Emergency Support Function 15

Standard Operating Procedures

August 2012

Homeland Security

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Preface and Transmittal

Providing the public timely and accurate lifesaving information during major incidents remains our highest priority. Emergency Support Function (ESF) #15 Standard Operating Procedures (SOP) 2012 is our primary Federal tool to accomplish that objective, as well as a guiding document to coordinate overall Federal incident communications.

This document builds upon the external affairs policy established in Presidential Policy Directive 8, Homeland Security Presidential Directive 5, the National Response Framework, National Incident Management System, and Incident Command System. It identifies key components in the Federal external affairs team and provides tactical guidance and notional organizational recommendations for use during incidents requiring a coordinated Federal response.

This version has been updated using lessons learned from the Salmonella egg outbreak, the BP oil spill, the Japan nuclear incident, Hurricane Irene, and other 2011 incidents.

All annexes in this SOP were reviewed by a group of Federal and State communicators. The SOP will be continually reviewed, and users are encouraged to submit comments and recommendations to the incident communications team within Department of Homeland Security Public Affairs.

We encourage all participants to recognize that success is dependent on the concept of *unity of effort*—many departments and agencies working together as a team. This SOP will be a key tool to ensure unity of effort on behalf of our communities.

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Quick Reference Guide

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- Objectives
- Concept of Operations
- Department and Agency Responsibilities
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Emergency Support Function #15 - External Affairs Standard Operating Procedures (SOP)
Basic Plan

References:
A. Homeland Security Presidential Directive 5 (HSPD 5)
B. National Response Framework (NRF)
C. National Disaster Recovery Framework (NDRF)
C. National Incident Management System (NIMS)
D. FEMA Incident Management Handbook

NOTE TO USERS

This ESF #15 SOP is an updated guidance document to the 2009 version. The objective for this review was to ensure that our Federal external affairs doctrine encompassed a comprehensive government approach to incident response for Stafford Act and non-Stafford Act incidents. The 2012 version includes annex updates, case studies, information about the whole community, the Nation's incident communications website (www.usa.gov), the National Terrorism Advisory System (NTAS), and the National Contingency Plan (NCP).

1.0 Purpose

This SOP establishes procedures and protocols for Emergency Support Function #15 External Affairs to support Federal domestic incident management during an incident requiring a coordinated Federal response. Emergency Support Function #15 integrates Public Affairs, Congressional Affairs, Intergovernmental (State, tribal, territorial and local) Affairs, Community Relations, and the Private Sector under the coordinating auspices of external affairs. Another component of external affairs, the Joint Information Center (JIC), ensures the coordinated release of information. The Planning and Products component of external affairs develops all external and internal communications strategies and products for the ESF #15 organization.

2.0 Background

Homeland Security Presidential Directive 5 (HSPD-5) created the National Response Plan (NRP) to coordinate the Federal response to actual or potential incidents requiring a coordinated Federal response. The NRP grouped the capabilities of the Federal departments and agencies and the American Red Cross into emergency support functions. The full or partial activation of these emergency support functions is how the Federal Government responds to incidents. An ESF may be selectively activated for incidents requiring a coordinated Federal response and may also provide staffing for the National Response Coordination Center (NRCC), Regional Response Coordination Centers (RRCC), Unified Coordination staffs, Joint Information Centers (JIC), and Incident Command Posts (ICP) as required by the incident. The NRP created ESF #15 to ensure that sufficient Federal external affairs resources are assigned during an incident requiring a coordinated Federal response in order to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

3.0 National Response Framework

3.1 The National Response Framework (NRF) superseded the *National Response Plan (2004 and 2006 revisions)* in January 2008. The NRF presented the guiding principles that enable all responders to prepare for and provide a unified national response to disasters and emergencies – from the small incident to the largest catastrophe. The NRF only applies to domestic incidents.

3.2 The NRF was revised as a part of the National Preparedness System mandated by Presidential Policy Directive 8: National Preparedness (PPD-8). The National Preparedness System is "aimed at strengthening the security and resilience of the United States through systematic preparation for threats that pose the greatest risk to the security of the Nation."

3.3 The NRF is one of five national frameworks established by PPD-8. **They address the mission areas of *Prevention, Protection, Mitigation, Response, and Recovery.***

3.4 The NRF is always in effect, and elements can be implemented at any level at any time.

3.5 The ESF #15 annex is available online at the FEMA NRF website (**www.fema.gov/national-response-framework**).

4.0 The Whole Community

4.1 The NRF is a guide to how the Nation responds to all types of disasters and emergencies. The NRF is intended to provide guidance for the whole community. Whole community includes private sector, nongovernmental organizations (NGOs), general public including individuals with disabilities and access and functional needs, disability services and organizations, and all levels of government. Individuals with access and functional needs are an integral, but often neglected, part of every community.

4.2 Participation of the Whole Community requires equal access to national preparedness activities and programs without discrimination. Inclusion and engagement of communities in all aspects of planning, including those who:

- Are from diverse cultures, races and nations of origin
- Have low literacy
- Have limited English proficiency
- Have physical, sensory, behavioral and mental health disabilities
- Are community members with intellectual, developmental and cognitive disabilities
- Are institutionalized
- Are older adults with and without disabilities

- Are children with or without disabilities and their parents
- Are economically or transportation disadvantaged
- Are women who are pregnant
- Have chronic medical conditions, have pharmacological dependency
- Are often underrepresented or excluded

4.3 All communicators should strive to provide accurate, coordinated, and timely information through the use of accessible, culturally and linguistically appropriate formats.

5.0 Mission

Upon activation of ESF #15 by the Department of Homeland Security (DHS) Assistant Secretary for Public Affairs, Federal external affairs resources will be employed to conduct sustained operations in support of the Federal Coordinating Officer (FCO), and Unified Coordination staff during an incident requiring a coordinated Federal response in order to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

6.0 ESF #15 Director's Intent

"Our shared commitment, as the Federal external affairs team, is to execute the requirements and plans developed by the FCO and the Unified Coordination staff. Our supporting external communications strategy, based upon the concept of *unity of effort*, must be rapidly developed, with forces deployed in advance of an incident wherever and whenever possible, and fully integrated and synchronized within the incident command system to our State, tribal, territorial, local, and private sector partners. The FCO and ESF #15 leadership cadre are empowered to develop and disseminate external affairs plans and information. We are guided by the operating principle of *'Maximum disclosure, with minimum delay.'*"

7.0 Objectives

This SOP will be used to formulate external affairs incident action plans and procedures that will help save lives and protect the health and safety of the public, responders, and recovery workers. It will also be used as a framework to guide messaging to protect property; mitigate damages and impacts to individuals, communities, and the environment; and facilitate recovery information for individuals, families, businesses, governments, and the media.

8.0 Concept of Operations

Through coordination with the FCO, Unified Coordination staff and affected State, tribal, territorial and local partners, the Federal Government will establish and conduct supporting external affairs activities. These activities and supporting organization will be *scalable* and *flexible* with respect to the incident situation. The effort will be fully synchronized and integrated with all participating counterparts, from whatever authority. The ESF #15 team will develop and execute an external affairs strategy to support the incident action plan. The ESF #15 team will utilize this SOP as procedural guidance for activating, establishing, and operating the external affairs operation. A central feature of

this concept, consistent with the incident command system, is a *unified* planning component that brings unity of effort to all strategic communications planning and product development.

9.0 Department and Agency Responsibilities

9.1 Coordinating Agency

Department of Homeland Security (DHS)

9.2 Primary Agency

Federal Emergency Management Agency (FEMA)

9.3 Support Agencies

Subject to the nature of the incident, all NRF signatory departments, agencies, and organizations may be part of the external affairs operation.

10.0 External Affairs Components

10.1 Intergovernmental (State, tribal, territorial and local) Affairs

Intergovernmental Affairs incorporates State, local, territorial, and tribal coordination to assist the FCO and Unified Coordination staff with direct communications interaction and outreach to public and elected officials. Tribal Affairs provides procedures to facilitate incident management programs and resources available to tribal governments to assist them in protecting their families, community livelihood, and cultural and environmental resources.

10.2 Joint Information Center

Public Affairs and Joint Information Center activities ensure the coordinated and timely release of incident-related prevention, preparedness, response, recovery, and mitigation information to the public. ESF #15 provides the interagency coordination mechanisms and resource support for Federal JIC activities.

10.3 Congressional Affairs

Congressional Affairs provides information to the Washington, D.C., and district offices of members of congress. It addresses incident-related questions, concerns, and problems expressed by their constituents.

10.4 Community Relations

Community Relations program provides the vital two-way information link between the DHS, FEMA, the State and local communities, and those affected by disasters.

10.5 Private Sector

Private Sector coordination assists the FCO and Unified Coordination staff with communications involving counterparts in the non-governmental and commercial areas.

10.6 Planning and Products

This component develops all external and internal communications strategies and products for the ESF #15 organization and components. This includes recognition of the need for specialized communications procedures to cover language and accessible communication needs.

11.0 Roles and Responsibilities

ESF #15 unifies Federal external affairs support for all external affairs functional areas deployed to support an incident requiring a coordinated Federal response. The following positions cover the key roles and responsibilities for ESF #15. Their relationship to incident management echelons is noted where applicable.

11.1 ESF #15 Director

DHS Assistant Secretary for Public Affairs (ASPA)

11.2 ESF #15 DHS Component Directors

As ESF #15 is structured around a composite team of mutually supporting external affairs activities, this unique coordination scheme must be accommodated within the Incident Command System (ICS). To this end, component directors designated below coordinate as necessary with the ESF #15 Director.

11.2.1 Intergovernmental (State, tribal, territorial and local) Affairs

DHS IGA Director

11.2.2 Congressional Affairs

DHS Assistant Secretary for Legislative Affairs

11.2.3 Community Relations

FEMA, Recovery

11.2.4 Private Sector

DHS Assistant Secretary, Private Sector Coordination Office

11.3 ESF #15 Operations Director (OD)

The DHS Assistant Secretary for Public Affairs will designate the ESF #15 Operations Director using the template in Appendix 5 to Annex A. During incidents requiring a coordinated Federal response, DHS may retain the OD role. In those incidents where FEMA has a lead role, the ESF #15 OD responsibility will be assigned to FEMA. Other DHS component agency communications directors may be assigned as OD if the nature of the incident falls largely within their agency mission profile. (Note: In order to support State-county level incidents, the FEMA Director of External Affairs is authorized to designate ESF #15 External Affairs Officers.) Specific duties of the OD include the following:

11.3.1 Execute the Director's Intent and strategic communications plan, in conjunction with guidance provided from the National Operations Center (NOC), NRCC, Unified Coordination Staff and the incident action plan.

11.3.2 Provide direction, oversight, and coordination to the ESF #15 External Affairs Officer.

11.3.3 Represent ESF #15 in the NRCC.

11.3.4 Coordinate with DHS ESF #15 Component Directors and their staffs and international, interagency, and State, tribal, territorial and local counterparts to ensure that operational information and tasking are integrated and executed.

As soon as possible following notification, the OD reports the following information to the ESF #15 Director:

- The name and contact information for the prospective or designated ESF #15 External Affairs Officer
- The status of coordination with the affected State(s)
- The JIC location
- The status of ESF #15 resources in the affected area

11.4 ESF #15 Leadership Cadre

The ESF #15 leadership cadre is detailed below and includes the key functions for Federal external affairs. Leadership cadre assignments will be made in advance for some potential incidents and to support FCO and Unified Coordination staffing direction. Positions will be assigned subject to the nature of the incident, external affairs requirements, and coordination with the Unified Coordination staff.

11.4.1 ESF #15 External Affairs Officer (EAO)

The ESF #15 OD recommends the External Affairs Officer to the ESF #15 Director prior to, or immediately following, an incident requiring a coordinated Federal response. Upon approval of the recommendation (or selection of another EAO), the ESF #15 Director will designate the EAO using the template in Appendix 7 to Annex A. Designation and written notification of the EAO should occur as soon as possible. This includes National Security Special Events (NSSE). The EAO serves as the primary external affairs advisor to the FCO and Unified Coordination staff. The EAO has a dual-report responsibility to both the ESF #15 Director and the FCO. Specific duties include coordinating

and developing the external affairs and communications strategy in support of the FCO and the incident action plan. The EAO is responsible for coordinating the external affairs information flow among the ESF #15 Director; FCO; Unified Coordination staff; other departments and agencies; and State, tribal, territorial and local counterparts. The EAO is also responsible for coordinating visits by governmental officials, foreign dignitaries, and other VIPs.

- **Initial ESF #15 External Affairs Officer**
  In the event of a no-notice incident requiring a coordinated Federal response, an initial EAO may be assigned pending arrival of the permanently assigned officer. The ESF #15 Director will assign the initial EAO in consultation with the FCO.

For a large-scale response that requires additional leadership support, another qualified EAO may be assigned to serve in a deputy capacity to support the management of ESF #15 operations and staff within the Unified Coordination staff.

11.4.2 ESF #15 Liaison

This position may be assigned during incidents where robust external affairs coordination and liaison to the Unified Coordination Group are necessary. Assists the ESF #15 EAO and Unified Coordination Group, and facilitates the exchange of information, tasking, and communications.

11.4.3 ESF #15 Assistant External Affairs Officer for Intergovernmental (State, tribal, territorial and local) Affairs (AEIG)

Reports to the ESF #15 EAO and oversees all activities involving State, tribal, and local affairs (also known as Intergovernmental Affairs). Responsibilities include coordinating the exchange of information with State and local elected officials and tribal government leadership, informing them of Federal programs that may be available to them, and serving as the senior advisor for all issues relating to intergovernmental matters.

11.4.4 ESF #15 Assistant External Affairs Officer for the JIC (AEIC)

Reports to the ESF #15 EAO and oversees the operational component of the Joint Information Center to include establishing the facility, obtaining logistics support, media center, and daily coordination and support to the media, including the Media Access Program. The JIC Director is responsible for management of Federal forces supporting multistate or satellite JICs.

11.4.5 ESF #15 Assistant External Affairs Officer for Congressional Affairs (AEAC)

Reports to the ESF #15 EAO and oversees all activities involving Congressional Affairs. Responsibilities include coordinating the exchange of information with members and committees of Congress and their staffs, and serves as the senior advisor for all issues relating to Congressional matters.

11.4.6 ESF #15 Assistant External Affairs Officer for Community Relations (AECR)

Reports to the ESF #15 EAO and oversees all activities involving Community Relations. Responsibilities include coordinating all CR field activities to the general public and local governments to help educate, inform, and assist with the delivery of disaster assistance program information, and provide information from the affected communities back to Unified Coordination leadership for situational awareness and operational planning. Also assists in training new staff, organizing a speaker's bureau, and acting as a senior advisor to the EAO, FCO, and Unified Coordination staff on issues involving the general public.

11.4.7 ESF #15 Assistant External Affairs Officer for Private Sector (AEPS)

The Assistant External Affairs Officer for the Private Sector serves as a liaison to private sector organizations and partners. This officer communicates with and proactively reaches out to private sector organizations in the affected areas and works closely with and in support of State, tribal, territorial and local officials responsible for private sector programs and services. Reports to the ESF #15 EAO and serves as the senior advisor on all issues involving private sector matters.

11.4.8 ESF #15 Assistant External Affairs Officer for Planning and Products (AEPP)

Reports to the ESF #15 EAO and oversees all activities involving research and writing, external and internal strategy and plan development, messaging, and information gathering. Responsibilities include the development of a pro-active external affairs daily plan, media communications materials and products about the Federal response effort, design of a communications strategy for outreach to unique language or access and functional needs populations, and information and education for the public and media about Federal assistance programs during the incident. This officer serves as a senior advisor for all issues relating to strategy and messaging.

11.4.9 ESF #15 Spokesperson

Where possible, and if required, the EAO may assign a primary spokesperson(s). Consistency in spokespersons can help ensure unity of effort and consistency in messaging and support public confidence through association with a known presence. Assignment of a

spokesperson does not preclude the availability of the FCO or ESF #15 leadership cadre to conduct external communications activities.

11.4.10 <u>ESF #15 Resource Support Manager (RTMG)</u>
The ESF #15 Resource Support Manager will report to the ESF #15 EAO and supervise all related activities in this function. This will include office space and equipment needs, JIC support, and coordination with Unified Coordination staff elements. The RTMG will coordinate directly with the ESF #15 staff and Unified Coordination Logistics and Finance and Administration sections as necessary.

11.4.11 <u>Incident Management Assistance Team (IMAT) External Affairs Specialist (FEMA)</u>
External Affairs is represented on National and Regional IMATs through an External Affairs Specialist. This specialist deploys with the IMAT in a notice event prior to the expected incident and provides situational awareness to the ESF #15 OD and the Regional External Affairs Director. During a no-notice event, the time between the deployment of the IMAT and EAO and ESF #15 staff may be similar; and in this case, the IMAT EA specialist provides support to the EAO as needed and as long as the IMAT is activated. During non-incidents, the EA specialists train with the IMATs and works under the mentorship of the Regional EA Director by developing plans and outreach in their region.

11.5 FEMA Regional External Affairs Directors (EAD)/Officers
FEMA Regional EADs work closely with the ESF#15 OD to appoint the EAO that will manage ESF #15 Operations in a response in his/her region. Regional EADs coordinate with ESF #15 leadership and ESF #15 staff in the field on strategic communications plans, staffing, and reporting requirements. Regional EADs have ongoing relationships with and knowledge of the states and counties in their region, so they provide guidance and support on ESF #15 responses in their respective states.

12.0 ESF #15 Organization, Staffing, and Operations

Guidance on organization, staffing, and operations is contained in Annex A.

Annexes

A Organization, Staffing, and Operations
B Intergovernmental (State, tribal, territorial and local) Coordination
C Joint Information Center
D Congressional Affairs
E Community Relations
F Private Sector
G Planning and Products
H Cybersecurity

I Military Support
J Federal Law Enforcement
K omitted
L Public Health and Medical
M Environmental
N Radiological
O NTSB Transportation Investigations
P Agriculture and Food
Q Staffing and Deployments
R Digital and Social Media
X Administration and Logistics
Y Training
Z Acronyms and Key Terms

<u>Annex A to Emergency Support Function #15 External Affairs</u>
Interagency Organization, Staffing, and Operations

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook
D. National Contingency Plan (NCP, 40 CFR 300)

1.0 Purpose

The purpose of this Annex is to provide guidance on the organizational structure, staffing, and operational employment of Emergency Support Function #15.

> **NOTE TO USERS**
>
> **In an incident requiring a coordinated Federal response, external affairs is an *operational resource* that can help save lives and support State, tribal, territorial and local incident management authorities.**

2.0 Mission

Upon activation of ESF #15 by the DHS Assistant Secretary for Public Affairs, Federal external affairs resources will be employed to conduct sustained operations in support of the FCO and Unified Coordination staff during an incident requiring a coordinated Federal response in order to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

3.0 Organization

3.1 General Guidance

The ESF #15 organization is prescribed within the NRF. This organization is intended to be scalable and flexible to support incident requirements. The organization may be modified by the FCO and ESF #15 EAO.

3.2 Federal Interagency Participation

When Federal personnel are assigned to the ESF #15 field organization, they will conform to and support this SOP and other policies as directed by the FCO.

3.3 Organizational Structure – Coordinated Federal Response

Appendix 2 provides a notional organizational chart and process flow for ESF #15 during an incident requiring a coordinated Federal response with an FCO. This organization is for planning purposes and may be modified as necessary to support incident management activities.

4.0 Staffing Compliance

4.1 DHS Headquarters and ESF #15 Component Staffing

Upon ESF #15 activation, deployment and staffing will be initially coordinated by the DHS OPA Director of Incident Communications. Assignments will be based on pre-incident staffing plans and/or determined during communications between the Director, FCO, departments and agencies, and component directors. DHS component directors will nominate candidates to support the leadership cadre, if not already assigned.

4.2 Federal Interagency Staffing

In accordance with the National Response Framework all Federal departments and agencies support the ESF #15 organization and staff. Interagency personnel are eligible for assignment to *all* ESF leadership cadre and staff assignments, with the concurrence of the Director, the supporting department and agency, and FCO.

All Federal interagency personnel will conform to the guidance and policies contained within this SOP and as specified by the FCO and JFO SOP.

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DHS Public Affairs will coordinate and solicit requests for staffing support with the Federal departments and agencies during an incident requiring a coordinated Federal response. Departments and agencies deploying personnel *may* be responsible for all travel and per diem costs. [Federal reimbursement will be dependent also on the Robert T. Stafford Disaster Relief and Emergency Assistance Act or other legislative actions concerning an incident.] Housing will be determined by the availability, but agencies should be prepared to be flexible and support member logistics needs.

5.0 Operations

5.1 Concept of Operations

Through coordination with the FCO, Unified Coordination staff, and affected State, tribal, territorial and local counterparts, the Federal Government will establish and conduct supporting external affairs activities. These activities and supporting organization will be *scalable* and *flexible* with respect to the incident situation. The effort will be fully synchronized and integrated with all participating counterparts, from whatever authority. The ESF #15 team will develop and execute an external affairs strategy to support the incident action plan. The ESF #15 team will utilize this SOP as procedural guidance for activating, establishing, and operating the external affairs operation. A central feature of this concept, consistent with the incident command system, is a *unified* planning component that brings unity of effort to all strategic communications planning and product development.

