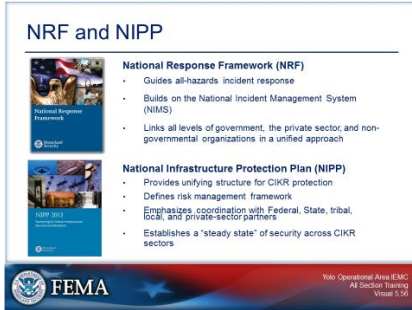
Visual 5.56

VISUAL 5.56 – NRF AND NIPP

National Response Framework (NFR)

- Guides all-hazards incident response

- Builds on the National Incident Management System (NIMS)

- Links all levels of government, the private sector, and non-governmental organizations in a unified approach

National Infrastructure Protection Plan (NIPP)

- Provides unifying structure for CIKR protection

- Defines risk management framework

- Emphasizes coordination with Federal, State, tribal, local, and private-sector partners

- Establishes a "steady state" of security across CIKR sectors

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. The NRF allows first responders, decision makers, and supporting entities to provide a unified national response.

National Infrastructure Protection Plan (NIPP): The overarching goal of the NIPP is to build a safer, more secure, and more resilient America by:

- Enhancing protection of the Nation's CIKR to prevent, deter, neutralize, or mitigate the effects of deliberate efforts by terrorists to destroy, incapacitate, or exploit them; and

- Enabling national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency.

- The NIPP and its associated CIKR Sector-Specific Plans (SSPs) work in conjunction with the NRF and its supporting annexes to provide a foundation for CIKR preparedness, protection, response, and recovery efforts in an all-hazards context.

In fact, day-to-day public-private coordination structures, information-sharing networks, and risk management frameworks used to implement NIPP steady-state CIKR protection efforts continue to function and enable coordination and support for CIKR protection and restoration for incident management activities under the NRF.

Visual 5.56 Photo Caption:

Top Photo: Image of the FEMA National Response Framework. Image Hyperlink to Document.

Bottom Photo: Image of Department of Homeland Security National Infrastructure Protection Plan, 2009. Image hyperlink linked to document.

Student Notes:

Visual 5.57

VISUAL 5.57 – FEDERAL CIKR RESPONSE ACTIVITIES

- Identify, prioritize, and coordinate Federal action in support of the protection of CIKR

- Integrate CIKR protective programs with the all-hazards approach to domestic incident management described in HSPD-5

- Integrate national efforts for the protection and recovery of CIKR

- Document and share lessons learned

The Department of Homeland Security (DHS) responsibilities for CIKR support that are most applicable during incident response include:

- Identifying, prioritizing, and coordinating Federal action in support of the protection of nationally critical assets, systems, and networks, with a particular focus on CIKR that could be exploited to cause catastrophic health effects or mass casualties comparable to those produced by a weapon of mass destruction.

- Establishing and maintaining a comprehensive, multitiered, dynamic information-sharing network designed to provide timely and actionable threat information, assessments, and warnings to public- and private-sector CIKR partners. This responsibility includes protecting sensitive information voluntarily provided by the private sector and facilitating the development of sector-specific and cross-sector information-sharing and analysis systems, mechanisms, and processes.

- Coordinating, facilitating, and supporting comprehensive risk assessment programs for high-risk CIKR, identifying protection priorities across sectors and jurisdictions, and integrating CIKR protective programs with the all-hazards approach to domestic incident management described in HSPD-5.

- Identifying and implementing plans and processes for threat-based increases in protective measures that align to all-hazards warnings, specific threat vectors as appropriate, and each level of the Homeland Security Advisory System (HSAS).

- Conducting modeling and simulations to analyze sector, cross-sector, and regional dependencies and interdependencies, to include cyber-related issues, and sharing the results with CIKR partners as appropriate.

- Integrating national efforts for the protection and recovery of CIKR, including analysis, warning,

information sharing, vulnerability reduction, and mitigation activities and programs.

- Documenting and sharing lessons learned from exercises, actual incidents, and predisaster mitigation efforts and applying those lessons, where applicable, to CIKR protection efforts.

- Working with the Department of State, Sector-Specific Agencies (SSAs), and other NIPP partners to ensure that U.S. CIKR protection efforts are fully coordinated with international partners.

Student Notes:
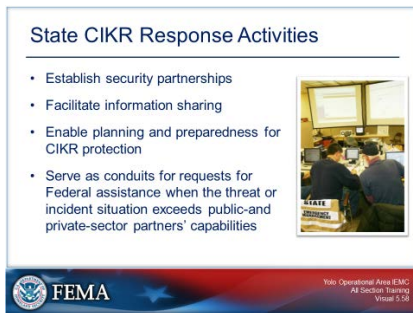
Visual 5.58

VISUAL 5.58 – STATE CIKR RESPONSE ACTIVITIES

- Establish security partnerships

- Facilitate information sharing

- Enable planning and preparedness for CIKR protection

- Serve as conduits for requests for Federal assistance when the threat or incident situation exceeds public- and private-sector partners' capabilities

State, tribal, and local government entities establish security partnerships, facilitate information sharing, and enable planning and preparedness for CIKR protection within their jurisdictions.

State governments are responsible for:

- Developing and implementing statewide or regional CIKR protection programs integrated into homeland security and incident management programs.