5.2 Plan Coordination

This Plan will be executed in accordance with HSPD 5, the NRF, the NIMS, other supporting Federal plans, and in coordination with State, tribal, territorial and local emergency response plans.

5.3 Strategic Direction

Strategic communications direction will originate from White House Communications, the ESF #15 Director, ESF #15 DHS Component Directors, the ESF#15 OD, and Federal department and agency leadership. Through this strategic direction, the external communications plan will be developed by the ESF #15 EAO to support the FCO's incident action plan, in close coordination with appropriate authorities and counterparts. The ESF #15 EAO will engage fully with the FCO and the Unified Coordination Group and Staff. The ESF #15 EAO is encouraged to provide recommendations to the chain of command and senior External Affairs leadership. This ensures that incident-specific issues are integrated with the strategic communications direction. Appendix 2 details the chain of coordination from the National Federal level to the ESF #15 EAO.

5.4 Message Development

Federal, state, tribal, local and territorial communicators must ensure that messaging reflects both unknown issues as well as facts as they become acknowledged. In an emergency, many issues will fall within the unknown category, and to this end, communicators should be careful not to over-reassure and should note that uncertainty remains. Extensive risk communications research data shows that telling the public the truth about a difficult situation and the unknown factors actually strengthens the public's trust in an organization and enhances its public credibility, especially if further uncertainty or bad news is expected. To this end, transparency in the actions and words of authorities is absolutely critical to public confidence and national cohesion. Throughout an incident, Federal communicators will strive for messaging that is transparent and consistent across agencies.

5.5 Intergovernmental (State, tribal, territorial and local) Coordination

State, tribal, and local communicators and authorities are presumed to lead incident management efforts. To this end, Federal external affairs forces must work closely with State and local communications counterparts from the outset of the incident to integrate and synchronize efforts to the fullest extent possible. **Close coordination between all counterparts is critical in maintaining unity of effort.**

5.6 Incident Leadership and Management

Execution of this SOP will employ processes and organizations specified in the NRF to execute Federal incident management operations. These include the NOC, FCO, Unified Coordination staff, the NRCC, and RRCC.

6.0 Activation

The DHS Assistant Secretary for Public Affairs will direct activation of ESF #15 in coordination with the NRCC, NOC, and FEMA. The ESF # 15 OD is also authorized to direct activation of ESF # 15 when FEMA has the lead role.

6.1 ESF #15 External Affairs Officer Designation

The ESF #15 OD will designate an ESF # 15 EAO using the template in Appendix 6. This designation will be coordinated with the FCO. Tasking within the letter may be modified due to the nature of the incident.

6.2 DHS Office of Public Affairs (OPA)

The DHS Assistant Secretary for Public Affairs will activate NRF incident communications protocols in conjunction with the ESF #15 activation order. These actions will be closely coordinated and executed with counterpart leadership from Federal departments, agencies, and the FCO. DHS actions will focus on:

6.2.1 Execution Checklists

Activation operations and execution measures for deliberate and no-notice incidents requiring a coordinated Federal response are provided in Appendices 3 and 4. These are notional checklists and may be modified as necessary.

6.2.2 DHS National Joint Information Center (NJIC)

If required to support interagency communications, the DHS NJIC will serve as the Federal incident communications coordination center during incidents requiring a coordinated Federal response. It is staffed by experienced incident communications response personnel and can rapidly mobilize and coordinate the Federal external communications effort. The "virtual" Federal interagency team and National Incident Communications Conference Line (NICCL) are controlled at the NJIC. In those incidents when FEMA or another agency has the lead role, the ESF #15 OD may be delegated to lead the "virtual" Federal interagency team and NICCL line responsibility. The NJIC coordinates with and supports the Secretary, NOC, Crisis Action Team (CAT), NRCC, National Infrastructure Coordination Center (NICC), FCO, Unified Coordination staff, and ESF #15 staff.

6.2.3 DHS Component Agencies

Within DHS, component agency communications directors have a dual-report to the DHS Assistant Secretary for Public Affairs. Through this chain of coordination, agencies receive strategic direction from the DHS Assistant Secretary and respective agency leadership in order to conduct incident communications operations in support of the overall Federal effort.

6.3 FEMA External Affairs Ready Room

Similar to the functional role of the NJIC, FEMA activates its external affairs ready room during incidents when FEMA has a lead role. During these incidents the ESF #15 OD is the FEMA Director/Deputy Director of External Affairs.

During these incidents, FEMA ready room serves as the Federal incident communications coordination center.

7.0 Incident Operations

In coordination with the FCO, the ESF #15 External Affairs Officer will lead ESF #15 deployment and establishment efforts for the Unified Coordination staff. The nature of the incident must be carefully assessed at this point to determine if special procedures or more restrictive release of information or media access may be required. Lead roles for the incident and emergency support functions, in accordance with the NRF, will be considered during this assessment. Special consideration is also noted for the following:

7.1 National Special Security Event (NSSE)

The U.S. Secret Service leads external affairs activities and ESF #15 during a National Special Security Event (NSSE). These events frequently involve highly sensitive security operations where the external affairs strategy and Federal visibility must be protected to ensure the success of the operation. An ESF #15 EA Officer for the NSSE will be assigned from the Office of Public Affairs, U.S. Secret Service. The ESF #15 EA Officer may modify or adapt procedures and communications operations as necessary. **During an NSSE, security is a paramount consideration in determining the type and detail of information released.**

7.2 Terrorism and Law Enforcement

In accordance with HSPD 5, "the Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at U.S. citizens or institutions…." More specifically, and per the NRF, "the FBI is the lead agency for criminal investigations of terrorist acts or terrorist threats within the United States." If a JFO or other facility is established for Unified Coordination, the FBI will establish a Joint Operations Center (JOC). Close coordination between DHS and Department of Justice (DOJ)/FBI incident communications counterparts to support this arrangement and investigation must be maintained throughout a terrorist incident to ensure effective activation and employment of ESF #15 communications activities. Procedures for release of information and media access outlined in this SOP may be modified because of this incident and investigation. More information about law enforcement procedures is in Annex J.

Non Stafford Act Case Study:
2010 Attempted Times Square Bombing

DHS Office of Public Affairs conducted a 2:35 AM NICCL call on Sunday, May 2 to coordinate talking points with the FBI and New York City Mayor's office following an early morning NYC press conference to update city residents about a vehicle emitting smoke and containing an explosive device.

7.3 Radiological Incidents

The nature of a radiological incident may require modification to release information and media access guidelines. In accordance with the NRF, there are numerous coordinating agencies for radiological incidents. Accordingly, the ESF #15 EA Officer designated for a radiological incident should coordinate closely with the FCO and lead agency subject to the type of incident. Annex N provides additional information on responsibilities during a radiological incident**.**

7.3.1 Nuclear Regulatory Commission (NRC) is the coordinating agency for incidents involving nuclear facilities licensed by the NRC.

7.3.2 The Department of Energy (DOE) is the coordinating agency for incidents involving the transportation of radioactive materials shipped by or for the DOE.

7.3.3 The Department of Defense (DOD) is the coordinating agency for incidents involving nuclear weapons under Department of Defense (DOD) control.

7.3.4 The National Aeronautics Space Administration (NASA) is the coordinating agency for incidents involving space vessels carrying nuclear materials.

7.4 International Incidents

Incidents that take place outside the 56 States and Territories may still affect U.S. audiences; however the Stafford Act does not authorize the expenditure of funds for response to an international incident.

7.4.1 The Department of State in

International Incident Case Study: 2011 Fukushima Nuclear Crisis (1)

- As this event was offshore, the Department of State led much of the federal communications effort, as directed by the National Security Staff and White House.
- Some key departments and agencies were not fully included within the process in the beginning.
- In addition, Federal messaging on radiation, which was convincing to Washington DC media sources, did not allay the needs of state communicators, who reported that they did not receive enough information to inform their media and public.

DHS Office of Public Affairs After Action Review input

conjunction with the White House Office of Communications is the coordinating agency for Federal lead for incident communications response.

7.4.2 The Department of State also leads communications for U.S. residents living overseas.

7.4.3 Even though the NRF only applies to domestic incidents, Federal communication coordination using the NICCL and SICCL protocols may still be used by either DHS or the Department of State during those incidents when overseas incidents affect domestic audiences (or when use of these Federal communications protocols would benefit communicators responding to U.S. media).

7.5 Spill of National Significance

The Environmental Protection Agency (EPA) Administrator and Commandant of the U.S. Coast Guard (USCG), under the National Oil and Hazardous Substances Pollution Contingency Plan, may classify an oil discharge as a Spill of National Significance (SONS).

7.5.1 In a coastal zone the USCG Commandant may name a National Incident Commander (NIC) who will assume the role of the on scene coordinator in communicating with affected parties and the public and coordinating Federal, State, tribal, territorial, local and international resources at the national level. This strategic coordination will involve, as appropriate, a National Response Team (NRT), a Regional Response Team (RRT), the Governor(s) of the affected states(s), and Mayor(s) or other chief executive(s) of local government(s). In an inland zone, the

Non Stafford Act Case Study:
2010 Deepwater Horizon Oil Spill

- A spill of national significance (SONS)
- The White House Office of Communications provided strategic communications direction throughout the Deepwater Horizon Oil Spill.
- USCG led NICCL calls from April 23 to June 3.
- Over 300 interagency external affairs personnel from the USCG (active and reserve), EPA, NOAA, Minerals Management Service, US Fish and Wildlife Service, National Parks Service, DOS, DOD, Air National Guard, FBI, Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), FEMA, Transportation Security Administration (TSA), HHS, US Geological Survey, US Marshals Service and the US Secret Service deployed to support the Federal communications coordination effort.

EPA Administrator may name a senior agency official to assist the on scene coordinator with these functions.

7.5.2 The EPA and USCG use the National Incident Management System/Incident Command System (NIMS/ICS) to organize and manage the response to hazardous materials incidents and oil spills. Communicators follow the National Response Team's Joint Information Center (NRT JIC) Model to communicate with affected publics. The NRT JIC and ESF #15 are designed to operate either independently or in coordination with one another. In instances where both models are in use, there is a need to integrate NRT JIC operations and ESF #15 to align functions and communication efforts.

7.5.3 Under the NRT JIC Model, the State, tribal, territorial and local coordination function is delegated to Liaison Officers (LNOs) working outside of the NRT JIC model construct. During a major spill, experienced IGA personnel may be requested to provide assistance to support USCG and EPA LNOs.

7.5.4 The Oil Spill Liability Trust Fund (OSLTF), not the Stafford Act, will likely reimburse the interagency external affairs response for significant spills. Responses executed under the NCP do not trigger a declaration that results in Stafford Act funding.

7.5.5 Organization and position functions of the NRT JIC are contained in the NRT JIC Model SOP:
http://www.nrt.org/production/NRT/NRTWeb.nsf/AllAttachmentsByTitle/SA-1056NRT_JIC_Model_October2009_Print_Ready_Version.pdf/$File/JIC_Model_011110.pdf?OpenElement

7.6 Maritime Operational Threat Response (MOTR)

7.6.1 The USCG uses a Maritime Operational Threat Response (MOTR) plan to coordinate a maritime operational response to terrorism, piracy, and other criminal or unlawful or hostile acts committed by foreign State and non-state actors. Federal departments and agencies that have key operational roles for maritime security are DOD, DHS, DOJ, DOS, DOE, DOT and the NCTC. Federal departments and agencies' operation centers conduct a MOTR conference call to coordinate operational response to maritime security events.

7.6.2 If necessary, DHS Public Affairs will use the National Joint Information Center (NJIC) and NRF protocols to coordinate Federal incident communications in response to maritime security events. A National Incident Communications Conference Line (NICCL) call with Federal department and agency communicators may be conducted in conjunction

with or prior to MOTR calls based on the specifics of the maritime scenario.

7.6.3 All Federal department and agency communicators, whose operations centers are involved in the maritime security response, will be invited to participate in the NICCL calls.

8.0 ESF #15 Daily Operations

8.1 ESF #15 Daily Events Schedule

After establishment of Unified Coordination and determination of Federal, State, tribal, territorial and local, and operations schedule (daily briefings, operational meetings, etc.), the ESF #15 EA Officer will develop a daily external affairs routine. This routine is critical to the smooth flow of information and will assist synchronization. Participants must be flexible and work to ensure that communications objectives and initiatives are accommodated and timed for optimum delivery. A notional daily routine is contained in Appendix 7. This may be modified as necessary by the ESF #15 EA Officer.

8.2 ESF #15 Daily Communications Summary

This document is based on a template and will be prepared daily by the ESF #15 lead components with input from Federal departments and agencies. The summary is a compilation of high-level messages from any Federal or private sector partners involved in the preparation, response, and recovery efforts surrounding an incident. These messages should be well-crafted, concise, high-level messages specifically designed to convey the broad, overarching issues facing citizens in the affected area(s). These messages should not only address issues facing citizens today, but also any anticipated issues or guidance with respect to significant challenges such as housing, economic impacts, infrastructure, communication, etc. A notional example is contained in Appendix 8.

8.3 ESF#15 EA Daily Plan

This document has similar information as the ESF#15 Daily Communications Summary for the next day. The plan will provide ESF#15 partners with information on the next day's key messages, events and activities. The ESF#15 EAO and ESF#15 staff prepare the document for the following day and disseminate each evening to personnel identified by the ESF#15 OD for visibility and coordination. For example, in a FEMA-led response, the plan would be disseminated to HQ and Regional EA leadership along with Unified Coordination staff leadership. Appendix 9 provides a sample template of the EA Daily Plan.

8.4 ESF #15 Information Update (scroll)

During multiple incidents requiring a coordinated Federal response, public affairs personnel will generate a large volume of social media posts, videos, press releases and other documents. Sharing information among multiple incident locations is paramount. An ESF #15 Information Update (scroll) may be necessary in order to ensure that the ESF#15 OD's outputs do not overwhelm recipients' ability to process information. During these instances, the ESF#15 OD will develop and distribute an abbreviated summary of key news releases and informational items on an hourly basis or as needed. These documents will be provided in full detail on Homeland Security Information Network (HSIN) and/or a supporting incident Web site if required. Appendix 10 provides a notional example of an information update.

8.5 National Incident Communications Conference Line (NICCL)

The NICCL is used for transmission and exchange of critical and timely (e.g., "breaking") *incident* information among Federal and affected State, tribal, territorial and local authorities. If the nature of the incident is of critical importance and urgency, DHS Public Affairs will maintain a controller on the line continuously to provide and receive updates from departments and agencies. During sustained incident management activity, the NICCL will be used for daily or other incident communications coordination calls. DHS Public Affairs will maintain a summary of key NICCL communications and interagency coordination actions. These will be maintained and distributed to participants in a timely manner. **NICCL call conferees are reminded that this is an executive call. Information and access should be protected.** Conferees should keep comments brief and place their phones on mute when not talking. Specific or complex department or agency-specific issues should be addressed off-line with the appropriate parties. The NICCL call agenda will normally follow the below routine:

> In accordance with the NRF, the NICCL, SICCL and the PICCL are pre-identified incident communications protocols established and ready for use during an incident requiring a coordinated Federal response.

- Roll call (by department and agency)
- Opening remarks by DHS
- Brief operations summary (on-scene reps or operations)
- Summary of major communications plans and events
- Department- and agency-invited comments
- Conclusion

8.6 State Incident Communications Conference Line (SICCL)

The SICCL is a similar dedicated Federal-State incident communications conference line. This standing communications resource can facilitate and ensure the inclusion, transmission, and exchange of incident management information, evacuee coordination, and messaging relating to all States and territories. Access and use of this line will be managed by DHS Public Affairs. Examples of

information could include unclassified public affairs guidance supporting threat information, pending national decisions, and major incidents where updates are beneficial in support of State-Federal external affairs situational awareness.

8.7 Private Sector Incident Communications Conference Line (PICCL)

The PICCL is a standing line that DHS Public Affairs uses to provide timely public information to the Critical Infrastructure/Key Resources (CI/KR) sectors and their affiliated entities during an incident requiring Federal coordination and response. More information about the PICCL is contained in Annex D (Private Sector).

9.0 USA.gov

Managed by the General Services Administration, USA.gov is the official web portal of the U.S. Government and the agreed to site where relevant incident content is to be aggregated and curated. Its reach and multi-platform capability make it the go-to place for the general public. All Federal web sites are mandated to link to USA.gov, which lends authority to its content and improves its findability in search queries. Because USA.gov is not agency-specific, it is in a unique position to aggregate and curate high-value content from across government and publish it through a variety of channels. This centralized approach to content ensures information consistency through the web, chat, phone, print, mobile, and social distribution channels. The site is available in mobile.

9.1 Federal Procedures for Activation

The use of the USA.gov platform may be directed by the ESF #15, the Director of Incident Communications or the FEMA Director of External Affairs. USA.gov use should occur under conditions outlined below. The GSA staff offer unique resources that can assist the Federal Government communicate during incidents such as natural or man-made disasters, a public health crisis or acts of terrorism. These incidents may:

- involve several Federal departments and agencies with multiple leads
- last for several days
- result in national or international media attention
- generate questions from the general public
- involve several States/cities.

9.2 GobiernoUSA.gov

GobiernoUSA.gov is the Spanish-language sister site of USA.gov. GobiernoUSA.gov follows the same mandate to provide official government information to people with Limited English Proficiency. The site is also available in mobile.

9.3 Content Approvals

Web content will be based on approved talking points and will not stray from intent of authors. Web content will be optimized for online consumption, plain language, search engine optimization, and sharing through social media. To every

extent possible, all content posted on USA.gov will be posted in Spanish on GobiernoUSA.gov.

10.0 National Contact Center (NCC)

Also managed by GSA, the NCC serves as an information and referral service for the general public who seek information on a wide range of government programs, including those administered by the Executive, Legislative, and Judicial branches. The NCC operation is contracted and supported by two sites outside the National Capital Region. NCC agents handle calls to the 1-800 FED INFO line as well as emails and webchats through USA.gov and GobiernoUSA.gov. When necessary, the center can operate on a 24/7 basis with funding.

Appendices

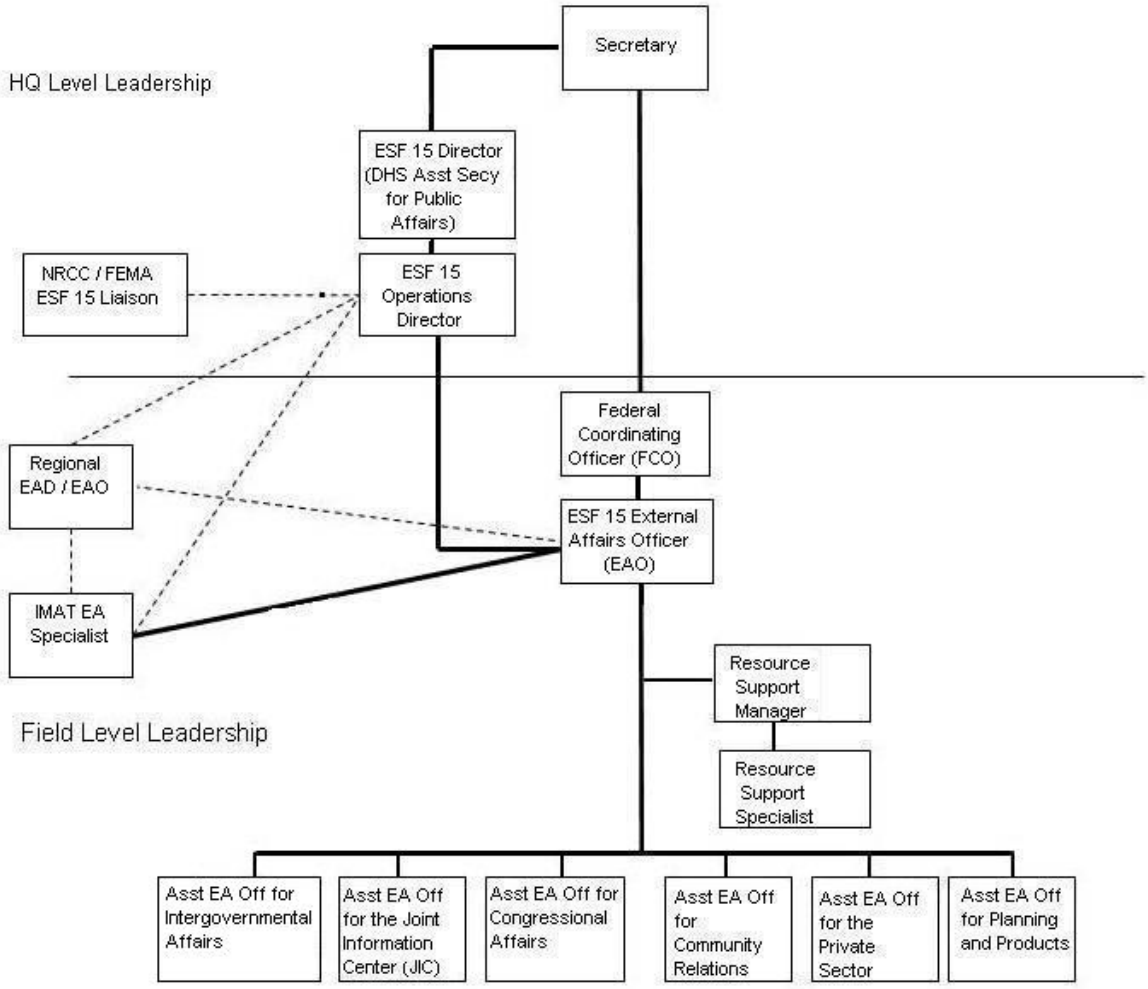
1 Quick Reference – Key Federal Authorities and Incident Management Directives
2 Organizational Chart – Coordinated Federal Response
3 ESF #15 No-Notice Incident Execution Checklist
4 ESF #15 Deliberate Planning Execution Checklist
5 ESF #15 External Affairs Operations Director Designation Letter
6 ESF #15 External Affairs Officer Designation Letter
7 ESF #15 Notional Strategic External Affairs Daily Routine
8 ESF #15 Daily Communications Summary
9 ESF#15 Daily External Affairs Plan
10 ESF #15 Information Update (scroll)

Appendix 1 to Annex A to Emergency Support Function #15 External Affairs
Quick Reference – Key Federal Authorities and Incident Management Directives

Authority/Guidance	Summary
Homeland Security Presidential Directive 1	Ensures coordination of all homeland security–related activities among executive departments and agencies and promotes the effective development and implementation of all homeland security policies.
Homeland Security Presidential Directive 2	Provides for the creation of a task force that will work aggressively to prevent aliens who engage in or support terrorist activity from entering the United States and to detain, prosecute, or deport any such aliens who are within the United States.
Presidential Policy Directive /PPD-7	Provides guidance on the National Terrorism Advisory System and directs DHS to establish an office to manage the program. HSPD 3 is rescinded.
Homeland Security Presidential Directive 4	National Strategy to Combat Weapons of Mass Destruction. Applies new technologies and increased emphasis on intelligence collection and analysis, strengthens alliance relationships, and establishes new partnerships with former adversaries to counter this threat in all of its dimensions.
Homeland Security Presidential Directive 5	Directs DHS to coordinate Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies.
Homeland Security Presidential Directive 6	Provides for the establishment of the Terrorist Threat Integration Center.
Homeland Security Presidential Directive 7	Directs DHS to coordinate the overall national effort to protect critical infrastructure and key resources
Presidential Policy Directive /PPD-8	Directs DHS to implement "all-hazards" preparedness activities in the U.S., coordinate Federal response assets, and support State and local entities' preparedness efforts. This directive replaces Homeland Security Presidential Directive (HSPD)-8 (National Preparedness), and HSPD-8 Annex I (National Planning), except for paragraph 44 of HSPD-8 Annex I. Individual plans developed under HSPD-8 and Annex I remain in effect until rescinded or otherwise replaced.
Homeland Security Presidential Directive 9	Establishes a national policy to defend the agriculture and food system against terrorist attacks, major disasters, and other emergencies.
Homeland Security Presidential Directive 10	Provides a comprehensive framework for our Nation's biodefense.
Homeland Security Presidential Directive 11	Implements a coordinated and comprehensive approach to terrorist-related screening that supports homeland security, at home and abroad. This directive builds upon HSPD 6.
Homeland Security Presidential Directive 12	Establishes a mandatory, Government-wide standard for secure and reliable forms of identification issued by the Federal Government to its employees and contractors (including contractor employees).