- Serving as crucial coordination hubs, bringing together prevention, preparedness, protection, response, and recovery authorities, capacities, and

resources among local jurisdictions, across sectors, and across regional entities.

- Acting as conduits for requests for Federal assistance when the threat or incident situation exceeds the capabilities of public- and private-sector CIKR partners in their jurisdictions.

- Coordinating with the State, Local, Tribal, and Territorial Government Coordinating Council (SLTTGCC) to ensure full integration with national- and regional-level CIKR prevention, protection, response, and restoration efforts.

Visual 5.58 Photo Caption: State emergency management personnel at an emergency operations center.

Student Notes:

Visual 5.59

VISUAL 5.59 – TRIBAL/LOCAL ENTITIES CIKR RESPONSE ACTIVITIES

- Coordinate emergency services and first-level responders

- Provide initial prevention, response, recovery, and emergency services for municipal CIKR such as water, wastewater, and storm-water systems and electric utilities

Tribal governments are responsible for public health, welfare, safety, CIKR protection, and continuity of essential services within their jurisdictions.

Local governments usually are responsible for emergency services and first-level responses to CIKR incidents. In some sectors, local governments own and operate CIKR such as water, wastewater, and stormwater systems and electric utilities, and are responsible for initial prevention, response, recovery, and emergency services provision.

Visual 5.59 Photo Caption: *A picture of a Tribal firefighter.*
Student Notes:

Visual 5.60

VISUAL 5.60 – OTHER CIKR RESPONSE PARTNERS

- Sector-Specific Agencies (SSAs)

- Emergency Support Functions (ESFs)

- Owners and Operators (private & public)

Visual 5.60 Photo Caption: *Photo on left is an image of CDC EOC. Middle photo is image of US Army Corps of Engineer Staff inspecting damages. Right photo shows a power company basket lift truck.*

Student Notes:

Visual 5.61

VISUAL 5.61 – WHAT ARE SECTOR-SPECIFIC AGENCIES (SSAS)?

Federal agencies designated by HSPD-7 to:

- Form partnerships throughout the government and with the private sector to promote protection and response efforts

- Develop protective programs and related requirements

- Develop and submit Sector-Specific Plans (SSPs)

- Encourage the development of appropriate information-sharing and analysis mechanisms within the sector

HSPD-7 designated responsibility to various Federal Government departments and agencies to serve as Sector-Specific Agencies (SSAs) for each of the CIKR sectors.

SSAs are responsible for working with DHS to:

- Implement the NIPP sector partnership model and risk management framework.

- Develop protective programs and related requirements.

- Provide sector-level CIKR protection guidance.

In addition, SSAs collaborate with partners to:

- Develop and submit Sector-Specific Plans (SSPs) and sector-level performance feedback.

- Encourage the development of appropriate information-sharing and analysis mechanisms within the sector.

Student Notes:

Visual 5.62

VISUAL 5.62 – SSAS & CRITICAL INFRASTRUCTURE SECTORS

Sector-Specific Agency

- Department of Agriculture

- Department of Health and Human Services

- Department of Defense

- Department of Energy

- Department of Treasury

- Environmental Protection Agency

- Department of Homeland Security

- Department of Homeland Security, General Services Administration

- Department of Homeland Security, Department of Transportation

Critical Infrastructure Sector

- Food and Agriculture

- Defense Industrial Base

- Energy

- Healthcare and Public Health

- Financial Services

- Water and Wastewater Services

- Chemical; Commercial Facilities; Communications; Critical Manufacturing; Dams; Emergency Services; Information Technology; Nuclear Reactors, Materials and Waste

- Government Facilities

- Transportation Systems

Student Notes:
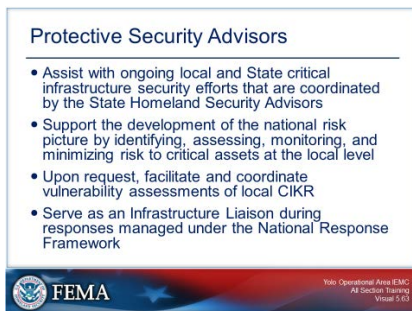
Visual 5.63

VISUAL 5.63 – PROTECTIVE SECURITY ADVISORS

- Assist with ongoing local and State critical infrastructure security efforts that are coordinated by the State Homeland Security Advisors

- Support the development of the national risk picture by identifying, assessing, monitoring, and minimizing risk to critical assets at the local level

- Upon request, facilitate and coordinate vulnerability assessments of local CIKR

- Serve as an Infrastructure Liaison during responses managed under the National Response Framework

Protective Security Advisors also:

- Provide reach-back capability to DHS and other Federal Government resources.

- Assist in verification of critical asset information for accurate inclusion into the National Asset Database.

- Provide local context and expertise to DHS to ensure that community resources are used effectively.

- Facilitate the flow of programmatic information between all parties with a vested interest in CIKR protection.

- Work in State and local emergency operations centers (EOCs) to provide expertise and serve as the DHS/Office of Infrastructure Protection's Infrastructure Liaison, who supports the Principal Federal Official and Federal Coordinating Officer responsible for domestic incident management.

- Support comprehensive risk analyses of local CIKR.

- Assist in the review and analysis of physical/technical security of local CIKR.

- Convey local concerns and sensitivities to DHS and other Federal agencies.

- Relay disconnects between local, regional, and national protection activities.

- Communicate requests for Federal training and exercises.

Student Notes:
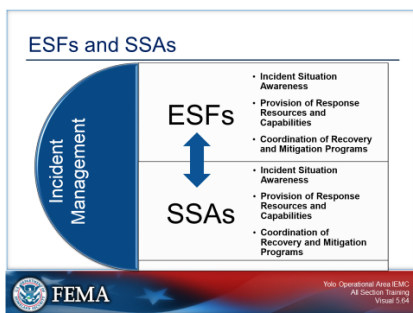
Visual 5.64

VISUAL 5.64 – ESFS AND SSAS

Visual 5.64 Figure Caption: Depicts a chart demonstrating the linkage between Emergency Support Functions (ESFs) and Sector-Specific Agencies (SSAs) during Incident Management. Incident Management encompasses both ESFs and SSAs text boxes in this diagram.

ESFs text box consists of:

- *Incident Situation Awareness*

- *Provision of Response Resources and Capabilities*

- *Coordination of Recovery and Mitigation Programs*

SSAs text box consists of:

- *Incident Situation Awareness*

- *Provision of Response Resources and Capabilities*

- *Coordination of Recovery and Mitigation Programs*

The ESFs' and SSAs' text box are linked by a double arrow.

Student Notes:
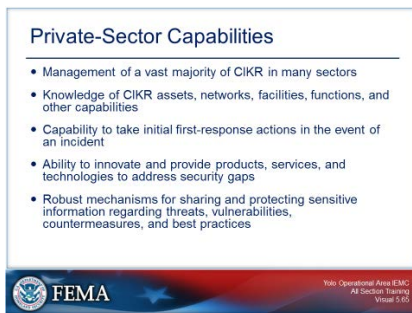
Visual 5.65

VISUAL 5.65 – PRIVATE-SECTOR CAPABILITIES

- Management of a vast majority of CIKR in many sectors

- Knowledge of CIKR assets, networks, facilities, functions, and other capabilities

- Capability to take initial first-response actions in the event of an incident

- Ability to innovate and provide products, services, and technologies to address security gaps

- Robust mechanisms for sharing and protecting sensitive information regarding threats, vulnerabilities, countermeasures, and best practices

The vast majority of CIKR in many sectors is owned and operated by the private sector.

Private-sector owners and operators have a detailed knowledge of the CIKR assets they own and manage including the networks, facilities, functions, and other capabilities. That knowledge is not available to government agencies or other organizations that are not involved in the day-to-day management of these assets.

Private-sector owners and operators are there, on the ground, when an incident occurs and are thus able to take initial first-response actions.

Private-sector owners and operators are accustomed to using innovation to meet their business goals and these same abilities can be applied to provide products, services, and technologies to address security gaps.
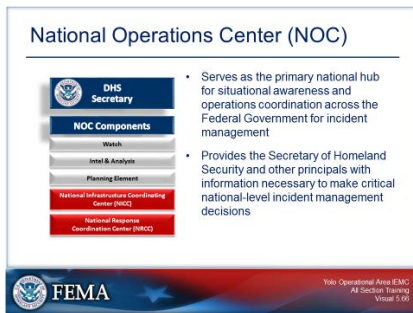
Private-sector owners and operators have robust mechanisms in place for protecting sensitive business information while sharing best business practices. These same mechanisms can be used to share and protect sensitive information regarding threats, vulnerabilities, countermeasures, and security best practices.

Student Notes:

Visual 5.66

VISUAL 5.66 – NATIONAL OPERATIONS CENTER (NOC)

- Serves as the primary national hub for situational awareness and operations coordination across the Federal Government for incident management

- Provides the Secretary of Homeland Security and other principals with information necessary to make critical national-level incident management decisions

The National Operations Center (NOC) is the primary national hub for situational awareness and operations coordination across the Federal Government for incident management. The NOC includes the following components:

NOC – Interagency Watch (NOC-Watch): The NOC-Watch is a standing 24/7 interagency organization fusing law enforcement, national intelligence, emergency response, and private-sector reporting. The NOC-Watch facilitates homeland security information sharing and operational coordination with other Federal, State, tribal,

local, and nongovernmental emergency operations centers (EOCs).

Intelligence and Analysis (NOC-I&A): NOC-I&A is responsible for interagency intelligence collection requirements, analysis, production, and product dissemination for DHS. The NOC-I&A provides threat information, analysis, and intelligence to all levels of government.

Interagency Planning Element (NOC-Planning): NOC-Planning conducts strategic-level operational incident management planning and coordination.

National Infrastructure Coordinating Center (NOC-NICC): The NOC-NICC monitors the Nation's CIKR on an ongoing basis. The NOC-NICC supports government and private-sector partners to protect and restore CIKR.

National Response Coordination Center (NOC-NRCC): As a component of the NOC, the NRCC serves as the DHS/Federal Emergency Management Agency (FEMA) primary operations center responsible for national incident response and recovery as well as national resource coordination. As a 24/7 operations center, the NRCC monitors potential or developing incidents and supports the efforts of regional and field components.