Authority/Guidance	Summary
Homeland Security Presidential Directive 13	Establishes policy guidelines to enhance national and homeland security by protecting U.S. maritime interests.
Homeland Security Presidential Directive 16	Details a strategic vision for aviation security while recognizing ongoing efforts, and directs the production of a National Strategy for Aviation Security and supporting plans.
Homeland Security Presidential Directive 18	Establishes policy guidelines to draw upon the considerable potential of the scientific community in the public and private sectors to address medical countermeasure requirements relating to chemical, biological, radiological, and nuclear (CBRN) threats.
Homeland Security Presidential Directive 19	Establishes a national policy, and calls for the development of a national strategy and implementation plan, on the prevention and detection of, protection against, and response to terrorist use of explosives in the United States.
Homeland Security Presidential Directive 20	Directs DHS to coordinate the implementation, execution, and assessment of continuity operations and activities (COOP).
Homeland Security Presidential Directive 21	Establishes a national strategy that will enable a level of public health and medical preparedness sufficient to address a range of possible disasters.
Homeland Security Presidential Directive 23	National Cyber Security Initiative
Homeland Security Presidential Directive 24	Biometrics for Identification and Screening to enhance National Security. Establishes a framework to ensure that Federal executive departments use mutually compatible methods and procedures regarding biometric information of individuals, while respecting their information privacy and other legal rights.
Homeland Security Presidential Directive 25	Arctic Region Policy. Establishes the policy of the U.S. with respect to the Arctic region and directs related implementation actions.
Stafford Disaster Relief and Emergency Assistance Act	Provides authority for coordinating the Federal response to a major disaster or emergency
National Emergencies Act	Presidential authority to declare a state of emergency
National Response Framework Emergency Support Function #15	Creates framework for providing timely information to affected audiences during an incident requiring a coordinated Federal response.

Appendix 2 to Annex A to Emergency Support Function #15 External Affairs
Organization Chart – Coordination of Federal Response



Notes:

1. Once ESF#15 EAO has been appointed, IMAT EA Specialist will report to ESF #15 EAO and the IMAT lead. Once the IMAT has transitioned, the EA specialist will either demobilize or fold into an ESF #15 staff position within the response.

2. ESF #15 leadership will coordinate ESF #15 operations with Regional External Affairs Directors/Officers in the affected regions.

Appendix 3 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 No-Notice Incident Execution Checklist

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook

1.0 Purpose

This checklist provides a guide for *major* actions and responsibilities in the event of an incident requiring a coordinated Federal response.

2.0 Activation and Deployment Execution Checklist: No-Notice Incident

Action	Directed by – Additional Information
☐ Incident(s) occurs	Notification by NOC, NRCC, or other Federal or State emergency operations center
☐ ESF #15 activated	DHS Assistant Secretary for Public Affairs
☐ * Contact affected State, tribal, territorial, local, or private sector communications counterparts ▪ Communications plans ▪ Emergency Alert System (EAS) ▪ Lead agencies ▪ Public Affairs (PA) support from Federal counterparts ▪ JIC location(s) and collocation ▪ PA plans ▪ ESF #15 deployment plans	ESF #15 Director Participating State, tribal, territorial, local, or private sector counterparts ***The State PIO should provide incident information and be first on the agenda for the call**
☐ DHS NJIC is activated	DHS Public Affairs
☐ FCO designated (time approximate)	Secretary of Homeland Security
☐ NICCL interagency call. Discuss: ▪ Situation ▪ Lead agency roles ▪ State and local communications on incident ▪ Federal strategic plan (initial) ▪ ESF #15 activation and deployment needs ▪ JIC establishment ▪ Statements by principals ▪ National Terrorism Advisory System (NTAS)	NICCL interagency participants DHS Assistant Secretary (or designate)
☐ Incident requiring a coordinated Federal response	Secretary of Homeland Security

Action	Directed by – Additional Information
declared or being considered	
☐ ESF #15 activation order distributed	NICCL and NRCC
☐ ESF #15 Operations Director designated	DHS 15 Director
☐ ESF #15 Operations Director reports to the Director: ▪ The name and contact information for the prospective or designated ESF #15 External Affairs Officer. ▪ The status of coordination with the affected State. ▪ The JIC location. ▪ The status of available ESF #15 resources in the affected area.	ESF #15 Operations Director
☐ ESF #15 External Affairs Officer designated. <u>Brief/Discuss:</u> ▪ FCO and team mobilization orders ▪ ESF #15 Director strategic tasking ▪ PA deployment ▪ NTAS decisions, if applicable ▪ External rules of engagement ▪ Supporting leadership cadre needs ▪ State and local guidance/counterparts ▪ ESF #15 Component key issues ▪ USA.gov and GobiernoUSA.gov	ESF #15 Director ESF #15 Component Directors ESF #15 EAO (designee)
☐ ESF #15 Officer Component Conference Call	Conference call with ESF #15 components conveys FCO expectations and ESF #15 Director vision.
☐ ESF #15 staff mobilization orders initiated	ESF #15 Operations Director to D/A communications directors.
☐ Unified Coordination Group and Staff Scoping Meeting	FCO, ESF #15 EAO, JIC Officer, others as necessary. Identify ESF #15 priority physical requirements for Unified Coordination in order to be fully mission capable as soon as possible.
☐ IMAT Deployed	FEMA Incident Management Assistance Team
☐ ESF #15 Leadership Cadre identified	ESF #15 Operations Director
☐ FCO & ESF #15 Advance Meeting (or call)	FCO, FCO Press Secretary, and ESF #15 EA Officer discuss advance communications plans, JIC location, and special logistics requirements.

Action	Directed by – Additional Information
☐ ESF #15 Initial Staff Requirements Identified	ESF #15 Operations Director, ESF #15 Executive Officer, and DHS PA Chief of Staff
☐ ESF #15 External Affairs Officer arrives on scene – meets with FCO, Unified Coordination staff	ESF #15 External Affairs Officer
☐ If feasible, JIC established or collocation initiated with State and local counterparts/JIC	Asst External Affairs Officer, JIC
☐ ESF #15 External Affairs Officer meets with Leadership Cadre	ESF #15 External Affairs Officer, Leadership Cadre
☐ ESF #15 External Affairs Officer meets with State, tribal, territorial or local lead incident communications team	ESF #15 External Affairs Officer
☐ ESF #15 Leadership Cadre and Team operational in support of FCO and Unified Coordination	
☐ ESF #15 External Affairs Officer coordinates ESF #15 team in preparing communications plan component to the FCO's Incident Action Plan	ESF #15 External Affairs Officer
☐ Satellite JIC's established or potential sites identified for later activation (e.g., post hurricane landfall)	ESF #15 External Affairs Officer

Appendix 4 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 Deliberate Planning Execution Checklist

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook

1.0 Purpose
This execution checklist provides a template covering *major* actions and responsibility for those actions. The planning objective is for full ESF #15 operational capability 24 hours before an incident is projected (if known or estimated).

2.0 Situations
Summarized below are examples of potential incidents requiring a coordinated Federal response and activation of ESF #15 *before an incident occurs.*

2.1 Possible or imminent natural disaster (e.g., hurricane, severe tropical storm).

2.2 Credible terrorism threat to a domestic location(s).

2.3 Potential man-made disaster (e.g., spill of national significance, reactor emergency, large HAZMAT release).

2.4 National Security Special Event (NSSE) (subject to threats, etc.).

3.0 Activation and Deployment Execution Checklist: Deliberate Planning
Note: These are notional actions and may be modified according to the specific incident.

Action	Directed by – Additional Information
☐ Incident or threat awareness	Notification by NOC, NRCC, or other Federal or State emergency operations center
☐ * Contact affected State, tribal, territorial, local or private sector communications counterpart ▪ Communications actions thus far ▪ EAS communications, if required ▪ Lead agencies ▪ Support from Federal counterparts ▪ JIC location(s) ▪ ESF #15 deployment plans	DHS Assistant Secretary for Public Affairs/ESF #15 Director Affected State, tribal, territorial, local or private sector counterpart ***The State PIO should provide incident information and be first on the agenda for the call**
☐ FCO Designated	Secretary of Homeland Security
☐ DHS NJIC Activated (as necessary)	DHS Public Affairs

Action	Directed by – Additional Information
☐ NICCL Interagency Call ▪ Situation ▪ Lead agency roles ▪ State and local communications on incident ▪ Federal strategic plan (initial) ▪ JIC establishment and Federal support desired for communications ▪ Statements by principals ▪ NTAS Alert or other declarations	ESF #15 Director Participating Federal, State, tribal, territorial or local lead communications counterpart
☐ Incident requiring a coordinated Federal response	Secretary of Homeland Security
☐ ESF #15 activated	ESF #15 Director (DHS Assistant Secretary for PA)
☐ ESF #15 Operations Director designated	ESF #15 Director
☐ ESF #15 Operations Director reports to the Director: ▪ Who is the prospective or designated EAO? ▪ What is the status of coordination with the affected State? ▪ Where will the JIC be located? ▪ Are there sufficient ESF #15 resources available in the affected area?	ESF #15 Operations Director
☐ ESF #15 External Affairs Officer designated. Brief/Discuss: ▪ FCO and team mobilization orders ▪ ESF #15 Director strategic tasking and vision ▪ Go-Team deployment ▪ NTAS Alert, if applicable ▪ External rules of engagement ▪ Supporting Leadership Cadre needs ▪ State and local guidance/counterparts ▪ ESF #15 letter of designation ▪ USA.gov and GobiernoUSA.gov	ESF #15 Director ESF #15 Component Directors ESF #15 EAO (designee)
☐ ESF #15 All Component Conference Call initiated	ESF #15 Director ESF #15 Component Directors ESF #15 External Affairs Officer
☐ ESF #15 Leadership Cadre identified	ESF #15 Operations Director
☐ IMAT Deployed	FEMA Incident Management Assistance Team

Action	Directed by – Additional Information
☐ ESF #15 mobilization orders initiated	ESF #15 Operations Director
☐ Unified Coordination Group and Staff Scoping Meeting	FCO ESF #15 EAO JIC Officer, others as necessary Identify ESF #15 priority physical requirements for JFO (or other operating facility) in order to be fully mission capable within 24 hours of notification.
☐ ESF #15 initial staff requirements identified	ESF #15 Operations Director FEMA External Affairs
☐ ESF #15 External Affairs Officer arrives. Meets with Unified Coordination staff. Briefs Director.	ESF #15 External Affairs Officer
☐ ESF #15 External Affairs Officer meets with State, tribal, territorial or local lead incident communications team	ESF #15 External Affairs Officer
☐ JIC established or collocation initiated with State and local counterparts	Asst External Affairs Officer, JIC FEMA IMAT
☐ ESF #15 External Affairs Officer meets with the FCO and Unified Coordination staff	ESF #15 External Affairs Officer
☐ External Affairs Officer meets with ESF #15 Leadership Cadre	ESF #15 External Affairs Officer ESF #15 Leadership Cadre
☐ ESF #15 Leadership Cadre and staff operational in support of the FCO and Unified Coordination staff	
☐ ESF #15 External Affairs Officer coordinates ESF #15 team in developing communications plan and strategy component to the Incident Action Plan	ESF #15 External Affairs Officer ESF #15 Planning and Products

Appendix 5 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 External Affairs Operations Director Designation Letter

TO:

FROM: Assistant Secretary for Public Affairs

SUBJECT: Designation as ESF #15 Operations Director

Reference: A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook
D. Emergency Support Function #15 SOP

1. In accordance with the above references, and following activation of Emergency Support Function #15, you are hereby designated as the ESF #15 Operations Director in support of the Federal response for _____.

2. You will report to me as my senior external affairs director in support of the Federal response. You will coordinate through me and the White House Office of Communications for strategic direction.

3. Coordinate with me and my staff to make contact with public information officials in (State) as soon as possible. Afford me and my staff the opportunity to be on the (State) call. Maintain close coordination with that staff as well as Federal, local, tribal, and private sector counterparts, as determined by the nature of this incident.

4. Additionally, as soon as possible, provide me the following information:

   a. The name of your designated ESF #15 External Affairs Officer
   b. The location of the Joint Information Center
   c. Your outlook whether there are sufficient ESF #15 resources available
   d. An incident action plan detailing the multi-day coordination strategy and key events/actions

5. You are authorized to modify the ESF #15 organizational structure in accordance with Federal Coordinating Officer (FCO) and Unified Coordination requirements to effectively execute Federal external affairs activities.

6. You are authorized to reassign ESF #15 leadership and staff personnel in coordination with the FCO and ESF #15 Component Directors.

Appendix 6 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 External Affairs Officer Designation Letter

TO:

FROM: FEMA Director of External Affairs

SUBJECT: Designation as ESF #15 External Affairs Officer

Reference: A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook
D. Emergency Support Function #15 SOP

1. In accordance with the above references and in response to _____ in the areas affected in _____ during the period of _____, I am formally activating Emergency Support Function #15, External Affairs. In doing so, I am instructing External Affairs staff to comply with current operating procedures outlined in the above references.

2. I have named _____ as the External Affairs Officer for this disaster who will serve as the senior external affairs advisor to the Federal Coordinating Officer (FCO). _____ will also coordinate with me, the ESF #15 Operations Director, and the Regional External Affairs Director as necessary for strategic direction.

3. As the External Affairs Officer, _____ is authorized to modify the ESF #15 organizational structure in accordance with the FCO and the Unified Coordination requirements to effectively execute Federal external affairs activities.

4. The External Affairs Officer is authorized to assign ESF #15 leadership and staff personnel in coordination with the FCO, myself and ESF #15 Component Directors. The External Affairs Officer must immediately co-locate with the FCO.

5. The External Affairs Officer is authorized and encouraged to maintain close coordination with Federal, State, tribal, territorial, local and private sector counterparts, as determined by the nature of this incident.

6. Coordinate all actions and requests through the Regional External Affairs Office and FEMA Headquarters External Affairs Disaster Operations Division. [This section will be altered if FEMA is not the lead for the ESF #15 response]

Appendix 7 to Annex A to Emergency Support Function #15 External Affairs
Strategic External Affairs Daily Events Schedule

SAMPLE DAILY EVENT SCHEDULE (Modify as necessary)		
Time	**Event**	**Action**
0500	Secretary DHS News Summary Prepared	NOC
0600	News summary distributed by JIC	Unified Coordination JIC
0630	Unified Coordination staff Operations Briefing	Key personnel, ESF #15 EAO
0730	ESF #15 Senior Leadership Meeting	ESF #15 Leadership Cadre
0800	ESF #15 Core Group Conference Call (1)	Director, ESF #15 EAO, Other key reps
0930	Federal Strategic Communications Conference Call	White House, Director, Cabinet ASPAs, ESF #15 EAO
1000	State and local news briefing (2)	State and local counterparts ESF #15 staff/spokesperson
1000	Federal daily incident release (3)	DHS Public Affairs
1030	NICCL Conference Call (4)	Federal interagency, ESF #15, State/local
1130	NICCL Call Summary Distributed	DHS Public Affairs
1300	DC News Briefing	ESF #15 Director, Interagency
1400	State Community Relations Conference Call (5)	DHS PA, ESF #15 Community Relations, States
1700	ESF #15 Core Group Conference Call	DHS PA, ESF #15, Other key reps
1900	ESF #15 Daily Summary Distributed	ESF #15 Planning and Products
2000	NICCL Next Day Plans Distributed	DHS Public Affairs

(1) Primary planning and strategy discussion for preceding and immediate events
(2) Time subject to State and local determination
(3) Release is focused on key statistical measures and incident-related facts
(4) NICCL call leads with ESF #15 EAO brief, followed by affected State/local and Federal interagency
(5) Call addresses incidents with multistate evacuee issues

Appendix 8 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 Daily Communications Summary – Sample Template

Emergency Support Function 15 – External Affairs
Hurricane Irene Daily Communications Summary
08/28/2011

KEY MESSAGES

- Our thoughts and prayers are with the families and communities that have already been impacted by Irene.

- FEMA, along with the entire Federal family, continues to support our tribal, state and territorial partners as Tropical Storm Irene continues north along the eastern seaboard, having already affected Puerto Rico. FEMA through its regional offices in Atlanta, Philadelphia, New York, and Boston, are in constant contact and coordination with state and local officials that could be affected or have already been affected by this storm, to ensure they have the support they need to respond.

- Our immediate focus and priority, as we move from into the response and initial recovery phase, is to do everything we can to support the first responders and emergency managers at the frontlines of efforts to keep residents and communities safe.

- It is *critical* that residents and businesses continue listen to the instructions of their local officials, closely follow news and weather reports. The bottom line is this is a large and dangerous storm, and you don't need to be directly in its path to be affected by the deadly hazards posed by tropical storms, such as coastal surges, inland flooding, tornadoes, flash flooding and high winds. Don't put yourself at risk; follow the instructions of local officials.

- If you are in an impacted area, please stay inside, away from windows and glass doors, and off the roads. Stay indoors until local officials say it is safe.

- If you have evacuated, FEMA understands that you will be anxious to return home following the storm, but we are asking for everyone to be patient and to wait for the all clear from local officials. There may be hazards that prevent you from being able to return home such as downed power lines, road closures, roads or bridges that are impassable, and traffic lights not working.

- Remember, **turn around, don't drown**. The reason that so many people drown during flooding is because few of them realize the incredible power of water. A mere six inches of fast-moving flood water can knock over an adult. It takes only two feet of rushing water to carry away most vehicles. This includes pickups and SUVs.

- Financial contributions to a recognized disaster relief organization are the most effective donation to make. The compassion and generosity of the American people is never more evident than when a disaster strikes. Voluntary and faith-based agencies along the East Coast are actively supporting residents who have been evacuated from harm's way, and are aggressively moving resources to areas to respond to the needs of residents following Hurricane Irene's path.

- The Consumer Product Safety Commission and U.S. Fire Administration urge consumers to use

portable generators outdoors. **Never use portable generators indoors** or in garages, basements or sheds. The exhaust from generators contains high levels of carbon monoxide that can quickly incapacitate and kill.

- FEMA is just one part of our national emergency management team – state and local emergency management agencies and first responders up and down the east coast are also preparing for this storm, along with the entire Federal family, state, tribal and municipal governments, the faith-based and non-profit communities, the private sector and most importantly the public.