Student Notes:
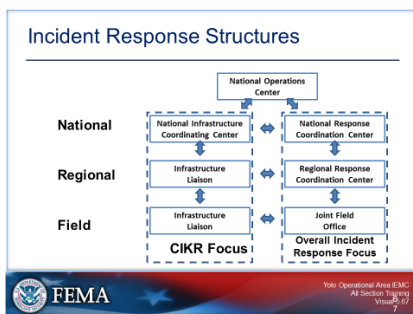
Visual 5.67

VISUAL 5.67 – INCIDENT RESPONSE STRUCTURES

Visual 5.67 Organization Chart. At the top of the Organization Chart is the National Operations Center. Under the National Operations Center (NOC) are two columns a CIKR Focus and an Overall Incident Response Focus. The CIKR focus contains the National Infrastructure Coordinating Center (linked with double arrow to the NOC), the infrastructure liaison, and a second infrastructure liaison. All these entities are linked with a double-sided arrow to each other.

Under the Overall Incident Response Focus is the National Response Coordination Center (linked with a double arrow to the NOC), the Regional Response Coordination Center, and the Joint Field Office. All of these entities are also linked from National to Regional Response Coordination Center and the Joint Field Office by a double arrow.

The entities within the CIKR Focus column and the Overall Incident Response Focus column are also linked together by a double arrow. The National Infrastructure Coordinating Center is linked to the National Response Coordination Center. An Infrastructure Liaison is linked to the Regional Response Coordination Center. The second Infrastructure Liaison is also linked to the Joint Field Office.

- National organizational structures described in the NRF and NIPP provide formal and informal mechanisms for public- and private-sector coordination, situational awareness, impact assessments, and information sharing in regard to CIKR-related concerns on a sector-by-sector and/or a cross-sector basis.

- This coordination allows for broader engagement in one or more affected sectors. It also allows sectors to plan for and quickly react to far-reaching effects from an incident (or multiple incidents) and to alert individual owners and operators of the need to take specific actions to minimize impacts.

Student Notes:
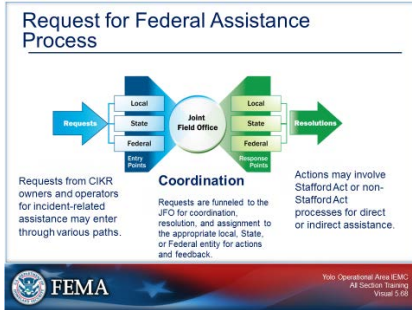
Visual 5.68

VISUAL 5.68 – REQUEST FOR FEDERAL ASSISTANCE PROCESS

Coordination:

Requests from CIKR owners and operators for incident-related assistance may enter through various paths.

Requests are funneled to the JFO for coordination, resolution, and assignment to the appropriate local, State, or Federal entity for actions and feedback.

Actions may involve Stafford Act or non- Stafford Act processes for direct or indirect assistance.

Visual 5.68 Figure Caption - Flow Chart illustrating the flow of requests for Federal assistance.

Requests enter from the left and can enter the process through either the Local, State, or Federal Entry Points. (These entry points are linked together in this process). Requests then flow to the Joint Field Office in the center of the diagram. On the right of the Joint Field office are the response Points (Local, State, or Federal) that are also linked together. From the Response Points, Resolutions flow outside of the diagram.

Student Notes:
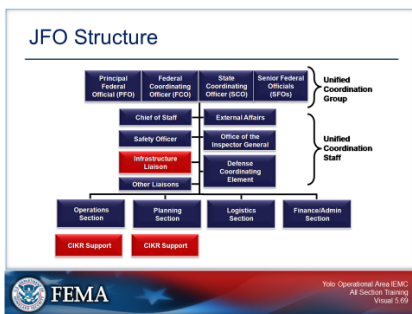
Visual 5.69

VISUAL 5.69 – JFO STRUCTURE

Visual 5.69 JFO Organization Chart. At the top of the chart is the Unified Coordination Group which consists of the Principal Federal Official (PFO), Federal Coordinating Officer (FCO), State Coordinating Officer (SCO), and the Senior Federal Officials (SFOs). The Unified Coordination Group is linked to the Unified Coordination Staff.
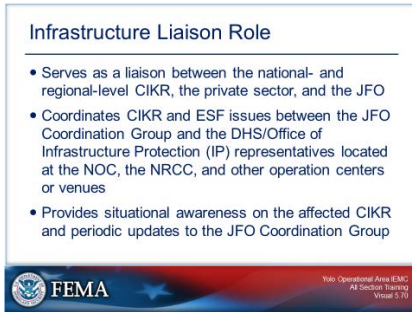
The Unified Coordination Staff consists of the Chief of Staff, Safety Officer, Infrastructure Liaison, Other Liaisons, External Affairs, Office of the Inspector General, and the Defense Coordinating Element.

The Unified Coordination Staff is linked to the Operations Section, Planning Section, Logistics Section, and the Finance/Admin Section. Under the Operations Section is CIKR Support. Under the Planning Section is CIKR Support.

The JFO is led by the Unified Coordination Group. The Unified Coordination Group typically consists of the Principal Federal Official (PFO) (if designated), Federal Coordinating Officer (FCO), State Coordinating Officer (SCO), and senior officials from other entities with primary statutory or jurisdictional responsibility and significant operational responsibility for an aspect of an incident (e.g., the Senior Health Official or Senior Federal Law Enforcement Official if assigned). Within the Unified Coordination Group, the FCO is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities.