KEY EFFORTS

U.S. Army Corps of Engineers

- Today/Monday Media Engagements:
  - 8/28 @ 7:00am: MSNBC Dayside via Skype - NAD, BG DeLuca
  - 8/28 @ 9-11pm Geraldo at Large (Fox) either via Skype or phone - NAD, BG DeLuca
  - 8/29 between 7-8am – CBS Early Show – Col. John Boule, commander of the USACE New York District, on USACE post-storm capabilities
- Talking Points:
  - USACE team leaders for response teams are deployed and prepositioned to begin response efforts
  - 5 Emergency Command and Control Vehicles deployed
  - 4 temporary power teams deployed and more expected
  - Has a presence established with affected FEMA regions and states
  - Mission response will include temporary power, bottled water, debris removal and roofing.

USNORTHCOM

- Public Affairs Updates:
  - Received 2 Mission Assignments.
  - Public Affairs officers in NC, MA, NY and NJ.
  - 3 combat camera teams.
  - Sent press release.
  - Posted link to ready.gov site.
- Operational Updates:
  - USNORTHCOM designated Fort A.P. Hill as a FEMA Federal Teams Staging Facility (FTSF) in support of disaster operations in response to Hurricane Irene in the State of VA.
  - USNORTHCOM provided aircraft for Federal Operations support to assist in transporting key personnel and supplies in support of disaster operations in response to Hurricane Irene in the State of North Carolina.

National Guard Bureau

- Nearly 8,000 National Guard men and women in 17 states were called up to help respond to Hurricane Irene relief efforts
- For the first time, four National Guard leaders were named dual-status commanders in support of a natural disaster. The move promises to foster greater cooperation among Federal and state

agencies
    - Brig. Gen James Trogden III, N.C. Adjutant General, N.C. Army National Guard (ARNG)
    - Brig. Gen. Carolyn Protzmann, Deputy Adjutant General, N.H. Air National Guard
    - Brig. Gen. Michael Swezey, Assistant Adjutant General, N.Y. ARNG
    - Col. Donald Lagor, RI ANG
- National Guard Soldiers and Airmen are performing numerous hurricane relief missions to include damage assessment, debris clearance, transportation assistance, and search and rescue operations, among others
- The National Guard established three 2,000-person Ground Force Packages (GFPs) and four Aviation Force Packages (AFPs) to expedite life-saving and life-sustaining capabilities to the Hurricane Irene domestic response. The GFPs consist of medical personnel, aid stations, engineering units, military police, bulldozers, trucks, communications equipment and other logistical supplies. These Guardsmen are from Georgia, Alabama and Tennessee. The aviation packages consist of 12-20 NG helicopters and crews from Florida, Kentucky, West Virginia and Ohio
- The National Guard Bureau continues to closely coordinate with state and Federal agencies to provide timely and lifesaving hurricane relief response

Department of Energy

- Power Outage Talking Points:
    - As Hurricane Irene affects the East Coast, Energy Department emergency responders have been deployed to the National Response Coordination Center in Washington, D.C. and FEMA's Regional Response Coordination Centers in Boston, New York, Philadelphia and Atlanta, and at FEMA Headquarters in Washington, DC. The Department is working closely with our Federal partners and the energy industry to provide technical expertise, assess the impact of the storm on the energy infrastructure, and facilitate recovery and restoration efforts.
    - At our Washington headquarters, the Energy Department's Response Center has been activated and is providing real-time monitoring on power outages and other energy-related aspects of the storm. The Department also provides the public with reports on the critical energy infrastructure impacted by the storm and outage and restoration data, through Emergency Situation Reports, which are available at http://www.oe.netl.doe.gov/emergency_sit_rpt.asp .
    - States are beginning to receive power outages and the Energy Department's Office of Electricity Delivery and Energy Reliability (OE) is designated to direct emergency support activities for the energy sector under the FEMA's National Response Framework. The Department is maintaining teams of responders that specialize in energy infrastructure who will be quickly activated and deployed to locations where damage occurs. Energy Department staff are coordinating with deployed personnel, other Department offices, and Federal and State and local agencies in responding to the emergency.
    - While the Department monitors disruptions to the power grid and coordinates with other Federal agencies, local utility companies continue to be responsible for the actual repairs when power goes out. The energy sector as a whole is prepared to bring in additional crews, provide equipment for emergency restoration work, keep utility contractors on call and ensure that additional supplies, such as poles and pole-top equipment, are on hand to promptly respond and restore service.

Emergency Support Function #12 - Energy

- In the event a natural disaster, such as a hurricane, the U.S., the Department of Homeland Security and FEMA would bring to bear the expertise and authorities of agencies across the Federal Government to support state and local governments. These roles are outlined in the National Response Framework, a guide to how the nation conducts all-hazards response – from the smallest incident to the largest catastrophe. The NRF makes clear the roles and responsibilities of Federal agencies under all domestic incidents, so that all other members of the nation's emergency management team understand how the Federal response would be coordinated. It applies to both Stafford Act and non-Stafford Act events. For more on the NRF, click here: http://www.fema.gov/pdf/emergency/nrf/NRF_FAQ.pdf.

- The U.S. Department of Energy serves as the lead Federal coordinating agency for Emergency Support Function 12 – Energy. ESF #12 coordinates information and requests for assistance with the following private-sector entities: the electricity and the oil and natural gas sector coordinating councils, the Electric Reliability Organization, and various associations that represent portions of the energy sector.

- DOE serves as the energy focal point for response and restoration efforts, monitoring energy infrastructure and coordinating response across the Federal community, state and local governments, and industry.

- The private energy sector has prepared for this event by taking such actions as bringing in additional crews, preparing equipment for emergency restoration work, keeping utility contractors on call and ensuring that additional supplies, such as poles and pole-top equipment, are on hand to respond and restore service as quickly as possible.

- DOE emergency responders are staffing the Federal Emergency Management Agency's (FEMA) National Response Coordination Center in Washington, D.C. as well as FEMA's Regional Response Coordination Centers in Boston, New York, Philadelphia and Atlanta.

- In the event of an emergency, DOE maintains teams of responders that specialize in energy infrastructure. These responders can be quickly activated and deployed to the location of an event. During an event, DOE staff coordinates with deployed personnel, other department offices, and Federal and state and local agencies in responding to the emergency.

- Other Federal partners that support ESF #12 include:
    - The U.S. Army Corps of Engineers coordinates emergency power team missions with power-system restoration activities to establish priorities for emergency generator installation.
    - The Nuclear Regulatory commission regulates the Nation's civilian use of nuclear fuels and materials to include commercial nuclear power plants and provides information and technical assessment regarding nuclear power plants.
    - The Department of Agriculture provides technical support and access to both damage assessments and restoration efforts for electric power generation, transmission, and distribution in Rural Development Utilities Program-financed systems.

- Information on other federal partners can be found here: http://www.fema.gov/pdf/emergency/nrf/nrf-esf-12.pdf

- The Department of Energy, along with Federal partners, are working closely with the state and local communities, and the energy private sector to assess energy system damage, monitor repair work and identify supporting resources needed to restore energy systems as quickly as possible.

- Currently, the Department of Energy's Response Center has been activated, providing real-time monitoring on power outages and other energy-related aspects of the storm. The Department provides the public with reports on the critical energy infrastructure impacted by the storm, as well as outage and restoration data, through Emergency Situation Reports, which are available at http://www.oe.netl.doe.gov/emergency_sit_rpt.asp

- The U.S. Army Corps of Engineers' (USACE) temporary emergency power mission continues as power teams have been deployed to locations in Massachusetts, New Jersey, North Carolina and Maryland.

- The private sector owns and operates the majority of the Nation's energy infrastructure and participates, along with the DOE, in developing best practices for infrastructure design and operations.

Environmental Protection Agency (EPA)

- EPA emergency response staff are present in the relevant FEMA Regional Response Coordination Centers (RRCC)
- EPA staff are in close contact with state and local environmental responders and are prepared to provide technical support as needed

U.S. Coast Guard

- Today's media engagements include:
  - CDR Pierro, the incident commander in NY, conducted phoner with Fox News at 1340 EST
  - USCG Atlantic Area Commander VADM Rob Parker live with Fox News, Shepard Smith OOA 1800 EST on CG OPS

Department of Interior (DOI)

- National Park Service is setting up ESF 9 Search and Rescue plan and operations unit, looking to possible inundation of Manhattan low lying areas. Not tasked with any actions yet. NPS has 870 personnel total deployed or activated in response to Irene.
- The National Park Service and U.S. Fish and Wildlife Service units in the path of the hurricane are implementing emergency operations plans and informing the public via releases and announcements of closures and evacuations and deploying Incident Management Teams and Law Enforcement Teams and other response resources.
- The U.S. Geological Survey continues to install storm-surge sensors at key locations along the Atlantic coasts to assist local officials with storm surge and flood responses. And will be flying imaging missions to evaluate coastal damage.
- USGS has issued a Landslide Alert for moderate to steep areas of Eastern PA, NJ and Eastern

NY as well as Conn, NH, Vermont and Maine.

- The Bureau of Indian Affairs and Bureau of Indian Education have contacted all federally recognized Indian Tribes in Mid-Atlantic and New England to offer whatever assistance they may need now and in wake of storm.

Department of Health and Human Services (HHS)

- The HHS Substance Abuse and Mental Health Services Administration made resources available to states for assistance in storm response and recovery. People experiencing distress from the storm can call 877-SAMHSA7 to receive materials and referrals to local crisis lines. SAMHSA continues to work with state behavioral disaster coordinators in the impacted states, all of which are well integrated in the response and recovery efforts.
- The National Disaster Medical System and U.S. Public Health Service remain activated and HHS personnel continue to staff teams in each region, ready to respond to any state requests for public health or medical support. To date there have been no requests for public health emergency declaration or ESF8 support from any of the states in response this storm.
    - In Region 1, the HHS Incident Response Coordination Team (IRCT) in NE is maintaining operational control of HHS forces within Regions 1 and 2. HHS personnel continue to staff the RRCC, the IMAT-CT, IMAT-MA, and the IMAT-RI, and VA personnel are staffing the IMAT-ME, IMAT-NH, and IMAT-VT. A Public Health Service Rapid Deployed Force team and Disaster Medical Assistance Teams (DMATs) from Ohio and Kentucky remain in CT. A DMAT Strike Team from MN-1 remains deployed in support of a potential Federal Medical Station. The FMS with its equipment and supplies were transported to NE ahead of the storm.
    - In Region 2, HHS continues staffing the RRCC and worked with the State to activate the FEMA ambulance contract bringing more than 175 ground ambulances to NYC for hospital evacuation. HHS pharmacists/COTRS remain prepared to respond as needed.
    - In Region 3, HHS is maintaining an Incident Response Coordination Team in MD and continues to staff the RRCC, the IMATs in MD, VA, and DE. A DMAT from Florida remains on alert to respond in Region 3.
    - In Region 4, HHS is maintain an Incident Response Coordination Team in Charlotte, NC, and continues to staff the RRCC, and IMATs in SC and NC, as well as the NC Dept of Health and NC EOC. A DMAT from Arkansas deployed to Charlotte, and DMAT caches and other medical equipment and supply caches are deployed to NC ahead of the storm.
- FDA is responding to a Wall Street Journal request for information on what the agency is doing to respond to the storm.
- The CDC EOC today activated the CDC JIC will be pushing messages about flood safety, power outage safety, carbon monoxide poisoning, and will reinforce FDA's food and water safety messaging. As the storm approached the southeast, CDC activated the public health radio network which provides CDC, state, territorial, and local health departments with non-infrastructure dependent redundant communications capability.
- CDC continues to use CDC's Emergency Twitter Profile (http://twitter.com/#!/cdcemergency) to distribute targeted instructional information, reinforcing the message to heed local emergency management and public health instructions particularly regarding evacuation.
- In coordination with state health officials, HHS distributed public service announcements to radio and TV stations from South Carolina to Maine through state broadcast associations. The PSAs can be found at http://emergency.cdc.gov/disasters/hurricanes/psa.asp

- HHS also made a series of prepared text messages available to states for distribution to the public on how to protect health during and after a hurricane. The prepared text messages can be found at http://emergency.cdc.gov/disasters/psa/textmessages.asp.

Department of Veterans Affairs

- Select VA clinics near the coast have rescheduled their Monday outpatient appointments in anticipation of recovery efforts. Philadelphia VAMC cancelling some outpatient appointments and elective surgeries scheduled for Monday. VA CBOCs that have rescheduled Monday appointments: Virginia Beach, Dover, Georgetown, Carmel, Monticello, Port Jervis, Poughkeepsie and Staten Island

***U.S. Department of Homeland Security (DHS)*-National Communications System**

- National Coordinating Center (NCC) for Communications continues 24x7 operations.
- In addition to the NCC, NCS is staffing the National Response Coordinating Center in Washington, and Regional Response Coordinating Centers in Region I (Boston), Region II (New York), Region III (Philadelphia) and Region IV (Atlanta). Staffing includes regional coordinators with the Office of Emergency Communications (OEC) and U.S. Army Reserve communications officers assigned to the NCS through the Army's Individual Mobilization Augmentee (IMA) program. The IMA program is designed to bring in the talents of experienced communications professionals to active duty to supplement emergency communications response operations. When necessary these individual are activated and brought into an activity duty status.
- The NCS, in conjunction with the Federal Communications Commission (FCC), activated the Disaster Information Reporting System (DIRS) for selected counties in Virginia, Delaware, Maryland, Pennsylvania, New York and New Jersey. Initial DIRS results for selected counties in North Carolina and South Carolina indicated minimal-to-no impact to wireless industry resources. DIRS is a voluntary, web-based system that communications companies, including wireless, wireline, broadcast, and cable providers, can use to report communications infrastructure status and situational awareness information during times of crisis.
- The NCS is coordinating with the U.S. Computer Emergency Readiness Team (US-CERT) to provide situational awareness and gain cyber situational awareness in the event there are cyber abnormalities observed or phishing attacks that may be storm related.
- The Government Emergency Telecommunications Service (GETS)/ Wireless Priority Service (WPS) program office implemented "Code Red" reporting to obtain enhanced traffic analysis and assessment for the duration of hurricane events, effective August 27. As of August 26, priority service communications subscribers completed 1,131 of 1140 GETS calls (99.2 percent). WPS subscribers initiated 645 WPS calls in preparation for the storm. Both programs are designed to provide a 90 percent and 80 percent call completion, respectively, during disasters.
- The NCS Operational Analysis Team developed a preliminary analysis identifying all telecommunications assets at risk within a storm surge model, based on the predicted storm path.
- Shared Resources (SHARES) High Frequency Radio Program is at Level 2 for emergency message traffic. As of August 27, there have been no reports of SHARES traffic. SHARES provides a single, interagency emergency message handling system by bringing using existing Federal, state and private sector HF radio resources when normal communications are destroyed

or unavailable

DHS Center for Faith-based & Neighborhood Partnership

- Communicated with Lott Carey Foreign Missions Convention (representing numerous Christian churches across the country), International Churches of God in Christ, Inc (significant presence in NC, NY and NJ), National representative of the Hindu American Seva Charities in NJ, and Interlocking Arms Chaplains program (NJ) about Hurricane Irene response and public messaging to their constituents.
- Supported External Affairs planning outreach to faith communities in NY, NJ, and NC.
- Communicated with National VOAD and VAL national office to exchange information concerning coordinating assistance efforts.
- Forwarded news releases to Faith-based stakeholders.
- Provided names of faith-based contacts in affected northeast states.

Federal Emergency Management Agency (FEMA)

- The National Response Coordination Center (NRCC) activated to Level I conducting 24/7 operations in response to Hurricane Irene.
- FEMA Logistics has operational ISBs at Fort Gordon and Fort Bragg, and additional ISBs at Westover Reserve Base and Joint Base McGuire-Dix-Lakehurst being established.

FEMA Region 1

- RRCC is activated to Level I
- All ESFs activated
- IMAT 1 deployed to MA and VT
- Region V IMATs deployed to RI and CT
- Region IX IMAT deployed to NH
- National IMAT deployed to Maine

FEMA Region II

- Region II RRCC activated at Level I
- ESFs 1, 3, 4, 5, 6, 7, 8, 11, 12, 14,15 and DCE participating
- Region II IMAT & DCE in Albany, NY; IMAT B is in NJ ROIC
- Region II IMAT is operational in PR
- ISBs established at Maguire-Dix-Lakehurst base and Republic Airport

FEMA Region III

- RRCC is activated at Level I
- ESFs 1-15 and DCE
- National IMAT White deployed to Virginia
- National IMAT Red deployed to Mt. Weather
- IMATs deployed to DC, Delaware, Maryland, Pennsylvania

FEMA Region IV

- RRCC is activated to Level I
- All ESFs, DCE, and USCG activated
- National IMAT Blue deployed to NC EOC
- LNOs deployed to North and South Carolina
- IOF in Raleigh, NC

FEMA External Affairs Operations

Public Affairs

- Following Interviews with Secretary Napolitano and Administrator Fugate today:
  - 8:30 am – Administrator Fugate taped an interview with Fox News Sunday.
  - 8:40 am – Administrator Fugate taped an interview with ABC This Week.
  - 9:05 am – Administrator Fugate did an interview with NBC Meet the Press.
  - 9:20 am – Administrator Fugate did an interview with CNN State the Union.
  - 11:30 am – Administrator Fugate, Secretary Napolitano, and Bill Read of the National Hurricane Center held a live press conference at FEMA HQ to provide the latest updates on what the Federal Government and its partners are doing to prepare for the storm.
  - 4:00pm-President Obama, Secretary Napolitano, and Administrator Fugate held live press conference at White House on latest updates
- Spanish Spokesperson taped interviews with Univision and Hispanic Communications Network
- Continue daily press release, tick-tock and social media/blog post outreach.

Private Sector Division

- Received Situational Awareness from Lowes (59 of the 202 stores closed are due to power outages; 6 stores have minor damage)
- Received open/close status from Petsmart
- Received update on east coast Rail Road status; damage assessment is in progress to determine track availability
- Received Macy's report; 84 locations expected to close with delayed openings in impacted areas for approximately 30 stores

Legislative Affairs

- Late last night, notified the Resident Commissioner of Puerto Rico, the Congressional Hispanic Caucus and our Authorizers and Appropriators that President Obama granted a major disaster declaration for Commonwealth of Puerto Rico as a result of Hurricane Irene beginning on August 21, 2011, and continuing.
- Notified Members of the North Carolina Congressional delegation and our Authorizers and Appropriators that the Emergency Declaration was amended to add 18 counties for Public Assistance Category B, to include direct Federal assistance.
- Notified affected Members of the Pennsylvania Congressional delegation and our Authorizers and Appropriators that FEMA was in receipt of Governor Corbett's request for an emergency declaration for the Commonwealth of Pennsylvania as a result of Hurricane Irene beginning on August 26, 2011, and continuing.
- Notified Members of the New York Congressional delegation and our Authorizers and Appropriators that the Emergency Declaration was amended to add ten counties for Public Assistance Category B, to include direct Federal assistance.

- Notified the Delegate for the District of Columbia and our Authorizers and Appropriators that President Obama granted an Emergency Declaration for the District of Columbia as a result of Hurricane Irene beginning on August 26, 2011, and continuing.
- Notified the Delaware Congressional delegation and our Authorizers and Appropriators that President Obama granted an Emergency Declaration for the State of Delaware as a result of Hurricane Irene beginning on August 26, 2011, and continuing.
- Sent a Congressional advisory to Congressional delegations on the East Coast, Congressional Asian, Black and Hispanic Caucuses and our Authorizers and Appropriators entitled, "Irene Update, Stay Safe If Your Area Is Affected."
- Sent Congressional advisories to Congressional delegations on the East Coast, Congressional Asian, Black and Hispanic Caucuses and our Authorizers and Appropriators entitled, "THE DISASTER DECLARATION PROCESS," "FEMA URGES RESIDENTS TO CONTINUE FOLLOWING THE DIRECTIONS OF LOCAL OFFICIALS," and "TROPICAL STORM IRENE: OVERVIEW OF FEDERAL FAMILY'S PREPARATIONS AND RESPONSE."
- Coordinated two Congressional conference calls for Congressional delegations on the East Coast, Congressional Asian, Black and Hispanic Caucuses and our Authorizers and Appropriators. The first conference call was hosted by FEMA Deputy Administrator Richard Serino and National Hurricane Center Director Bill Read. The second conference call was hosted by Administrator Fugate with just Members of Congress. The purpose of the calls was to provide an update on the latest track of Hurricane Irene and the Administration's current posture and preparations going forward.
- Continued to engage all Congressional delegations on the East Coast to update them on the latest track of Tropical Storm Irene and FEMA's current posture as Tropical Storm Irene impacts the US mainland.

Intergovernmental Affairs

- 2:00 pm: Beth Zimmerman hosted a declarations discussion with representatives from FEMA HQ, FEMA Regions, and Irene-impacted States.
- 4:00pm: FEMA briefed State, Tribal, and Local officials, Homeland Security Advisors, and emergency managers on daily IGA call.
- Distribute IGA Advisory to all IGA stakeholders.
- The Secretary spoke to Governor Purdue (NC) regarding NC's multi-million dollar crop loss. The Secretary left voicemails for VA Governor McDonnell and DC Mayor Vincent Gray.
- FEMA's National Tribal detailee contacted Regional Tribal Liaisons in Regions 1, 2, and 4 to insure contact with impacted tribes.
- FEMA's National Tribal detailee contacted Bureau of Indian Affairs HQ Emergency Manager and the Tribal Assistance Coordination Group partners to exchange SITREP on tribes affected by Hurricane Irene.
- FEMA's National Tribal detailee contacted Indian Health Services HQ Emergency Contingency Ops and Plans to exchange SITREP on tribes affected by the hurricane.
- FEMA's National Tribal detailee contacted the National Congress of American Indians and United South and Eastern Tribes to help get information to the tribes affected by Hurricane Irene.