Refer to the red boxes on the visual. Note that an Infrastructure Liaison may be assigned to the Unified Coordination Staff. CIKR support may also be provided to the Operations and Planning Sections. The Infrastructure Liaison function is task organized and task dependent on the needs of the incident and the requirements of the PFO, the Unified Coordination Group, and the Incident Management Team.

Student Notes:

Infrastructure Liaison Role

• Serves as a liaison between the national- and regional-level CIKR, the private sector, and the JFO
• Coordinates CIKR and ESF issues between the JFO Coordination Group and the DHS/Office of Infrastructure Protection (IP) representatives located at the NOC, the NRCC, and other operation centers or venues
• Provides situational awareness on the affected CIKR and periodic updates to the JFO Coordination Group

FEMA   Yolo Operational Area IEMC
All Section Training
Visual 5.70

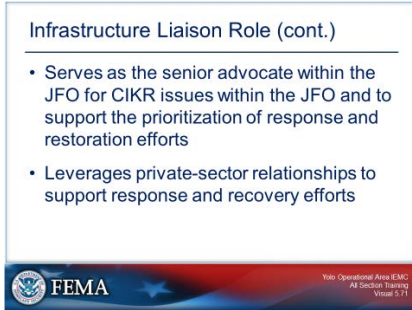Visual 5.70

VISUAL 5.70 – INFRASTRUCTURE LIAISON ROLE

• Serves as a liaison between the national- and regional-level CIKR, the private sector, and the JFO

• Coordinates CIKR and ESF issues between the JFO Coordination Group and the DHS/Office of Infrastructure Protection (IP) representatives located at the NOC, the NRCC, and other operation centers or venues

• Provides situational awareness on the affected CIKR and periodic updates to the JFO Coordination Group

The Infrastructure Liaison, in collaboration with SSAs and all activated ESFs, provides prioritized recommendations regarding CIKR concerns to the Unified Coordination Group and the PFO (if appointed).

The prioritized CIKR recommendations are developed using a collaborative process involving the cooperating agencies to this annex as well as CIKR owners and operators; State, tribal, and local entities; and others as appropriate. The prioritized recommendations are used by the Unified Coordination Group to support incident-related decision-making processes and the efficient application of limited resources within the affected area.

The Infrastructure Liaison provides knowledge and expertise regarding unique CIKR considerations, including: (a) impacts to nationally and regionally critical CIKR within the incident area; (b) cross-sector impacts within the incident area; (c) cascading effects that can result in consequences beyond the immediate incident area; (d) interdependencies that require actions beyond those needed for infrastructure restoration within the incident area; and (e) potential gaps or overlapping responsibilities among Federal departments and agencies that may function as SSAs, ESF primary or supporting agencies, or statutory or regulatory authorities.

Student Notes:

Visual 5.71

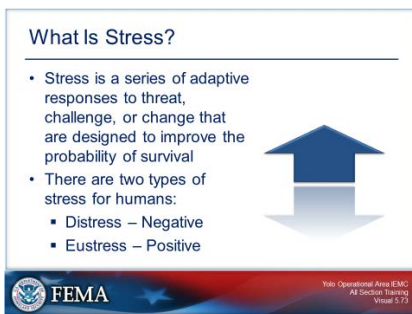### VISUAL 5.71 – INFRASTRUCTURE LIAISON ROLE (CONT.)

- Serves as the senior advocate within the JFO for CIKR issues within the JFO and to support the prioritization of response and restoration efforts

- Leverages private-sector relationships to support response and recovery efforts

Student Notes:

Visual 5.72

VISUAL 5.72 – UNIT 5.D

STRESS MANAGEMENT

Visual 5.73

VISUAL 5.73 – WHAT IS STRESS?

- Stress is a series of adaptive responses to threat, challenge, or change that are designed to improve the probability of survival

- There are two types of stress for humans:
 - Distress - Negative
  - Eustress – Positive

Stress isn't necessarily a bad thing. Stress is a series of adaptive responses (pumping adrenalin, quickened heartbeat, heightened senses, etc.) to threat, challenge, or change that are designed to improve the probability of survival. It is the basis of the "fight vs. flight" impulse.

There are two types of stress for humans—one negative and one positive.

Distress: Distress leaves you feeling under pressure, anxious, frustrated, and not at your best. It can sap your energy and leave you feeling unhealthy.

Eustress: There is a good form of stress called "eustress" ("eu" is from the Greek, meaning good or positive). This type of stress comes from embracing or seeking change or opportunity—a better outcome. Eustress is a form of stress that is taking you somewhere, the kind of pressure that gets you motivated to accomplish something or that leads you to an act of fulfillment. Eustress can result in peak performance.

Student Notes:
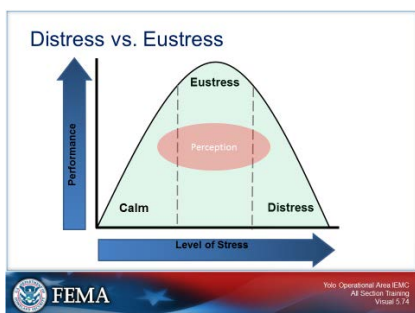
Visual 5.74

VISUAL 5.74 – DISTRESS VS. EUSTRESS

Visual 5.74 Figure Caption: This diagram represents one view of the relationship between level of stress and performance.