NATIONAL DAILY EVENT SCHEDULE		
Today		
Time	**Event**	**Lead Organization**
9:30am EDT	Morning Operations VTC	FEMA Operations
11:00am EDT	NICCL Call	FEMA; Federal Agency Communicators
11:00am EDT	Press Conference	Secretary Napolitano; Administrator Fugate
12:30pm EDT	Daily Operations VTC	FEMA Operations
3:00pm EDT	Congressional Conference Call	FEMA Leg Affairs
4:00pm EDT	POTUS Press Conference	President; Secretary Napolitano; Administrator Fugate
4:00pm EDT	Intergovernmental Affairs Call	DHS; FEMA; States
Tomorrow		
Time	**Event**	**Lead Organization**
11:00am EDT	NICCL Call	FEMA; Federal Agency Communicators
12:30pm EDT	Daily Operations VTC	FEMA Operations
3:00pm EDT	Congressional Conference Call	FEMA Leg Affairs
4:00pm EDT	Intergovernmental Affairs Call	DHS; FEMA; States
	Daily	
Time	**Event**	**Lead Organization**
11:00am EDT	NICCL Call	FEMA; Federal Agency Communicators
11:30am EDT	Press Conference Call	FEMA/National Hurricane Center
12:30pm EDT	Daily Operations VTC	FEMA Operations
3:00pm EDT	Congressional Conference Call	FEMA Leg Affairs
4:00pm EDT	Intergovernmental Affairs Call	DHS; FEMA; States

WHAT OTHERS ARE SAYING

"We've got record flooding in New Jersey. It's already happening … Inland flooding is at record levels. We've got people trying to leave their homes and we're getting distress calls from people in their cars being swept away by the water."- New Jersey Governor Chris Christie.

“We were unwilling to risk the life of a single New Yorker. The bottom line is that I would make the same decisions again, without hesitation. We can't just, when a hurricane is coming, get out of the way and hope for the best.”-New York City Mayor Michael Bloomberg on issuing evacuation orders.

"We prepared for the worst but came out a little better than expected. Unfortunately now, four fatalities have been confirmed…We've got some significant damage in some areas, from flooding, from wind, a lot of trees down, 2.5 million people or more without power in Virginia, that's the second largest outage in history.”—Virginia Governor Bob McDonnell

MEDIA MONITORING

Irene Moves On: Millions without Power; 18 Dead
ABC News**, August 28, 2011**

Irene, downgraded from a hurricane to a tropical storm, swept through the Northeast today, leaving at least 18 dead in its wake, millions without power and an estimated $7 billion to $13 billion in damages. "We're not out of the woods yet. Irene remains a large and potentially dangerous storm," U.S. Homeland Security Secretary Janet Napolitano said.
After roaring through coastal North Carolina on Saturday, Irene raked the coasts of Virginia, Maryland, Delaware and New Jersey before hitting New York this morning as a tropical storm with 65 mph winds. By 10 a.m. today, patches of blue sky and sunshine began peeking through in lower Manhattan.
With its heavy rainfall and powerful winds, the storm created flood conditions up and down the East Coast. But Irene appeared to have caused less damage than anticipated in the New York area, and forecasts indicate the tropical storm will weaken in New England and become a post-tropical cyclone tonight or early Monday.

Damage from Irene appears to be less than feared
Associated Press**, August 28, 2011**
WASHINGTON (AP) -- Damage from Irene appears to be less than feared, a bit of reassuring news for a fragile economy.
Insured damage from Irene will range between $2 billion and $3 billion, and the total losses will likely be about $7 billion, according to preliminary estimates by Kinetic Analysis Corp. a consulting firm. Both figures are less than had been expected and likely mean little damage to the nation's $14 trillion economy.
"Irene left several places with black eyes, but it doesn't seem to have delivered an economic knockout," said Ryan Sweet, an economist at Moody's Analytics.
The estimates from Kinetic Analysis, based in Silver Spring, Md., suggest that Irene will have caused far less insured damage than the $6 billion the industry paid out after Hurricane Isabel struck the East Coast in 2003.

Social Media Monitoring Trends

- Individuals along the East Coast are posting about current conditions in their area. For the most part, individuals are stating that Irene did not cause as much damage as expected.
- Many people are echoing the Administrator's message that flooding, weak trees and downed power lines are hazards. They are urging one another to stay inside.
- ***Regional Situations:***
  - VIRGINIA: @cityofhampton and a gas leak forcing evacuation of a few buildings
  - NEW YORK: @AnnCurry Storm surge is receding in NYC; @CBSNews: The New York State Thruway has been closed in both directions; @JoeMyGod: Hudson and East river levels receeding as tide goes out. Worst of flooding has been seen in Lower Manhattan
  - CONNECTICUT/RHODE ISLAND: 95 closed from Connecticut to Rhode Island. Don't try.
  - NORTH CAROLINA: @WSJ #Irene destruction in North Carolina: at least five people killed; 454,000 people still without power

Social Media Monitoring Resources

- Twitter list of accounts posting Hurricane Irene updates: http://twitter.com/fema/irene
- Pre-madeTwitter search in TweetGrid

PRODUCTS

WHITE HOUSE

Blog Post: President Obama on Hurricane Irene: Take this Storm Seriously (8/26/11)

FEMA

Press Releases: Hurricane Irene: Overview of Federal Family's Preparations and Response (8/28/11)
FEMA Urges Residents to Continue to Follow Direction of Local Officials (8/28/11)
President Declares Emergency for District of Columbia (8/28/11)
President Declares Emergency for Delaware (8/28/11)
President Declares Major Disaster for Puerto Rico (8/28/11)
As Hurricane Irene Makes Landfall, FEMA Urges East Coast Residents to Focus on Immediate Safety, Follow the Directions of Local Officials (8/28/11)

Blog Posts: Irene Update #26: Still a Threat (8/28/11)
Irene Update #25: Tips for During and After a Flood (8/28/11)
Irene Update #24: Continuing to Get the Word Out (8/28/11)
Irene Update #23: Stay Safe if Your Area is Affected (8/28/11)
Irene Update #22: August 28 Recap (8/28/11)

***Twitter* and *Facebook* Updates**

Preparedness Resources: ***www.ready.gov***

U.S. Coast Guard

Press Release: Coast Guard Reminds People to Stay Off the Water After Hurricane Irene (8/28/11)

U.S. Department of Agriculture

Webpage: USDA Disaster Assistance Programs

Press Release: USDA Offers Food Safety Tips in Advance of Hurricane Irene (8/24/11)
*In Spanish

Fact Sheet: Food Safety: Preparing for a Weather Emergency

Video: Food Safety During a Power Outage-American Sign Language

Radio: Daily Newsline Items on Hurricane Irene Preparedness

Department of Defense

Defense Video and Imagery Distribution System- All related videos, stories and photos will be tagged "Hurricane Irene Response Efforts"

USNORTHCOM

Press Release: USNORTHCOM Support Continues (8/27/11)

HHS

PSAs: Hurricane Audio, Video and Multimedia Resources

Twitter: http://twitter.com/#!/CDC_DrCPortier
http://twitter.com/#!/cdcemergency

U.S. Food and Drug Administration (FDA)

Press Release: FDA Hurricane Preparedness Checklist (8/26/11)

U.S. Geological Survey (USGS)

Press Release: USGS In the Surge Sampling for Nutrients, Sediments, E.Coli and Pesticides (8/28/11)
USGS Responds to Hurricane Irene and Prepares for Aftermath: Storm Surge Sensor Installations in Northeast Nearly Complete (8/27/11)

Nuclear Regulatory Commission

Blog Post: Nuclear Plants Safely Weather Hurricane Irene (8/28/11)

Small Business Administration (SBA)

Blog Posts: Ready to Respond: SBA Gears Up for Hurricane Irene Recovery Efforts (8/26/11)

Stafford Act Case Study:
2011 Natural Disasters

- 500+ external affairs personnel deployed to Alabama to support the ESF #15 response that began during the late April tornado outbreak.
- 180+ external affairs personnel deployed in May following the Joplin, Missouri tornado, severe winds and flooding.
- Hurricane Irene resulted in disaster declarations in 16 states. Over 880+ personnel deployed to support the hurricane and Tropical Storm Lee in August and September.

External Affairs Daily Plan for DR-1971-AL (Tornado)
For Monday, July 18, 2011

KEY EVENTS: ***Describe any VIP events, interviews, etc for the following day at the top of the plan for visibility.***

Message: Last day: apply for assistance today. Tuesday is too late.

Joint Information Center

- Attend the Disaster Information Workshops in Franklin and Limestone counties.
- Monitor media coverage, websites and blogs
  - Initiate analysis of media coverage and trends
  - Prepare daily clips and social media report
- Conduct interviews in order to emphasize the return of SBA applications, the July 18 registration deadline, the Disaster Recovery Workshops and other disaster recovery update information:
  - Radio: WACT-AM, WFFN-FM, WZBG-FM , WTXT-FM (Tuscaloosa County), WURL-AM, WFHK-AM (St. Clair County), WDNG-AM, WHMA-FM (Calhoun County)
  - Television: WVUA-TV (Tuscaloosa County)
  - Print: The Crimson White (Tuscaloosa County)

Planning and Products

- Draft daily talking points
- Circulate Holt Long Term Recovery Committee new release
- Circulate a news release on help is still available after the registration deadline

Congressional Affairs

- Continue to educate, provide recovery updates and news releases.
- Coordinate through Program Liaisons to promptly respond to Congressional inquiries.
- Plan for upcoming conference call with Congressional staffers

- Continue to share the Long Term Community Recovery mission with Congressional staffers and provide notification of preliminary meetings scheduled to begin planning for recovery and rebuilding of communities.
- Plan for upcoming conference call with Congressional staffers
- Continue training of two local hire Congressional Affairs Specialists for their assumption of the Congressional Affairs Specialist roles and responsibilities in recovery operations.
- Attend, with local hire Congressional Affairs Specialists and Liaison Specialist for VAL, the Greater Birmingham LTRC Organizational meeting at the United Way of Central Alabama, Birmingham, on Monday, July 18, 2011

Intergovernmental Affairs

- Lend support to a community meeting hosted by the Mayor of Birmingham in Pratt City to educate the public about disaster recovery assistance and SBA application information, to register survivors, and to outline the plan of recovery for the future.
- Attend the Marion County Commissioners' meeting in Hamilton. Afterward, IGA will have introductory meeting with the new Chairman Mike Davis.
- Attend Muscle Shoals' Town Council meeting in Colbert County and provide information about other forms of recovery assistance after the July 18 deadline.
- Attend the Blount County Commissioners' meeting and meet with County Administrator in Oneonta to inquire about any possible issues and to provide information about other forms of recovery assistance after the July 18 deadline.
- Have an introductory meeting with the Mayor and City Manager of Oneonta and provide information about other forms of recovery assistance after the July 18 deadline.

Private Sector

- Call and email larger employers and organizations regarding the FEMA registration and SBA loan application deadline
- Coordinate with the Housing Task Force regarding the July 23 Housing and Recovery Expo
- Contact larger employers, organizations and Chambers of Commerce regarding the July 23 Housing and Recovery Expos

Community Relations

- Conduct two FEMA Disaster Information Workshops in Madison county to assist residents with completion and return of SBA packets by July 18 deadline
- Execute a "blitz" in Cullman, DeKalb, Lawrence, Limestone, Madison, Marshall, Franklin, Marion, Walker, and Tuscaloosa counties urging survivors to return the SBA packet by July 18 deadline
- Implement a strategy to increase SBA packet returns from 12 counties identified through coordinated effort between FEMA and SBA
- Attend the Birmingham Community Meeting to support the mayor and be available for Q&A while stressing the importance of registering for assistance by July 18
- Distribute church fans (English and Spanish) to advance Neighborhood Partnership initiative and FEMA Disaster Information Workshops in all designated counties
- Continue to inform all contacts in all designated counties of the July 18 FEMA registration deadline and stress the importance of completing and returning the SBA loan packets
- Continue to distribute the following disaster assistance information (in English and Spanish): tele-registration, the SBA, qualified aliens, and the application process while reminding residents of the July 18 registration deadline
- Continue to implement the 'Neighborhood Partnership' initiative in 8 counties identified by the governor to foster strong relationships with local Faith Based

Organizations, while working together to reach residents and encourage them to register by July 18 deadline

- Continue outreach to the elderly, distribute registration fliers, and encourage affected residents to register by July 18 deadline
- Continue to support the FEMA mission, distribute FEMA registration fliers and conduct outreach to individuals and businesses in 12 designated counties; 31 counties have been placed on limited presence
- Distribute information in Jefferson county for the Housing & Recovery Expo on Saturday, July 23 where survivors can get answers to housing questions

Appendix 10 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 Information Update (scroll) – Sample Template

Monday, April 27, 2009
H1N1 Influenza Outbreak

43	**(3:38 p.m.) State Incident Communications Conference Line (SICCL) Advisory** State communicators, Please find the NICCL call summary notes, an ESF #15 Information Update (scroll), and updated talking points from Centers for Disease Control and Prevention (CDC) and DHS. Please continue to send your completed press releases to the National JIC and notices about upcoming press conferences to xxxx. If you have any questions please call. Please note that the CDC swine flu widget with code is available from http://www.hhs.gov/web/library/index.html (scroll to the bottom of the page)
42	**(3:31 p.m.) Governor Culver: This Is a Time for Prevention and for Caution** Governor, State Health and Homeland Security Officials provide update on Swine Flu prevention efforts. DES MOINES – Governor Chet Culver and Lt. Governor Patty Judge joined with State health and agriculture officials to provide an update on steps the State is taking to prevent an outbreak of swine flu.
41	**(3:21 p.m.)** The CDC swine flu widget with code is available from http://www.hhs.gov/web/library/index.html (scroll to the bottom of the page).
40	**(3:00 p.m.) North Dakota Department of Health schedules media conference call to discuss swine influenza** BISMARCK, N.D. – To answer media questions about swine influenza and North Dakota's response, the North Dakota Department of Health will hold a telephone media availability conference call Monday, April 27, 2009, at 3 p.m. The following State health department officials will participate in the 3 p.m. conference call: Dr. Terry Dwelle, State health officer Tim Wiedrich, section chief, Emergency Preparedness and Response Section Kirby Kruger, State epidemiologist.
39	**(2:34 p.m.) Virginia Office of the Governor Kaine Announces Precautions to Prepare Virginia to Respond to Swine Flu Outbreak** RICHMOND – Governor Timothy M. Kaine announced today that, though there are no confirmed cases in Virginia, the Commonwealth is preparing for any outbreak of swine flu by increasing its communication with healthcare providers and is preparing to receive additional antiviral medication from the Centers for Disease Control. http://www.governor.virginia.gov/
X	**(2:30 p.m.) SICCL Call**
38	**(2:18 p.m.) NICCL Call Summary** Please find a copy of the NICCL call summary, updated CDC talking points, updated DHS talking points, an OPM memorandum sent to Federal D/As and the draft ESF #15 Information Update (scroll) that was discussed on the NICCL call this morning.
37	**(Approx. Noon) Probable Swine Flu Case Reported in Michigan** Livingston County Department of Public Health (LCDPH) will hold a press conference today at 11:30 a.m. at LCDPH, 2300 East Grand River, Howell, Michigan. The following information is provided as background information. LANSING – The Michigan Department of Community Health (MDCH) announced today that one probable swine flu case has been reported in Livingston County. State laboratory results showed that a 34-year-old woman of Livingston County has a probable case of the swine influenza A (H1N1) virus. http://www.michigan.gov/mdch/0,1607,7-132--213586--,00.html

36	**(11:50 a.m.) Governor of Missouri Gov. Nixon Press Release** Gov. Nixon directs public health officials to prepare State for possible bout with new strain of swine flu. JEFFERSON CITY, Mo. – Gov. Jay Nixon announced today that Missouri health officials are taking significant steps to deal with a new strain of swine flu that has prompted Federal officials to declare a nationwide health emergency. The Governor said that while no case of swine flu had been confirmed in Missouri, State health officials and the medical community have been on high alert since Friday because of the contagious nature of the new flu virus.
35	**(11:16 a.m.) Oklahoma State Department of Health** News Conferences on Swine Flu Outbreak Scheduled in Oklahoma City and Tulsa Today. What: The Oklahoma State Department of Health and the Tulsa Health Department will each host news conferences this afternoon at their respective offices to update news media on status of swine flu outbreak in Oklahoma. When: Today – Monday, April 27, 2009, 1:30 p.m. www.health.ok.gov
X	**(11:00 a.m.) NICCL Call**
34	**(10:33 a.m.) CDC Press Release** Information for airline passengers exposed to swine flu. This information is current as of today, April 27, 2009, at 10:33 a.m.
33	**(10:28 a.m.) CDC Press Release** Risk of Swine Flu Associated with Travel to Affected Areas. This information is current as of today, April 27, 2009, at 10:28 a.m. Public health officials within the United States and throughout the world are investigating outbreaks of swine influenza (swine flu). www.cdc.gov/travel
32	**(10:03 a.m.) Wisconsin Office of the Governor** Governor Doyle Statement on Swine Influenza MADISON – Governor Doyle today gave the following statement regarding swine influenza, which has been reported in several States and in Mexico. "It is important that everyone remain calm, use common sense and simple good health practices like washing your hands. If you have flu-like symptoms, stay at home and contact your physician." Governor Doyle said. "We are in regular contact with health officials across our State and Nation, and new information will be provided as it becomes available." http://www.wisgov.state.wi.us/journal_media_detail.asp?locid=19&prid=4160
31	**(9:27 a.m.) US Postal Service Press Release** Personal hygiene is key to reducing risk of illness. You've heard the news that U.S. health officials are investigating a number of cases of swine flu in several areas of the United States, and a Public Health Emergency has been declared by the Federal Government. All of these U.S. cases have been mild—all of the patients have recovered.
30	**(8:13 a.m.)** This is a reminder that there will be a NICCL call this morning at 11 a.m. regarding the swine flu outbreak. It is imperative that all Departments have a communications representative on this daily call. We plan to limit the call to just 30 minutes. Please coordinate directly with the National JIC offline if a specific issue does not warrant discussion on the call.

Annex B to Emergency Support Function #15 External Affairs
Intergovernmental Coordination - Federal coordination with State, tribal, territorial and local elected and appointed officials

References:
A. National Response Framework
B. National Incident Management System
C. National Preparedness Goal
D. National Infrastructure Protection Plan
E. Tribal Support Annex

NRF ESF #15 Quick Summary – Intergovernmental (State, tribal, territorial and local) Coordination	
Supports external affairs by:	**State, tribal, territorial and local Coordination:** ▪ Preparing an initial action plan to support the FCO and Unified Coordination staff with incident-specific guidance and objectives, at the beginning and throughout an actual or potential incident ▪ Promoting Federal interaction with State, tribal, territorial and local governments ▪ Implementing a system of information sharing with IGA stakeholders. Informing IGA stakeholders by disseminating information about response efforts, protocols, and recovery programs ▪ Building relationships with IGA stakeholders to maintain an on-going dialogue ▪ Advising leadership on current and potential volatile issues and possible resolutions ▪ Coordinating the national effort through DHS IGA and the relevant lead agency IGA
Directed by:	▪ Assistant External Affairs Officer for Intergovernmental Affairs

1.0 Purpose
The annex describes Federal coordination with State, tribal, territorial and local governments during an incident requiring a coordinated Federal response.

2.0 Mission
The component serves as a liaison to stakeholders within an affected area(s) during an incident requiring a coordinated Federal response. IGA identifies issues, responds to questions, clarifies or corrects policy and procedure concerns, and links impacted government officials with questions or problems to those who can assist them.

3.0 Organization

3.1 External Affairs Organizational Concept

It is recognized that an incident requiring a coordinated Federal response will have a significant effect on the normal business of our nation to include: societal functions, infrastructure, economy, and population. Accordingly, DHS will employ pre-identified organizational processes to foster information-sharing, deliver constituent services, and serve as a liaison between the Federal Government and State, tribal, territorial and local governments.

3.2 DHS Office of Intergovernmental Affairs

DHS IGA serves as the ESF #15 component director in the ESF #15 organization. DHS IGA coordinates communications with elected and appointed public officials of affected state, tribal, territorial and local leadership within the United States during incidents requiring a coordinated Federal response. DHS IGA will also coordinate as necessary with preparedness and response communities, national associations, and other non-governmental counterparts.

3.3 National Coordination and Support

To ensure that DHS maintains a fully informed external affairs capability at the national level during incidents requiring a coordinated Federal response, IGA maintains close coordination with the White House, DHS senior staff, ESF #15 leadership, and other senior officials.

4.0 IGA Activities with State, tribal, territorial and local Officials

IGA may conduct many activities, but not limited to:

4.1 Conduct introductory meetings
4.2 Attend and participate in meetings with governors, mayors and tribal council and other state and local officials.
4.3 Attend and participate in community meetings.
4.4 Deliver programmatic briefings.
4.5 Identify effective methods to share information.
4.6 Address and resolve issues and problems.
4.7 Identify and analyze trends and potentially volatile issues.
4.8 Build relationships.
4.9 Conduct outreach to leaders of organizations representing traditionally underserved populations.

5.0 ESF #15 IGA Staff Positions

5.1 ESF #15 Assistant External Affairs Officer (AEIG)

The ESF #15 Assistant External Affairs Officer (AEIG) oversees the IGA operation on behalf of the FCO and ESF #15 EAO. The AEIG coordinates with

Unified Coordination senior staff and program areas. The AEIG provides daily updates to IGA leadership within DHS and the relevant lead agency.

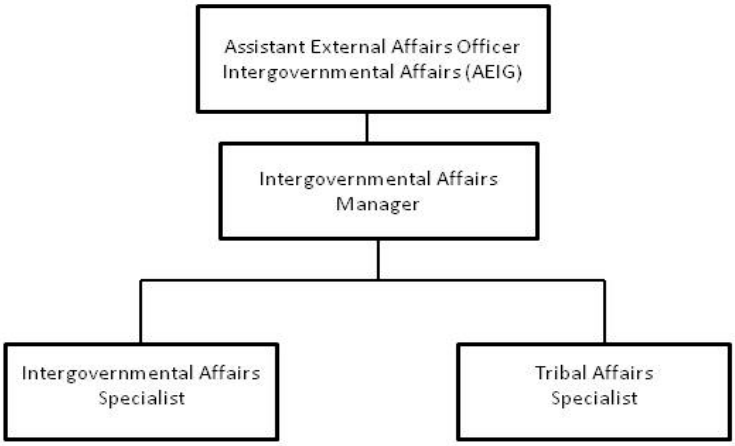
5.2 ESF #15 IGA Specialists
Conducts outreach to elected and appointed officials within a designated region to inform them of updates in all program areas and to provide each with a single point of contact for ongoing issues and concerns.

5.3 ESF #15 Outreach Team
Conducts outreach to county and parish elected officials, mayors, borough and city council members, and other elected officials within a designated region to inform them of updates in all program areas and to provide each with a single point of contact for ongoing issues and concerns

5.1 ESF #15 Tribal Affairs Specialist
Serves as the liaison to federally recognized tribes; trained and qualified personnel who have tribal experience and working knowledge of tribal governments, culture, and traditions.

Appendix 1 – IGA Organizational Chart

<u>Appendix 1 to Annex B to Emergency Support Function #15 External Affairs</u>
Intergovernmental Affairs Organizational Chart



Annex C to Emergency Support Function #15 External Affairs
Joint Information Center

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook

NRF ESF #15 Quick Summary – Joint Information Center (JIC)	
Supports External Affairs by:	▪ Preparing an initial action plan to support the FCO and Unified Coordination staff with incident-specific guidance and objectives at the beginning and throughout an actual or potential incident. ▪ Establishing a joint information center or co-locating with an established State, tribal, territorial or local joint information center. ▪ Overseeing the key function of media relations and ensuring unity of effort among all Federal JIC participants. ▪ Coordinating messages with Federal, State, tribal, territorial and local governments. ▪ Providing incident-related lifesaving and life sustaining information through the media and other sources to individuals, families, businesses, and industries directly or indirectly affected by the incident. ▪ Conducting news conferences and press briefings. ▪ Gathering information on the incident. ▪ Using a broad range of resources to disseminate information. ▪ Monitoring news coverage to ensure accurate information is disseminated. ▪ Coordinating the Media Access Program. ▪ Directing and coordinating Public Affairs activities. ▪ Training Federal responders on media release policy. ▪ Responding to rumors and inaccurate reports.
Directed by:	▪ Assistant External Affairs Officer for the Joint Information Center

1.0 Purpose

The annex specifies guidance for the Federal Joint Information Center(s) and Unified Coordination staff media affairs operations.

2.0 JIC Operating Concepts

2.1 A JIC is a central point for coordination of incident information, media affairs activities, and media access to information regarding the latest developments.

2.2 In the event of an incident requiring a coordinated Federal response, JICs are established to coordinate Federal, State, tribal, territorial, local and private-sector incident communications with the public.

2.3 The JIC is the FCO's resource to communicate incident management response information. The FCO and ESF #15 leadership are empowered to speak on operations and policy.

2.4 The JIC must be ready to rapidly respond to developing situations and communicate to the public through the media.

2.5 Collocation with the State and local JIC is encouraged, as it facilitates coordination and joint cooperation for messaging.

2.6 As incident conditions and safety permit, the JIC must be able to forward deploy satellite JICs or public affairs personnel to central locations with high levels of response activity and potential media interest (e.g., airport receiving response supplies).

2.7 Major announcements, daily briefings, and incident updates from the JIC are coordinated with the FCO and the External Affairs Officer before public release and with State and local counterparts as appropriate.

3.0 JIC Organization

3.1 Requirement

A JIC, or collocation of Federal JIC staff with the State and local JIC, *must* be established during an incident requiring a coordinated Federal response. The JIC is a component of ESF #15 and is directed by the Assistant External Affairs Officer for the JIC.

3.2 Scalable and Flexible

The JIC is designed to accommodate the diverse range of responses likely to be performed by the ESF #15 team, ranging from a large multiple agency—all-hazards response—to a small single agency—single-hazard response. The JIC structure is equally scalable and flexible for use in any incident. The structure can grow or shrink, depending on the unique requirements of a specific response. This adaptability encompasses staffing, the organizational structure, facilities,

hours of operation, resource and logistical requirements, and products and services.

3.3 JIC Information Management

Consistent with the decentralized organization and execution of external communications, press releases, interviews, news briefings, and statements are authorized for release by the ESF #15 External Affairs Officer and as delegated. Significant policy statements and potentially sensitive external materials should be coordinated with the FCO before release. **Any potential release issue that poses a concern with national security, law enforcement, nuclear security and safety, and classified information should be coordinated with the FCO and Unified Coordination Group.**

3.4 JIC Coordination and Planning and Products

To ensure unity of effort and effective execution of the communications plan, close coordination must be maintained with the Planning and Products component. Visual emphasis and products are critical to communications, and the JIC should seek to maximize their employment for briefings, statements, and other releases depicting the response effort.

4.0 JIC Types

4.1 National JIC

Establishment of the National JIC is coordinated by the DHS office of public affairs. Federal departments and agencies would be requested to provide representatives to support the National JIC. The National JIC is activated when an incident requiring a coordinated Federal response is expected to be of a long duration (i.e., weeks or months) and when the incident affects a very broad area(s) of the country (e.g., coordination for a nationwide pandemic). If necessary, and/or to support Federal incident communications continuity of operations (COOP), the National JIC may be established outside Washington, D.C.

4.2 Area JIC

Due to the geographic magnitude of a large incident, an area command structure may be employed per the incident command system. If an area structure is employed, it must be assessed whether a supporting area JIC is necessary. In establishing this organization, careful consideration must be given as to where the media will get their primary information, existing State and local JICs, and liaison coordination among participating JICs.

4.3 Virtual JIC

As noted in the NRF, a virtual JIC may be employed. A virtual JIC uses technology and communications to connect participating external affairs components when physical collocation is not feasible or practical. If a virtual JIC is employed, leadership must ensure that connectivity and inclusion of incident participants is ensured.

4.4 Incident JIC

The incident JIC supports the FCO and Unified Coordination staff. This is the physical location from which external affairs professionals from organizations involved in the response and recovery work together to provide critical emergency information, media response, and public affairs functions. The JIC serves as a focal point for the coordination and dissemination of Federal information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation. The JIC is established at or virtually connected to the Unified Coordination staff, through the ESF #15 staff. A media center may be established at a central location for all working media to obtain news briefings and press conferences. Collocation or use of one incident media center by the Federal, State, tribal, territorial or local counterparts may be an option.

Stafford Act Case Study:
2008 Midwest Floods

From June to July 2008, FEMA led all Federal communications coordination and simultaneous staffing of six ESF #15 (external affairs) organizations comprised of over 400 personnel in Wisconsin, Iowa, Illinois, Indiana, Missouri, and Nebraska.

4.5 Satellite JIC

The Satellite JIC and its staff and operations are directed by the ESF #15 EA Officer and the Assistant External Affairs Officer for the JIC. The satellite JIC(s) provides scalable and flexible capability for timely release of information, as the incident situation evolves.

5.0 JIC Establishment

5.1 Activation

The ESF #15 EA Officer, with his Assistant External Affairs Officer for the JIC and ESF #15 Leadership Cadre, will work closely with the FCO during the *Unified Coordination Group Scoping Meeting* to outline initial and final requirements for the JIC. This is critical as the JIC must be established and communicating as soon as possible. ESF #5 is responsible for ensuring that facilities and equipment for the JIC are provided and operational.

5.2 JIC Coordination with State, tribal, territorial and local Counterparts

From the onset of an incident requiring a coordinated Federal response, JIC collocation or coordination is a high-priority decision. **If possible, ESF #15 leadership should collocate Federal JIC forces with the State and local incident JIC.** While this may not always be feasible, the ESF #15 External Affairs Officer should provide liaisons if collocation is not appropriate or possible. **The key element that must be remembered is "unity of effort."**

Consistency in communications messaging and support to our citizens are enhanced by working together as a team.

5.3 Configuration and Staffing

JIC organization and staffing are based on the basic requirements established in NIMS and integration capabilities with the State and local authorities. The JIC should reflect the size and nature of the incident and the anticipated needs of the agencies and partners who will staff it.

5.4 Satellite JICs

Satellite JICs remain under the direct supervision of the Assistant External Affairs Officer for the JIC. They will always maintain the closest liaison to the parent JIC.

5.5 Spokespersons

The spokesperson(s) will be designated by the ESF #15 Operations Director, External Affairs Officer and Assistant External Affairs Officer for the JIC.

5.6 Logistics Support (See Annex X)

Through ESF #5, the Unified Coordination staff ensures that logistics support, working space, equipment, and technical support are provided to the JIC in a timely manner. The ESF #15 EA Officer and Resource Manager must prepare and provide detailed requirements as soon as practical to ensure the rapid establishment and support of the JIC.

5.7 Federal Interagency Staffing (See Annex Q)

The ESF #15 external affairs team and representatives from all Federal departments and agencies will locate in the JIC or be linked through the joint information system. **Federal personnel reporting to work in the ESF #15 JIC will be required to comply with this SOP. The JIC and its operations are a unified Federal communications operation.**

5.8 State and Local Liaison

If all communications counterparts decide to collocate the JIC at the JFO, liaisons are requested from State and local communicators to staff the facility and ensure unity of effort.

6.0 JIC Operational Elements

6.1 Assistant External Affairs Officer for Joint Information Center

Manages all JIC activities; Responsible for maintaining proper staffing levels. Also responsible for the development and creation of the media center and for acquiring the needed equipment to support the media center;. Develops their portion of the ESF #15 communications plan in support of the overall effort.

6.2 Media Relations Manager

Manages media relations responsibilities in support of the FCO and directs hour-to-hour JIC media functions. Works closely with the Planning and Products staff to coordinate strategic messaging and to inform them of issues that might be developing from a media standpoint.

6.3 Media Relations Assistant Manager

Coordinates activities in conjunction with other Federal, State, tribal, territorial and local counterparts with primary responsibility of overseeing media relations staff in the field as opposed to the Unified Coordination staff. Develops field strategy for reaching all media outlets in a proactive, strategic manner. Responsible for supplying all field staff with the latest produced information and the latest strategic messaging. Gathers and summarizes field reports with an emphasis on developing issues to be used to help develop strategic messaging. Handles events such as news conferences, press briefings, and tours for senior officials of affected areas. Works as the point of contact for all protocol issues and for organizing and planning all VIP visits.

6.3.1 EA Media Relations Specialist

Serves as the primary point of contact for the media concerning all Federal disaster response, recovery, and mitigation programs. Responsible for providing basic disaster information to the media and for organizing subject matter experts for interviews with the media depending upon the topic. Also maintains all media lists and documents all media contacts.

6.3.2 EA Media Analysis Specialist

Reviews media reporting for accuracy, content, and adjustment to ensure that accurate public information is being disseminated to the media and citizens. Monitors social media outlets such as websites, blogs, Facebook sites and twitter accounts to ensure accuracy and detect information trends. Prepares a daily media analysis report to be included in the Daily Communications Summary. Detects trends in media reporting and is responsible for working with Strategic Communications within Planning and Products to inform them of those trends and possible messaging of issues and trends.

6.2.3 EA Digital Communications Specialist

Serves as the primary point of contact for all digital communications engagement with the public and stakeholders. Is responsible for ensuring that information on disaster websites is updated and accurate, for monitoring and responding to any Facebook accounts set up on a disaster and for tweeting disaster information.

6.4 Visual Imaging Manager

Manages JIC visual imagery operations involving imagery such as photography and videography. Working closely with Planning and Products, develops imagery requirements for press releases, blogs, websites, public service campaigns, video

documentation, special productions, remote live interview feeds, and logistical support of public meetings and presentations. Responsible for overseeing all contract work involving satellite trucks and services.

6.4.1 EA Photography Specialist

Ensures that photography products are captured, processed, collected, and distributed in a timely manner and are in support of the messaging plan developed by Planning and Products. Provides still photography documentation of the response and recovery effort to support print and Internet media needs. Responsible for maintaining a database of photos involving the specific event for utilization by any and all entities in the Unified Coordination. **Photography work should be in direct support of the needs of Planning and Products and should not be independent of that.**

6.4.2 EA Videography Specialist

Ensures that videography products are captured, processed, collected, and distributed in a timely manner and are in support of the messaging plan developed by Planning and Products. Provides video documentation of the response and recovery effort to support video and Internet media needs. Responsible for maintaining a database of video involving the specific event for utilization by any and all entities in the Unified Coordination staff. **Videography work should be in direct support of the needs of Planning and Products and should not be independent of that.**

Appendices

1 Release of Information and Spokespersons
2 JIC Organizational Chart
3 JIC Establishment Checklist
4 Media Access Program and Operations

Appendix 1 to Annex C to Emergency Support Function #15 External Affairs
Release of Information and Spokespersons

References:
A. National Response Framework
B. National Incident Management System
C. Interagency Integrated SOP

1.0 Purpose

This appendix outlines policy and guidance for release of information by the Unified Coordination staff and other Federal personnel.

2.0 Discussion

2.1 National Policy

In accordance with HSPD 5 and during an incident requiring a coordinated Federal response, it is Federal policy to maintain public trust by proactively disseminating consistent, timely, and accurate and accessible public information and instructions through coordination among Federal, State, tribal, territorial and local communicators. This concept is best characterized as *"Maximum disclosure with minimum delay."*

2.2 Factors in Releasing Information

Many factors are considered in the release of information during an incident requiring a coordinated Federal response. Normal Federal or departmental processes are adjusted to ensure that lifesaving and life-sustaining information is provided as soon as possible. In fact, release of information is a balance between the mandate described above and full consideration of certain limitations or contributing factors described below. It is important that the FCO, Unified Coordination staff leadership, and ESF #15 Leadership Cadre and senior staff fully understand these factors.

2.2.1 Federal Interagency

An incident requiring a coordinated Federal response, regardless of its nature, presents both coordination and communications challenges to the ESF #15 team. These challenges must be quickly and consistently managed by all levels of the strategic Federal communications team. While the FCO and ESF #15 team will have discretion and authority to release information, they will also ensure that higher authorities are apprised of the forthcoming announcement of major developments. Daily conference calls between the strategic communications team representatives are the best means to support this requirement and ensure consistency of messaging.

2.2.2 Coordination with State, tribal, territorial and local authorities

Federal external affairs personnel must ensure that public communications activities are fully and appropriately coordinated and/or synchronized with State, tribal, territorial and local authorities. This recognizes the leadership role of the latter with regard to incident management and as the best source of lifesaving and life-sustaining public guidance and information.

2.2.3 Classified and Law Enforcement Information

Incidents requiring a coordinated Federal response may involve information dealing with national security, classified issues, law enforcement investigations, and radiological security and safety. Consideration must be afforded to this material where its release could jeopardize national security and/or interfere with a judicial proceeding or law enforcement official or activity. (See Annex J for more information.)

2.2.4 Privacy

Communicators must ensure that the Privacy Act, other Federal statutes, and those issues that are clear unwarranted invasions of personal privacy are not compromised by external communications.

3.0 Spokespersons

3.1 Unified Coordination/ESF #15 Headquarters Staff

The ESF #15 Leadership and staff support mission requirements and incident communications operations. Personnel are authorized to speak on behalf of the FCO, Unified Coordination staff, and ESF #15. They are authorized to brief the media on all aspects of the Federal response, including policy and operations.

3.1.1 Authorized Spokespersons

3.1.1.1 ESF #15 EA Officer
3.1.1.2 ESF #15 Deputy Officer
3.1.1.3 Press Secretary
3.1.1.4 Assistant External Affairs Officer for the JIC or *designated spokesperson*

3.2 Field Operations

Through policy established by the Director and when authorized by the FCO, Federal field response personnel are authorized to speak to the media within the scope of their assigned duties and knowledge. This is an important element as it can provide the public a clear perspective of the dedication of Federal responders and the scope of the response effort. The guiding principle is "*Talk about what you do.*" Examples include the following:

3.2.1 Rescue Helicopter Aircrews

Discuss rescues, missions, special training.

3.2.2 FEMA Urban Search and Rescue Team

Discuss mission, experience, operations—what they are doing *now* and where they came from.

3.2.3 Incident Management Assistance Team

Discuss mission, qualifications, experience, previous incidents.

3.3 Policy Questions and Issues

Questions about policy and national decisions are beyond the scope of this and would be politely deferred to ESF #15 HQ spokespersons.

3.4 Media Access (See Appendix 5)

Media access is a critical component of the overall external communications effort and highly encouraged. The above guidelines continue to apply when media are provided access to Federal incident management forces.

Remember – Talk about what you do.

4.0 ESF #15 Release of Information Procedures

4.1 Federal ESF #15 and Joint Information Center Policy

Through authorized spokespersons, the Federal Government will respond in a professional and timely manner to all media requests for information, interviews, and visual imagery.

4.2 Release Authority

Consistent with the decentralized organization and execution of external communications, press releases, interviews, news briefings, and statements are authorized for release by the ESF #15 EA Officer, and as delegated. Significant policy statements and potentially sensitive external materials should be coordinated with the FCO before release. **Any potential release issue that poses a concern with national security, law enforcement, radiological security and safety, and classified information should be coordinated with the FCO and Unified Coordination Group.**

4.3 Spokespersons

- *ESF #15 leadership can address policy and incident management operations.*
- *All others can talk about what they do.*

5.0 Contractors and Release of Information Spokespersons

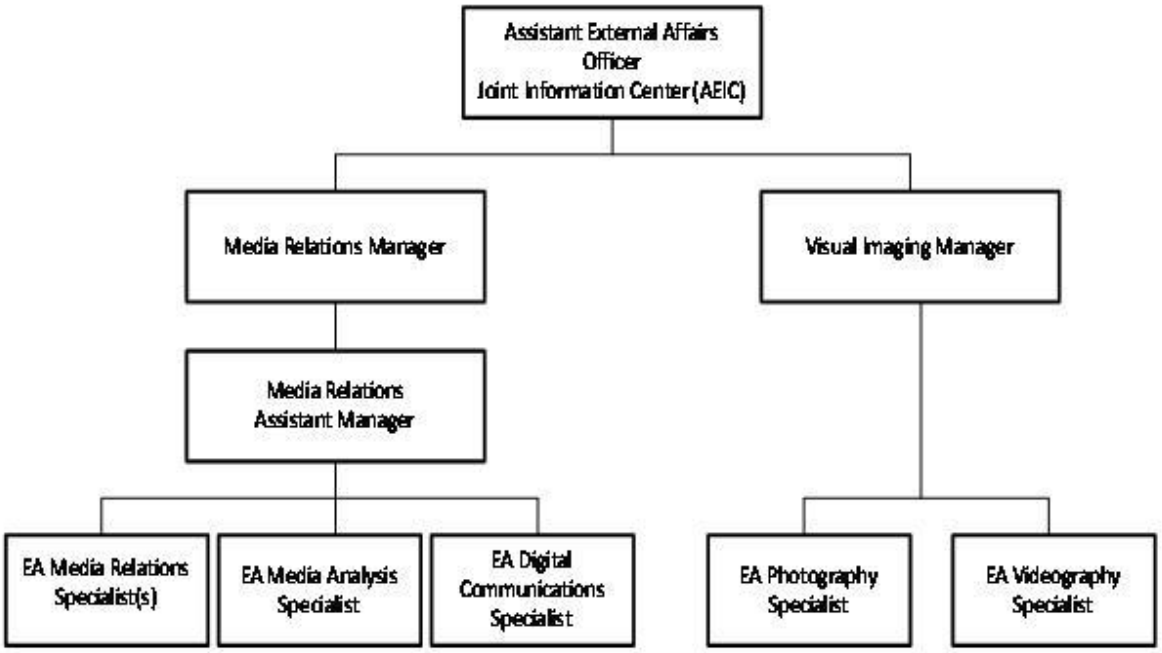
During an incident requiring a coordinated Federal response, Federal contract personnel do not have a standing authorization to conduct media interviews and activities. Senior contractors or those with specific skill sets, such as scientific or technical expertise, may be identified as primary or potential spokespersons. In other cases, contractors may be approached in the field by media, but lack the qualifications or authority to speak in an official capacity. The general guidance below covers contractors participating in a Federal response.