When there is a very low level of stress, there is a sense of calm and little impact on performance (unless the person is overtaken by sheer boredom, which could detract from performance).

As the level of stress increases, it can be a positive force, pushing us to achieve and resulting in higher levels of performance. This is eustress. Some say that a "reasonable" amount of pressure, anxiety, or fear in the environment leads to higher performance among employees than if stress is not present.

At some point, if there is a high level of stress, it may become too much for the individual and have a negative impact on performance. This is distress. Distress occurs when the demands placed on the body (physical, emotional, and cognitive) exceed its capacity to expend energy in maintaining balance.

Perception plays an important part in whether stress is experienced as distress or eustress. The individual determines whether the experience is eustress or distress. That is, eustress is primarily a result of positive

perception of stressors, and distress is primarily a result of negative perception of stressors. For example, one person might be energized by a large and complicated task while another might become rattled and less effective.

Student Notes:
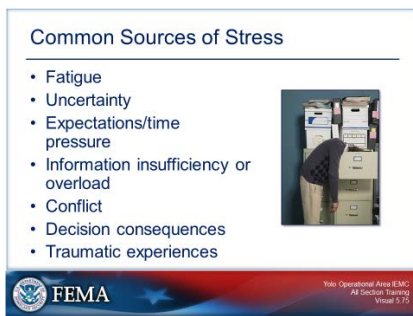
Visual 5.75

VISUAL 5.75 – COMMON SOURCES OF STRESS

- Fatigue

- Uncertainty

- Expectations/time pressure

- Information insufficiency or overload

- Conflict

- Decision consequences

- Traumatic experiences

People involved in emergency management often experience stress in response to:

Fatigue resulting from strenuous work, long hours, heavy workload, high demands over a long period, lack of sleep.

Uncertainty about requirements, procedures, the situation, the future, or whether they will be able to succeed at the task.

High expectations (imposed by self or others) combined with time pressure (much to do in a short period of time). A related stressor is inadequate resources to get the job done.

Information insufficiency or overload. This can occur when there isn't enough information available on which to base important decisions, or there is conflicting or unclear information, or there is so much information that it is difficult to get a clear picture.

Conflict, which may include:

Interpersonal conflict (for example, between colleagues or between manager and staff member).

Conflict between the individual and the group. This type of conflict often presents itself as role conflict (for example, between your role as an emergency manager and your role in the family).

Conflict between one group and another (for example, between county and State or between a government entity and a nongovernmental organization).

Decision consequences—when there is a lot riding on the decisions you make, such as people's safety and welfare.

Traumatic experiences such as exposure to danger or witnessing widespread damage, injury, loss of life, and grief.

Visual 5.75 Image Caption: *A man with his head in a filing cabinet.*

Student Notes:
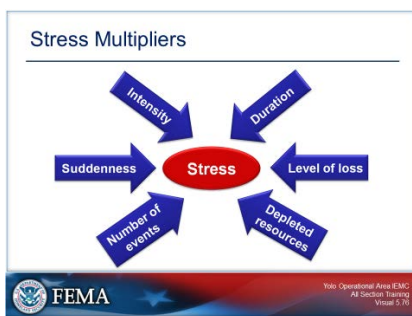
Visual 5.76

VISUAL 5.76 – STRESS MULTIPLIERS

Many things can multiply the impact of stress on an individual. The following are examples:

- Number of events: If you go through multiple stressful events in a row without a chance to recuperate, your ability to cope will be less than during the first event.

- Suddenness: Sudden onset of a stressful situation can increase the level of stress.

- Intensity or degree of stress (perceived or real): Deeper stress naturally has a greater impact than light stress.

- Duration: The longer stress is present, the greater harm it can do.

- Level of loss: Heavy losses (e.g., personal possessions, friends, family) can produce greater levels of grief, which add to the level of stress.

- Depleted coping skills/resources: If your coping skills and resources are depleted—or were at low levels to begin with—the stress you experience will appear greater.

Visual 5.76 Image Caption: Six arrows pointing to a central circle. The circle says Stress and the arrows say: Intensity, Duration, Level of loss, Depleted resources, Number of events, and Suddenness.

Student Notes:

Visual 5.77

VISUAL 5.77 – COMMON SIGNS AND SYMPTOMS (1 OF 3)

Physical

- Headache

- Stomach/intestinal problems

- Back pain, stiff neck

- Fatigue

- Difficulty sleeping

- Change in appetite

Visual 5.77 Photo Caption: A woman with a headache.

Student Notes:

Visual 5.78

VISUAL 5.78 – COMMON SIGNS AND SYMPTOMS (2 OF 3)

Emotional

- Mood swings

- Anger, irritability

- Sadness, easy tearfulness

- Cynicism or negativity

- Self-criticism or self-doubt

- Guilt

- Tension or anxiety

Emotional signs of stress may not be as easy to recognize as physical symptoms.

Mood swings, anger, irritability: High stress can cause mood swings and increased episodes of anger. The purpose of anger is to give us psychic energy to change something. When someone around you has angry outbursts, it is important to acknowledge the emotion. For example, you can ask, "What needs to be changed? (As angry as you are, there must be something pretty important to change.)" Then listen—be silent, let them struggle if needed; growth comes from struggle.

Sadness, easy tearfulness: Another result of stress is sadness (anhedonia, meaning "without joy"). Anhedonia is like a bad case of the blahs over time. It's sadness, not depression, and it's a normal response to stress. (Sadness is normal; depression is not.)

Cynicism, negativity, distrust: Disasters can leave people feeling a lack of control over their lives and their surroundings, and a feeling of betrayal (nature failed them, material things failed them, government couldn't protect them, etc.). These negative emotions can lower one's level of trust and bring on feelings of cynicism.

Self-criticism, self-doubt, guilt: When things go wrong and stress builds up, many people respond with self-criticism, self-doubt, and guilt. "If only I had .

Tension or anxiety: High stress can leave a person feeling tense, anxious, jumpy, or in a prolonged worried state, which in turn can produce cognitive difficulties.

Visual 5.78 Photo Caption: *Image of 2 people displaying different forms of stress - depression and someone yelling.*

Student Notes:

Visual 5.79

VISUAL 5.79 – COMMON SIGNS AND SYMPTOMS (3 OF 3)

Cognitive

- Forgetfulness

- Difficulty concentrating

- Decreased learning speed

- "Flashbulb memories" and memory gaps

- Repetitious thoughts

Visual 5.79 Photo Caption: *A woman who looks like she is thinking.*

Student Notes:

Visual 5.80

VISUAL 5.80 – STRESS RESPONSE

- Acute
  - Quick Response
  - Relates to the Incident
- Delayed
  - Sets in after about 3 days
  - Incident Specific

- Cumulative
  - Builds up over several incidents
  - Usually more problematic than stress from one incident

Stress can lead to cognitive difficulties. Examples include:

Forgetfulness and difficulty concentrating: High stress can be distracting and make you cognitively less efficient. This can show up as "losing" things, being unable to stay focused on what you are doing, and forgetting whether you have or haven't done something (because your mind was elsewhere while you were doing it). It can also lead to mistakes, so the quality of work suffers.

Learning: Difficulty concentrating also affects the ability to learn. Under stress, learning speed slows down about 20 percent. Remember, local volunteers have been through the disaster themselves, and it will likely take them longer to absorb the training than it would under normal conditions.

Memory: When you're highly stressed, your brain works differently. The brain creates "flashbulb memories." Memories are actually compilations of fragments of memories—mostly thoughts or words that we put together as memories. Under stress, we create sensory memories that often contain very vivid imagery—deeper and more elaborate but occupying fewer memory units. The vivid imagery gets replayed as flashbulb memories, and there tend to be memory gaps. (While the brain was registering sensory memories, it was failing to register other types of memories.)

Repetitious thoughts: During stressful times there is a tendency to "replay mental tapes" repeatedly in order to process them. In the end, it helps us accept the experiences, but in the meantime it can interfere with concentration on other things.

Student Notes:
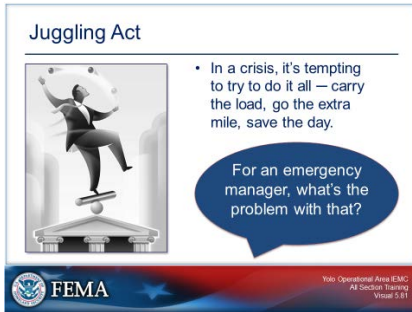
Visual 5.81
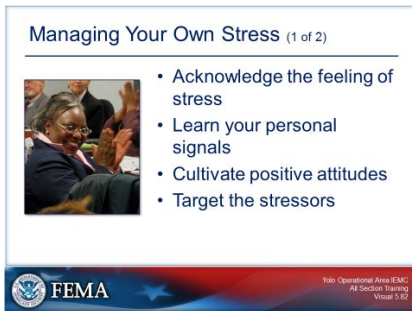
VISUAL 5.81 – JUGGLING ACT

- In a crisis, it's tempting to try to do it all ─ carry the load, go the extra mile, save the day.

Discussion Question:

For an emergency manager, what's the problem with that?

Visual 5.81 Image Caption: *A graphic image of a man juggling.*
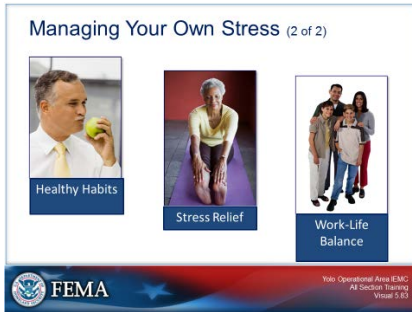
Student Notes:

Visual 5.82

VISUAL 5.82 – MANAGING YOUR OWN STRESS (1 OF 2)

- Acknowledge the feeling of stress
- Learn your personal signals
- Cultivate positive attitudes
- Target the stressors

Visual 5.82 Image Caption: *A woman smiling and clapping.*

Student Notes:

Visual 5.83

VISUAL 5.83 – MANAGING YOUR OWN STRESS (2 OF 2)