5.1 Contracted personnel should have language in their national contract or agreement that details the scope and nature of their authority to speak, under certain circumstances, but as standard practice should seek guidance from their corporate headquarters before proceeding. *Contractors are not automatically empowered to conduct media activities in the same manner as Federal employees.*

5.2 The ESF #15 EA Officer, Assistant External Affairs Officers, and the senior representative of a Federal agency with contract oversight, working within the Unified Coordination staff or ESF #15 staff, should coordinate with contractors, as appropriate, to identify potential spokespersons; conduct training on the release of information procedures; and provide approval for media activities, oversight, and guidance as necessary.

5.3 Special Federal departmental and agency guidance or protocols for contractors will be considered in executing this policy.

Appendix 2 to Annex C to Emergency Support Function #15 External Affairs
JIC Organizational Chart



Appendix 3 to Annex C to Emergency Support Function #15 External Affairs
JIC Establishment Checklist

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook

1.0 Purpose

This appendix details key actions for establishment of a JIC. This list is obviously affected by coordination with other counterparts and pre-incident facilities. It is intended to be a job aid to the public affairs team.

JIC Establishment Checklist **Because of the critical nature of providing emergency information to disaster victims, one of the most pressing needs the external affairs staff face in a crisis is arranging for necessary work space, materials, telephones, and staff to properly establish a JIC. The following list will assist in standing up a JIC.**
☐ Coordinate with FCO; Unified Coordination Group; and State, tribal, territorial and local authorities to identify the optimum and accessible JIC site for all participants
☐ Brief JIC staff on concept of joint operations (play in the JIC equals play for the FCO) and policy on release of information
☐ Identify staffing needs and request inter-agency support from DHS OPA
☐ Determine JIC staffing hours (scope of response/level of media interest may require staffing beyond core Unified Coordination staff hours of operations)
☐ Obtain desks/tables and chairs
☐ Obtain telephones and phone lines (dedicate one line with multiple phones as news desk number)
☐ Obtain a telephone answering machine to answer dedicated lines
☐ Obtain computers loaded with software for Internet browsing, word processing (e.g., Microsoft Word), presentations (e.g., Microsoft PowerPoint), databases, e-mail, and communication systems
☐ Obtain Internet access (Wi-Fi or landline)
☐ Obtain photocopiers
☐ Obtain telephone directories, including Media /Governmental Yellow Books
☐ Obtain pens, pencils, note paper, staplers, etc.
☐ Obtain computer printers
☐ Obtain two fax machines with broadcast capability
☐ Obtain power strips with surge protector
☐ Obtain Associated Press stylebooks
☐ Obtain dry erase boards or flip charts

JIC Establishment Checklist **Because of the critical nature of providing emergency information to disaster victims, one of the most pressing needs the external affairs staff face in a crisis is arranging for necessary work space, materials, telephones, and staff to properly establish a JIC. The following list will assist in standing up a JIC.**
☐ Obtain a color poster printer (or access to one)
☐ Obtain AM/FM Radio
☐ Obtain televisions/monitors
☐ Obtain video recorders
☐ Obtain broadcast operations package (satellite truck and crew)
☐ Obtain pipe and drape (blue curtains)
☐ Obtain podium, microphone, speakers, and multi-box
☐ Obtain media camera riser/platform
☐ Obtain sufficient seating for press briefings

<u>Appendix 4 to Annex C to Emergency Support Function #15 External Affairs</u>
Media Access Program and Operations

References:
A. National Response Framework
B. National Incident Management System

1.0 Purpose

The purpose of this appendix is to outline policy and guidelines for the Federal domestic incident management media access program.

2.0 Rules of Engagement

For the safety and security of DHS units and media, media will adhere to established ground rules. Ground rules will be agreed to in advance and signed by media prior to access. Violation of the ground rules may result in the immediate termination of the access and removal from the disaster scene. These ground rules recognize the right of the media to cover Federal response operations and tell the stories of their important work.

2.1 Evaluations regarding media access will be granted with the following considerations:

National Security: Operational security and classified information must be protected.

Law Enforcement: Media access will not be granted if ongoing law enforcement operations or the prosecution of forthcoming legal action will be jeopardized.

Safety: Safety is paramount for all ESF #15 media access. Media will not be permitted access to response and recovery teams if there is a significant risk.

State and Local Approval: The Federal response to disasters is at the request of State officials. At all times, response units will abide by State and official directives and requirements. **Local officials may restrict media access to some disaster areas and those prohibitions are outside of DHS control. Access will be defined by local officials.**

2.2 The following rules must be followed to sustain media access with a Federal response unit:

2.2.1 Prior to the media access, media must provide proof of credentials.

2.2.2 During the access, media must comply with the previously agreed rules.

2.2.3 The media is responsible for loading and carrying their equipment at all times.

2.2.4 Media may live, work, and travel as part of the units with which they are afforded access.

2.2.5 Media will pay their own lodging expenses if staying at a hotel, motel, bed and breakfast, or other commercial facility, as well as food and other travel expenses.

2.2.6 Media will deploy with the necessary equipment to collect and transmit their stories, if required.

2.2.7 Media should remain with their assigned unit. Media may terminate their access opportunity at any time. However, if the access is in a restricted access location, media will be expected to adhere to ground rules until they can be transported outside of the restricted area. The Unit PAO or assigned team point of contact will provide, as the situation permits and based on the availability of transportation, movement back to the nearest location with commercial transportation.

2.2.8 All pre-determined interviews with Federal employees will be on the record. Any "comments" made by Federal employees during actual "work" with disaster victims or other community relations functions which are not part of a pre-determined interview are off the record.

2.2.9 Media with access to units are not permitted to carry weapons.

2.2.10 Media may report on the type of units involved and characteristics of those units (size, number of personnel, types of resources they bring to bear, etc.).

2.2.11 Media may report on names and hometowns of unit members, but only after obtaining their consent. Photographs of unit members will be taken only with their consent.

2.2.12 If a media representative is killed or injured in the course of the disaster response/recovery operation, the unit will immediately notify ESF #15 offices. FEMA HQ and DHS OPA will contact the reporter's own media organization(s), which will make next of kin notification in accordance with the individual's wishes.

2.3 Medical facilities, children, wounded or injured people

The following procedures and policies apply to coverage of wounded, injured, and ill civilians and personnel:

2.3.1 Media representatives will be reminded of the sensitivity of using names of individual casualties or photographs they may have taken that clearly identify casualties. The deceased are the responsibility of the respective

State until next of kin can be notified. The authority to report this information must be granted by them.

2.3.2 We expect media representatives to not photograph or name any child or minor (under the age of 8) without written permission of the child's parent or guardian. In cases where such permission is not available, it will be a violation of the embed guidelines to photograph or videotape any child who could be identified by the recording method.

2.3.3 Media visits to medical or mortuary facilities will be in accordance with applicable regulations, standard operating procedures, operations orders, and instructions by attending physicians. Reporters who have access with National Disaster Medical System (NDMS) teams will follow all guidelines set forth by the team, local officials, and/or the host medical facility to ensure patient privacy at all times. **State and local officials may restrict media access to some disaster areas, and those prohibitions are completely outside ESF #15 control.** Any violation of this guideline will be grounds for immediate removal from the program.

2.3.4 Reporters may visit those areas designated by the facility commander, but will not be allowed in operating rooms during operating procedures.

2.3.5 Permission to interview or photograph an adult patient will be granted only with the consent of the attending physician or facility commander and with the patient's informed consent, witnessed by the escort.

2.3.6 "Informed consent" means the patient understands his or her picture and comments are being collected for news media purposes and they may appear worldwide in news media reports.

2.3.7 With adult patient permission, media can photograph, videotape, record, and interview that adult patient in waiting areas or between medical procedures with the understanding that the adult patient may rescind his/her permission at any time and that unit leaders may rescind the adult patient's permission on their behalf if doing so would be in the best interest of that adult patient; and with the understanding that medical procedures always take precedence and that any medical authority may end any interview at any time to perform such medical procedures.

2.4 Personal Protective Equipment

2.4.1 Because the use of personal protective gear, such as helmets, may be mandatory at some disaster scenes, media will be responsible for procuring/using such equipment at the direction of the unit leader. Whenever possible, ESF #15 will give as much direction as possible on additional gear needed before departure.

2.4.2 Media may be authorized and required to use additional personal preparedness equipment including nuclear, biological, or chemical protective equipment, firefighting turnout gear, wildfire fighting gear, urban search and rescue safety equipment, or other gear. Information on that gear will be provided before access. Unit leaders may provide gear on a temporary loan basis or reporters may be required to provide the equipment.

2.5 Security

2.5.1 Federal personnel shall protect classified information from unauthorized or inadvertent disclosure. Access to classified materials will only be granted to those in the ESF function holding a current security clearance and on a need-to-know basis. Media provided access to sensitive information will be informed in advance by the unit leader or his/her designated representative of the restrictions on the use or disclosure of such information. When a question regarding reporting specific material arises, media will consult with the unit leader or his/her designated representative.

2.5.2 The nature of the access process may involve observation of further sensitive information, including Federal employee deployments and movements, response and recovery preparations, response capabilities and vulnerabilities, and other information. When a unit leader or his/her designated representative has reason to believe that a media member will have access to this type of sensitive information, prior to allowing such access, he/she will take prudent precautions to ensure the security of that information. The primary safeguard will be to brief media in advance about what information is sensitive and what the parameters are for covering this type of information. If media are inadvertently exposed to sensitive information, they should be briefed after exposure on what information they should avoid covering.

2.5.3 The Federal response to disasters is at the request of local officials. **AT ALL TIMES, response units will abide by State and local officials' directives and requirements. Local officials may restrict media access to some disaster areas, and those prohibitions are completely outside of Federal control.** Travel into disaster sites will be coordinated through local public information officials and local authorities. If State or local authorities forbid media from entering sites, accessed media will abide by those orders.

2.5.4 Media and public affairs personnel will, at all times, follow any orders of the unit leader on-scene or his/her designee. If there are concerns, the

Public Affairs Officer (PAO) will discuss them with the unit leader. However, the unit leader's decision will be final.

2.6 Other

2.6.1 Media will travel with the ESF #15 designated team point of contact (POC) with the understanding that the POC is not a personal guide into the disaster site. The POC will be responsible for providing other disaster information outside the scope of the unit's work. Reporters understand that the opportunity for access with the unit means that there may be long periods of time without discernable action while units await assignment. Media understand that they may miss other events or stories related to the disaster while provided access to the team.

2.6.2 When purchasing gear, please consider the wide range of temperatures possible. For cold-weather gear, consider bringing clothing made out of polypropylene versus cotton and clothes that have wind-resistant or moisture-wicking features.

2.6.3 News media personnel must carry and support any personal and professional gear they take with them, including protective cases for equipment, batteries, cables, converters, etc.

2.6.4 A more comprehensive list of suggested equipment is in Tab C.

2.7 Internal Guidelines

2.7.1 The FEMA Headquarters Public Affairs Division (PAD) in coordination with DHS Public Affairs and the Unified Coordination staff ESF #15 team, is the central office for managing and approving all media access with national teams, to include allocating access slots to media organizations.

2.7.2 The ESF #15 designee with a deployment order may invite local or regional media to access with them with the approval of FEMA HQ PAD. The ESF #15 designee will inform these media, prior to deploying, that FEMA HQ PAD is the approval authority for all media access and that their particular access may end after the unit's arrival on a disaster scene. The media organization may apply to FEMA HQ PAD for continued access, but there is no guarantee and the media organization will have to make arrangements for and pay for the journalists' return trip.

2.7.3 Without making commitments to media organizations, deploying units may identify local media for potential embeds and nominate them to FEMA HQ PAD at 202-646-4600. Information required to be forwarded includes media organization, type of media, and contact information

including bureau chief/managing editor/news director's name; office, home and cell phone numbers; pager numbers; and e-mail addresses. Submissions for embeds with specific units should include a unit recommendation as to whether the request should be honored. The ESF # 15 designee should also express, through their chain of command and ESF #15 channels to FEMA HQ PAD, their desire and capability to support media embeds.

2.7.4 Freelance media will be authorized access if they are selected by a news organization as their access representative.

2.7.5 Reporters who happen upon units operating in the field may be permitted to join the team with the consent of the PAO assigned to the team in coordination with the team leader and FEMA HQ PAD and Response Division, as well as the agreement of other accessed media.

2.7.6 Units will be authorized direct coordination with media after assignment and approval by FEMA HQ PAD. All units with an accessed reporter will designate a PAO to facilitate media coverage and access. The PAO will be responsible for checking in with FEMA HQ PAD daily or as often as conditions allow. PAOs will also be responsible for forwarding questions about any topic other than the unit activities to FEMA HQ PAD.

2.7.7 Accessed media operate as part of their assigned unit. The ESF # 15 designee will ensure the media are provided with every opportunity to observe actual operations. The personal safety of correspondents may be a reason to exclude them from actual operations, but every effort should be taken so that media can witness operations from a safe distance whenever possible.

2.7.8 Media will agree to abide by the FEMA HQ PAD ground rules, (copy included in this document). Any violation of the ground rules could result in termination of that media's access opportunity.

2.7.9 If pooling is implemented, pool products will be made available to all accredited media on an equitable, no-fee basis. Media pool coordinators and bureau chiefs will be responsible for distributing media pool products. Media pooling will be decided upon in advance. Media will be notified before deployment if pooling will be implemented.

2.7.10 Issues, questions, difficulties, or disputes associated with ground rules or other aspects of accessed media that cannot be resolved at the unit or Unified Coordination level will be forwarded to DHS/FEMA HQ PAD. Unit leaders who wish to terminate an access for cause must notify FEMA HQ PAD prior to termination. If a dispute cannot be resolved at the Unified Coordination/ESF #15 level, FEMA HQ PAD and the FEMA

Response Division will be the final resolution authority. In all cases, this should be done as expeditiously as possible to preserve the news value of the situation.

Tabs

A Media Access Letter
B Media Access Informed Consent Form
C Media Access Suggested Gear List

<u>Tab A to Appendix 5 to Annex C to Emergency Support Function #15 External Affairs</u>
Media Access Letter

Dear _____[Media]

We welcome each of you to the experience of seeing the work of response and recovery teams first hand.

We appreciate your interest and willingness to live and work alongside response and recovery professionals from across the United States as they help those affected by disasters. For us, it gives an opportunity to demonstrate the service provided by these outstanding individuals. For you, it provides a unique vantage point from which to tell the story of these brave and proud Americans – from behind the yellow caution tape and in the midst of the disaster scene, as they serve their neighbors.

Depending on the type of disaster and the unit you might be deploying with, you'll see the finest America has to offer – from doctors and nurses setting up hospital emergency rooms in tents to brave search and rescue professionals climbing into the depths of mangled buildings with their search animals or wading through high water in an effort to ensure that no one is left behind.

A media escort will deploy with you during your access and be your guide along the way. Their job is to ensure you the best access possible to get a good story, while also looking out for your safety and enforcing some modest rules so that your stay with a unit goes well, and that our operational teams keep inviting media back on future disaster deployments.

Access with a Federal Government response team does have certain constraints. As an enclosure to this letter you will find a list of ground rules we must ask you to follow. Please understand that agreement to these rules is necessary to protect you as well as the units you will work with. Failure to comply with these rules may result in termination of a news media representative's access.

In addition to ground rules, we ask that you come prepared to operate safely in a complex environment. This includes, but is not limited to, coming prepared with appropriate gear such as work boots, long pants, and extreme weather gear. A gear list is included for your use. Being properly outfitted and obeying the orders of operational unit leaders will go a long way to keeping you safe and comfortable during your embed.

Speaking of comfort, it is important to understand that disaster situations are not pleasant places. You may experience sights, smells, and sounds that are highly unpleasant, and you need to be prepared for that. You may also have very limited access to basic services that we all rely upon. You may go for several days without water, food, electricity, or a warm bed. Pack what you'll need to sustain yourself and stay modestly comfortable. Obviously you'll need clean water and food, but also bring along your toiletries, sunscreen, extra clothing, sleeping bag, camping gear, and anything else you can think that will be required in a very primitive environment for up to a week or more, depending on your team assignment.

FEMA Headquarters Public Affairs Division (HQ PAD) will be the final authority on access and will limit, restrict, or terminate access whenever necessary, and solely at the discretion of the office, for safety and security reasons, or to ensure the overall viability of the program.

FEMA HQ PAD will serve as your final stop before you leave, during your access, and when you return. In the field, the team leader has the ultimate authority as to where you go and how you access the team. Your ESF #15 designee will work with the team leader to ensure the greatest accessibility possible within the confines of keeping you and our team members safe. If you have questions, concerns, or a problem that cannot be solved within your access, contact the HQ PAD office (202-646-4600).

For more information, or if you are interested in access but have not yet coordinated with FEMA HQ PAD, please contact the office at 202-646-4600 and be ready to provide your full name, media organization you represent, phone number, fax number, e-mail address, and best way to reach you.

Thank you again for your interest in the media access program and we look forward to working with you soon.

FEMA's Public Affairs Division

<u>Tab B to Appendix 5 to Annex C to Emergency Support Function #15 External Affairs</u>
Media Access Informed Consent Form

I recognize that covering response/recovery operations at disaster scenes or elsewhere carries with it certain inherent risks to life, limb, and equipment.

I recognize that the Department of Homeland Security, in pursuing the successful accomplishment of its mission, cannot guarantee my personal safety or the safety of my equipment.

I understand that my acknowledgment of this statement is a condition of being credentialed to have media access with operations and receiving assistance for that coverage.

Whereas, I **_____(NAME)_____ ,** I am about to travel with _____ , and whereas I am doing so entirely upon my own initiative, risk and responsibility; now therefore in consideration of the permission extended to me, I do hereby for myself, my heirs, executors, and administrators, release, remise, acquit, satisfy, and forever discharge _____ and its member officers, agents, and employees acting officially or otherwise, from any and all claims, demands, actions, or causes of action, on account of my death or on account of any injury to me or my property that may occur from any cause during my stay, travel, and all ground, flight, or water operations incident thereto.

I also agree to abide by the media access ground rules that have been provided to me and to withhold any sensitive information, which may be accidentally disclosed to me. I agree that all pre-determined interviews with employees or employees of contractors during the media access will be on the record. I agree that any "comments" made by employees or contractors during actual "work" that are not part of a pre-determined interview are off the record. During my stay with _____, I will not interfere with operations. I understand that failure to comply with these restrictions will result in the loss of authorization to accompany _____ and may result in cancellation of my participation in the media access program.

_____ _____
Signature **Date**

_____ _____
Printed Name **Media organization**

Address:_____

Phone: _____

Please provide contact information for a person to be notified in an emergency (preferably next immediate relative):

_____

_____ _____
Witness **Witness**

Tab C to Appendix 5 to Annex C to Emergency Support Function #15 External Affairs
Media Access Suggested Gear List

Recommended items for media access:

- SUV or all-terrain type vehicle if needed for your equipment
- Gear you need to do your job and file your stories from the field, if needed – pens, pencils, pads, recorders, spare batteries, spare tape, spare digital media, etc.
- Cushion-sole socks (hiking socks are good)
- Boots/sturdy shoes – steel-toed and/or steel-shanked boots may be required when embedding with some teams; ask for guidance
- Comfortable shoes – tennis shoes or other comfortable shoes when boots are not required
- Long pants – ABSOLUTELY REQUIRED when operating with USAR teams and other front-line disaster response teams
- Shorts – for warm-weather operations, NOT for operating in areas with heavy damage and safety issues
- Shirts – both long-sleeved and short sleeved
- Rain/wind resistant jacket
- Cold-weather coat, gloves, hat – if needed
- Thermal underwear – if needed
- Water – enough for three days
- Food to last three days – protein bars, canned meat, jerky, MREs, etc.
- All personal hygiene (one week's supply):
  - Toothbrush/paste
  - Soap
  - Deodorant
  - Brush/comb
  - Foot powder
- Prescription/non-prescription medications:
  - Painkiller (aspirin, acetaminophen, ibuprofen, Naproxen)
  - Antacid
  - Anti-diarrhea
  - Vitamins
  - There is no guarantee that medications can be kept cold or refrigerated.
- Contact lenses and supplies
- Denture needs
- Sunglasses
- Insect repellent w/ DEET
- Lip balm
- First-aid kit
- Ear plugs w/ case
- Sunscreen
- Baby wipes or the adult version – Bath-size wipes are available in the camping section of sporting goods stores and are a must in areas without water.
- Identification, including ID with photo
- Cash ($100 in tens and $20 spare tucked somewhere else) and various change

- Flashlight w/ batteries
- Hard hat – required with some teams
- Safety glasses – required with some teams
- Dust filter mask (fit-tested N-95 filter mask if working in areas with communicable diseases)
- Latex-free exam gloves if working in areas with communicable diseases
- Multi-purpose tool – knife, screwdriver, can-opener, etc.
- Pocket sewing kit
- Waterproof matches
- Can opener for food (if kit contains canned food) and plastic flatware
- Cell phone with spare battery, charger, and automobile charger
- Credit cards
- Health Insurance card or information
- Long-distance calling card
- Entertainment – Paperback book, deck of cards, etc.
- Battery-powered radio and extra batteries
- Sleeping bag and pillow
- Sleeping bag pad or inflatable mattress
- Travel alarm clock
- Towel
- Backpack/daypack
- Maps – Road, topographic *if necessary*

This is not an all-encompassing list. Individual gear lists should be based on personal experience with activities in a prolonged primitive environment. Feel free to consult with FEMA HQ OPA to help gauge appropriate gear.