- Healthy Habits

- Stress Relief

- Work-Life Balance

Visual 5.83 Photo Caption: *Photo on the left labeled Healthy Habits shows a man eating an apples. Photo in the middle labeled Stress Relief shows a woman doing yoga. Photo on the right labeled Work-Life Balance shows a smiling family.*
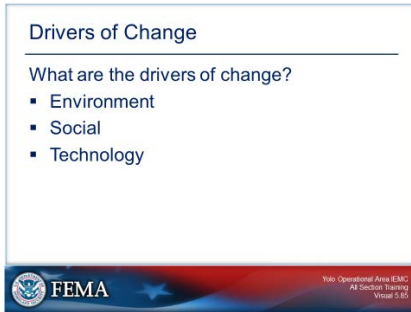
Student Notes:

Visual 5.84

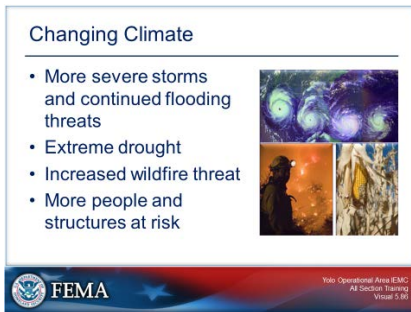**VISUAL 5.84 – UNIT 5.E**

THE FUTURE OF EMERGENCY MANAGEMENT

Visual 5.85

VISUAL 5.85 – DRIVERS OF CHANGE

What are the drivers of change?

- Environment

- Social

- Technology

Student Notes:

Visual 5.86

VISUAL 5.86 – CHANGING CLIMATE

- More severe storms and continued flooding threats

- Extreme drought

- Increased wildfire threat

- More people and structures at risk

Visual 5.86 Photo Caption: A collage of images of hurricanes, forest fires, and crop failures as a result of a drought.

Student Notes:

Visual 5.87

VISUAL 5.87 – AGING INFRASTRUCTURE

- Nearing End of Life Cycle
- In Danger of Failing

What are the implications?

Visual 5.87 Photo Image: Collage of photos: Collapsed bridge with vehicles in water. Collapsed electric towers. Emergency Room entrance.

Student Notes:

Visual 5.88

VISUAL 5.88 – EVOLVING TERRORIST THREAT

- Increased self-radicalization
- Diffusion of scientific knowledge and technological innovation
- Potential increase in domestic terrorism
- Uncertainty following the "Arab Spring" and Osama bin Laden's death

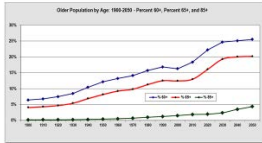**Student Notes:**

Visual 5.89

VISUAL 5.89 – CHANGING ROLE OF THE INDIVIDUAL

- Increased empowerment of the individual

- Changing definition of community

- Decreasing trust of official or governmental sources

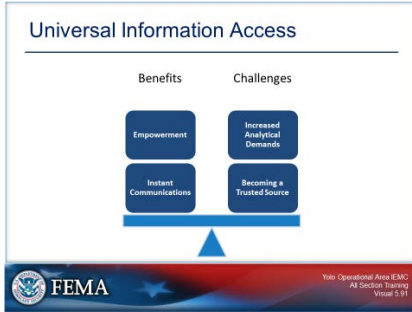**Student Notes:**

Visual 5.90

VISUAL 5.90 – SHIFTING DEMOGRAPHICS

- Populations in some States are projected to grow by 30% by 2030.

- 83% of Americans live within a metropolitan area.

Visual 5.90 Chart Caption: Chart shows the increase in the percent of the population 60 and older from 6 percent in 1900 to 16 percent in 2000, projected to 25 percent in 2030, to 26 percent in 2050. Shows the percent of the population 65 to 85, and the population 85 and older.

Student Notes:
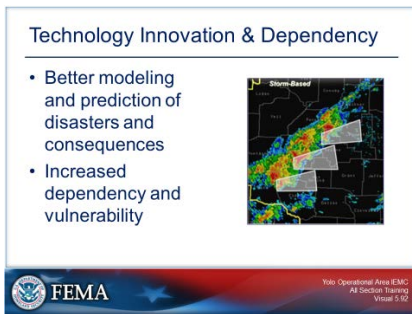
Visual 5.91

VISUAL 5.91 – UNIVERSAL INFORMATION ACCESS

Benefits

- Empowerment

- Instant Communications

Challenges

- Increased Analytical Demands

- Becoming a Trusted Source

Student Notes:

Visual 5.92

VISUAL 5.92 – TECHNOLOGY INNOVATION & DEPENDENCY

- Better modeling and prediction of disasters and consequences

- Increased dependency and vulnerability

Visual 5.92 Photo Caption: Radar image of a storm system.

Student Notes:

Visual 5.93

VISUAL 5.93 – SHRINKING GOVERNMENT BUDGETS

In 2010 study, emergency management personnel found:

- 31% frozen budgets

- 59% reduced budgets

- 70.8% reduced training

- 71.3% reduced outreach

Source: Jessica Jensen, "2010 Impacts of the Economic Downturn Summary Report." Center for Disaster Studies and Emergency Management, North Dakota State University.

Student Notes:

Visual 5.94

VISUAL 5.94 – QUESTIONS, COMMENTS, OR CONCERNS?

UNIT 6: EXERCISE HOTWASH

May 19, 2017

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This unit does not have any materials. Facilitated discussion.

UNIT 7: EMERGENCY MANAGEMENT PATH FORWARD

May 19, 2017

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This unit does not have any materials. Facilitated discussion.