Prohibited articles:

- Weapons/tools – If you can't take it on the plane, don't bring it, with the exception of a multi-purpose tool, which should be packed in checked baggage.
- Controlled substances or alcoholic beverages
- Destructive devices (explosives caps, tear gases, projectiles, etc.)
- Explosives and flammables (heat tabs, Sterno, etc.)
- White phosphorus matches
- Pornographic material
- Prescription drugs (restricted) – must be in original labeled container and not loose; should be in hygiene kit

Annex D to Emergency Support Function #15 External Affairs
Congressional Affairs

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook
D. National Disaster Recovery Framework

NRF ESF #15 Quick Summary – Congressional Affairs (CA)	
Supports external affairs by:	▪ Developing an initial action plan in support of objectives identified by the FCO. ▪ In coordination with the Congressional Affairs Division (CAD) and State counterparts, establishing contact with congressional offices representing affected areas. ▪ Coordinating with interagency congressional affairs counterparts to deliver a unified message to all stakeholders.
Directed by:	▪ Assistant External Affairs Officer (EAO) for Congressional Affairs

1.0 Purpose
This annex provides guidance on congressional affairs activities during the response phase of an incident requiring a coordinated Federal response.

2.0 Congressional Affairs Primary Function
The Congressional Affairs (CA) component proactively engages and coordinates the exchange of information between DHS, FEMA, Members of Congress and their staffs by fostering a positive and continuous dialogue. CA builds strong working relationships, educates, and manages expectations. CA also coordinates with interagency congressional affairs counterparts to provide accurate, timely, consistent, and comprehensive information to Members of Congress and their staffs.

3.0 Concept of Operations

3.1 The Unified Coordination staff and regional leadership will designate an Assistant External Affairs Officer for Congressional Affairs (AEAC) during an incident requiring a coordinated Federal response.

3.2 CA will deliver a unified message through the open exchange of information between FEMA, State, and interagency congressional affairs counterparts involved in the incident.

3.3 CA will physically locate within ESF #15 spaces within the Unified Coordination staff. If not physically located in the JFO facility, every effort should be made to move CA within proximity of ESF #15 elements.

3.4 ESF #15 Planning and Products will support CA with congressional advisories, operations report summaries, fact sheets, to include congressional briefing materials and information.

4.0 Initial Activation and Deployment Actions

4.1 Make initial contact with the EAO, Unified Coordination staff, and counterparts from the Region and Headquarters.

4.2 Determine staffing levels with the EAO using staffing analysis guidelines and in consultation with National Congressional Affairs Cadre Manager. Staffing analysis guidelines are contained in Appendix 1.

4.3 Assign CA staff to liaise with congressional offices.

4.4 Develop preliminary organizational chart and anticipated assignments.

4.5 Coordinate protocol with ESF #15 Planning and Products program liaisons for initial and subsequent preparation of the operations report summary and researching inquiries, as appropriate.

4.6 Anticipate need to acquire local hire staff to supplement CA operations.

4.7 Inform the EAO and Resource Manager of specific requirements and personnel movements promptly.

5.0 Congressional Affairs Incident Tasks

5.1 Work with interagency congressional affairs counterparts to establish advisory and notification procedures for congressional offices in coordination with CAD.

5.2 Make initial contacts with congressional district offices as soon as possible.

5.3 Provide one point of contact to congressional district offices.

5.4 Provide initial incident information.

5.5 Confirm congressional offices' contact person(s) and contact information.

5.6 Determine congressional district office needs and specific concerns.

6.0 Outreach and Communications Activities

6.1 Coordinate with ESF #15 Planning and Products to provide key messages to congressional offices that can be communicated to the public.

6.2 Initiate conference calls with affected congressional offices 24–48 hours after the event when practicable and throughout the response and recovery operations. State points of contact, FEMA program staff, and leadership should be invited to participate as appropriate. Initially, the conference call should be held daily and adjusted based on congressional office needs and interests.

6.3 Provide congressional offices an operations report summary, in coordination with ESF #15 Planning and Products, that describes: 1) key response and recovery efforts by the State, Federal agencies, and voluntary organizations, 2) disaster assistance program statistics, and 3) helpful resources and referrals. Frequency of distribution should be determined by disaster type, programs activated, and congressional office needs. A notional operations summary example is contained in Appendix 2.

6.4 In coordination with CAD and the congressional district offices, establish a timeframe to hold an initial interagency congressional briefing at the Unified Coordination staff as quickly as possible after an event.

6.5 When possible, schedule congressional office visits to address congressional concerns, needs, and emerging issues.

6.6 Maintain ongoing communications with all impacted congressional district offices and respond to inquiries in a timely manner.

7.0 Other Congressional Affairs Incident Coordination Measures

7.1 Support to EAO and FCO

Provide the EAO and FCO with summaries on the Members of Congress affected (including expected level of their involvement), impact on their districts and other significant issues, biographical sketches of members (including their affiliation, term in office, major committee assignments, leadership positions, and location of State/district offices).

7.2 Product Development

Identify emerging issues and coordinate closely with ESF #15 Planning and Products staff on the development of written materials for presentations and other required activities.

7.3 Congressional Advisory Process

Establish a congressional advisory and notification process in coordination with ESF #15 Planning and Products and interagency congressional affairs counterparts.

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7.4 Interagency Contact

Establish contact with Federal department and agency personnel involved in order to develop a coordinated interagency congressional affairs strategy. Establish procedural guidelines with congressional liaisons from other Federal departments and agencies.

7.5 Documentation

Document all significant activities and interactions with congressional district offices and key parties. Keep records of congressional inquiries. Establish a phone log.

7.6 Congressional Briefing Materials

Plan for and develop a congressional briefing to be held within one week of an incident, or as soon as practical. Contents of briefing packet normally include:

7.6.1 Executive Summary or Situation overview (1 page)
7.6.2 Status of declaration(s)
7.6.3 State map of disaster area and designated counties
7.6.4 Map of congressional districts (with members' names and district numbers)
7.6.5 Background information page(s) – disaster specific
7.6.6 Program fact sheets
7.6.7 Other appropriate materials

7.7 Anticipate VIP visits

7.7.1 In coordination with CAD, arrange for incident site visits for Members of Congress and their staffs and Congressional oversight committees.
7.7.2 Coordinate visits with the Unified Coordination staff, Region, CAD, and State counterparts.

7.7.3 Use the VIP Visit Guidelines and tools to plan for VIP visits.

<u>Appendix 1 to Annex D to Emergency Support Function #15 External Affairs</u>
Congressional Affairs Organization Chart

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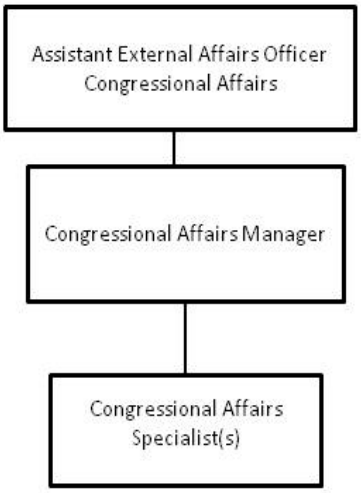


Annex E to Emergency Support Function #15 External Affairs
Community Relations

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook
D. FEMA Community Relations Operational Guidance

NRF ESF #15 Quick Summary – Community Relations (CR)	
Supports external affairs by:	▪ Implementing the Assess, Inform, and Report ("AIR") mission immediately after an event or as directed ESF #15 Operations Director to provide ground truth on status of an affected community. ▪ Conducting outreach to the whole community, including limited English proficiency populations and those with access and functional needs. ▪ Disseminating critical information to survivors and affected communities on available disaster assistance programs and other relevant recovery information. ▪ Coordinating closely with the affected State(s) to identify community leaders (e.g., grassroots, political, religious, educational, business, labor, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative Federal, State, and local planning and mutual support for disaster recovery. ▪ Preparing an initial action plan to support the FCO/State Coordinating Officer (SCO) with incident-specific guidance and objectives. ▪ Developing and disseminating reports to key decision makers to provide situational awareness and share critical, actionable information gathered from the field. ▪ Serving as the primary liaison between the Federal recovery operations and the community. Engage with community through door-to-door outreach, public meetings and other external affairs activities.
Directed by:	▪ Assistant External Affairs Officer for Community Relations

1.0 Purpose

The annex provides guidance on Community Relations activities in support of an incident requiring a coordinated Federal response.

2.0 Concept of Operations

Community Relations' mission is to be the communications and information link, interacting with disaster survivors and identifying the needs of the community as it moves towards recovery. In order to achieve this, Community Relations employs the "AIR" concept: Assess, Inform, and Report.

2.1 Assess

CR teams serve as "eyes and ears" for the FCO/SCO, providing ground truth and validating that operational goals and priorities meet the most critical needs of disaster survivors. CR teams accomplish this by strategically gathering information and verifying the common operating picture. Information includes:

- Capturing the status of individuals and households. This includes assessing the need for food/shelter; demographics and socioeconomic impacts; unmet needs for those with access and functional needs that must be operationally addressed, etc.

- Capturing the status of the community, to include any unanticipated impacts that the disruption of power, water, sewer and other infrastructure services is having on disaster survivors.

- Understanding where residents go for services (medical, retail, etc) and determining if access to these services has been interrupted, creating needs. Identifying available resources exist within the community, and what resources have been impacted that may create cascading needs (voluntary agencies, schools, major employers, etc).

- Gauging local emergency management capability and needs, to include key priorities for local emergency management and how they connect to overall operational priorities and identifying shortfalls.

2.2 Inform

CR's mission is grounded in a two-way information flow, the core of which is ensuring disaster survivors have an understanding of and access to the full range of assistance available to support their recovery. CR teams accomplish this by:

- Assisting disaster survivors and affected communities in understanding DHS/FEMA's role in the disaster response and recovery and how to access available Federal assistance.

- Helping to manage expectations among the public by providing information as to what the Federal Response can and cannot do for them in order to address any false expectations as to what disaster assistance really can provide.

- Proactively engaging the whole community, including Limited English Proficiency and Additional Communication Needs (LEP/ACN) populations and individuals with access and functional needs. This includes door-to-door outreach, speaking at town hall meetings, etc.

- Identifying and reaching out to Community Based Organizations (CBOs) that can assist with dissemination of information to target audiences and establish an ongoing dialogue with leadership within those organizations.

- Collaborating with groups and organizations that support underserved populations and develop strategies to reach them.

- Developing a coordinated interagency Community Relations strategy for the FCO with input from all responding agencies**.**

- Identifying geographic, demographic, and economic areas that are most affected by the incident.

- Coordinating with program areas and other ESF 15 components regarding community concerns, issues, message strategy, and multi-lingual and cultural issues.

- Working closely with Planning & Products to identify strategies and materials to reach traditionally underserved populations and individuals identified as having limited English proficiency and accessible communications needs.

2.3 Report

After obtaining information in the field, CR is responsible for providing clear and consistent reports to leadership to strengthen operational decision-making by providing actionable data that identifies needs and trends. CR will:

- Produce reports that include CR spot reports, which outline critical needs in the field as they are identified, and daily reports from the field that capture key data points and trends. This information will then be incorporated into situation reports, ESF #15 Daily Communications Summaries, and Incident Action Plans (IAPs) to reflect needs and priorities identified through data analysis.

- Work closely with EA Reports Specialists in Planning & Products to provide information for daily reports.

- Employ the Community Assessment, Reporting and Evaluation (CARE) mobile and web applications to log issues and activities for CR reports.

3.0 Roles and Responsibilities

3.1 FEMA EA Disaster Operations Division

FEMA's Disaster Operation Division manages the Community Relations function. During an ESF #15 response the division coordinates staffing resources, provides surge training as needed, and gives operational and tactical support to the Assistant External Affairs Officer for Community Relations (AECR).

3.2 Assistant External Affairs Officer for Community Relations (AECR)

The AECR reports to the External Affairs Officer and oversees all activities involving Community Relations. Responsibilities include coordinating all CR field outreach to the general public to help educate and assist with the delivery of disaster assistance program information, and to support disaster operations as required. The AECR also assists in training new staff, coordinates with the Speakers Bureau and EA Reports Specialists, and acts as a senior advisor to the EAO, FCO, and Unified Coordination staff on issues involving the general public.

3.3 DHS Office for Civil Rights and Civil Liberties Incident Community Coordination Call (ICCT)

3.3.1 The ICCT is the only tool of its kind available for rapid-two way communication between the Federal Government and impacted communities who may have distinct civil rights and civil liberties concerns in the aftermath of any homeland security incident.

3.3.2 The ICCT is initiated only in certain circumstances and is chaired by the DHS Officer for Civil Rights and Civil Liberties. The goal of the call is to provide timely information from the government to community leaders in the aftermath of a homeland security incident (e.g., actual or potential terrorist attack, other emergencies).

3.3.3 The call also allows the government to receive timely information from community leaders including: possible civil rights concerns in the aftermath of an incident (e.g., lack of access to information or resources during emergencies, retaliatory hate-crimes, etc.); reactions or concerns to policies or actions taken by the government; information about other concerns of these communities in the aftermath of an incident and how the government might be effective in investigating allegations or concerns.

3.3.4 The call is comprised of key DHS and Federal agencies, as well as community leaders and entities who work closely with Federal officials nationally and in the affected areas.

4.0 Activation

The ESF # 15 EAO, with guidance from the ESF #15 OD, and in consultation with the FCO and SCO, will direct the activation of CR assets to support operational needs. An activation of CR staff may occur prior to a Stafford Act Declaration. The teams can be pre-staged with an Incident Management Assistance Team in preparation for a notice-

event, or to support Preliminary Damage Assessments (PDAs) immediately following an incident. Upon activation, CR will implement the following activities:

- Review completed Preliminary Damage Assessments
- Meet with FCO/SCO to obtain disaster specific information, such as type and scope of event
- Deploy initial CR team to arrive within 12 hours of an Individual Assistance Declaration to a designated location in the impacted state and then proceed to expand staffing accordingly as operational needs require.
- Establish a staging area, when directed, to respond to a pre-declaration notice-event, in order to provide training and/or act as a staging area for deployments to other disasters or locations as needed.
- Develop a demographic profile for the affected counties to obtain initial information to assist CR in their effort to provide information on disaster assistance to the whole community (e.g., limited English proficiency, literacy issues etc.)
- Develop a staffing plan based on the population impacted (size and demographics), geographic area impacted (rural, urban, suburban), and disaster complexity.
- Identify unmet staffing requirements and determine need for mobilization and/or surge operation to meet staffing shortfalls

An Initial Community Relations Plan will be developed to guide activities and inform senior leadership about the needs and outcomes related to the operation. The Initial Plan will be created in the first 24 hours and shall include:

- Demographic assessment
- Initial priorities and objectives for CR
- Initial staffing requirements and tentative staffing projections
- Initial assessment of the disaster's impact on individuals and communities
- Strategic Stage 3 to Stage 4 timeline (12 – 72 hours post-declaration)

A more complete Community Relations plan will be developed at a later date to address the following:

- Areas of immediate and long-term operational support
- Strategic Plan including staffing projections

5.0 Key Internal Partners

5.1 DHS Center for Faith-Based and Neighborhood Partnerships

CR teams will coordinate with the Center for Faith-Based and Neighborhood Partnerships to strategize outreach to key minority communities, identify key religious and faith-based leaders, and ensure that CR leverages community resources to support information dissemination.

5.2 FEMA Disability Integration Specialist

CR will work with disability integration specialists during all phases of a disaster response to assist in identification of the needs of all disaster survivors, including those with access and functional needs, and ensure everyone has full access to available disaster assistance programs.

5.3 Individual Assistance (IA)

CR will provide field support as requested by IA to include but not limited to assistance for Disaster Recovery Center (DRC) issues; Case Management support; locating applicants; verification of shelter population; pre-placement interview support for housing; issues with registration and post-inspection processes.

5.4 Voluntary Agency Liaison

CR will work closely with the Voluntary Agency Liaison (VAL) and provide support coordinating activities, sharing relevant information and building relationships with voluntary agencies to assess both the needs of the community and available resources.

5.5 Operations

CR will support the Operations Division by providing critical situational awareness from the field. CR leadership will submit daily reports to the Unified Coordination staff, as well as coordinate with P& P program area liaisons, to provide visibility to Operations on the status and real needs of disaster survivors.

5.6 Mitigation

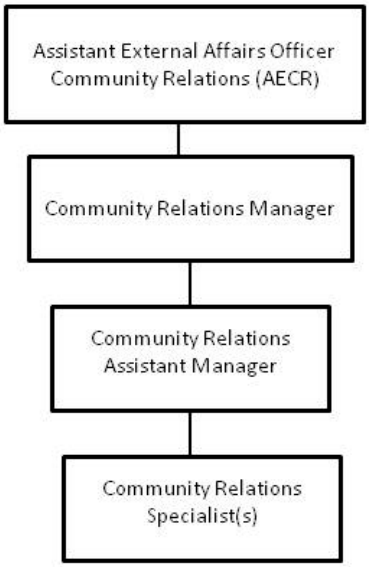
CR will work with Mitigation to help identify community opportunities for mitigation messaging and activities and provide additional support as requested

6.0 Federal Interagency Coordination

6.1 For large-scale Stafford Act responses in which organic CR assets are depleted, DHS/FEMA may submit ESF #15 mission assignments to other Federal agencies for personnel support to CR operations.

6.2 During a SONS that activates a National Contingency Plan response; there may be a need for a ground presence and information sharing within an affected community. In this case, the lead agency may request DHS/FEMA assistance with CR outreach. The USCG, EPA, and DHS/FEMA will coordinate to combine the National Response Team-Joint Information Center (NRT-JIC) and ESF #15 reporting and organizational structures.

<u>Appendix 1 to Annex E to Emergency Support Function #15 External Affairs</u>
Community Relations Organizational Chart



Appendix 2 to Annex E to Emergency Support Function #15
Sample Community Relations Assessment Checklist

Community Relations Assessment Checklist

The following sample questions are for use in conducting assessments of disaster impacts and to facilitate collection of the type of information needed to support operational decision-making. The checklist may be tailored or additional questions may be added to address disaster-specific information needs.

An asterisk * designates disability-related information

Critical Issues

- ☐ Are there any survivors in need of immediate of medical attention?
  - ☐ *Are there any needs for Durable Medical Equipment (DME) or Consumable Medical Equipment (CME)?
- ☐ Are additional emergency first responders needed?
- ☐ Do Emergency Services have working communications? (911, cell phone, radio)
- ☐ Are there any shortfalls for basic commodities (water, food)
- ☐ Are there any sheltering needs? Overcrowding? Undocumented shelters?
  - ☐ *Are there any functional accommodation needs? (e.g. acute medical needs, bariatric equipment needs, service animals or pets identified (from persons with disabilities)
- ☐ Is there any infrastructure damage? (e.g. fuel infrastructure, power plants, sewage treatment plants, etc.)
- ☐ Are there any hazardous material issues or releases?
- ☐ Are roads passable for emergency service?
  - ☐ *Are there any issues with wheelchair access or blind/vision-loss access? (e.g. cleared walkways, curb-cuts)
- ☐ Is commercial electrical power on at critical facilities (hospitals, non-hospital medical care facilities, law enforcement, fire departments)
- ☐ Are there private residences without commercial electrical power?
  - ☐ *Are there adult care/nursing homes without power? (e.g. active adult living areas that include those with disabilities)
  - ☐ *Are elevators operational in multi-floor buildings?
  - ☐ *Are there residents who rely on power for "power-supported medical devices, without power?
- ☐ Do less than 50% of private residences have commercial power

Life-Saving and Life-Safety

- ☐ Are life-saving search & rescue operations underway or completed?
- ☐ Are life-sustaining materials & supplies being distributed to disaster survivors?
- ☐ Are there reported shortages of essential commodities?
  - ☐ *Are acute care facilities impacted?
    - ☐ *Does this impact those who rely on hospice care or nursing home type facilities or delivery of food, services, products, etc.?
- ☐ Are basic critical communications for police, fire, EMS operational?

- ☐ Are cellular phone systems operational?
  - ☐ * Is communication accessible for those with alternative communication needs?
  - ☐ Is there a Limited English Proficiency population? If so, what languages?

Occupancy

- ☐ Are there evacuation orders in effect?
- ☐ Is there a curfew in place?
- ☐ Are roads passable for residents?
- ☐ Have residents returned post-disaster? Are they staying in damaged homes?
- ☐ Have residences been inspected and approved as safe for occupancy?
- ☐ Identify any specific areas where more than 50% of residences show obvious disaster damages.
- ☐ If residents rely on natural gas for cooking and heating are supply lines disrupted?
- ☐ If residents rely on propane for cooking and heating are there shortages?

Security and Safety

- ☐ Has on-scene security & protection been established to ensure a safe & secure environment for persons and property?
- ☐ Are there environmental threats or issues unresolved?

Public Information

- ☐ Are disaster survivors aware of where they can obtain commodities and shelter?
  - ☐ *Is this information available in alternative communication formats?
  - ☐ *Are there instructions available to the public where they can obtain this information?
- ☐ If Individual Assistance has been declared, are disaster survivors aware of the registration process, to include the 800#, mobile site and fema.gov?
  - o *Is this information available in alternative communication formats?
  - o *Is this information available in American Sign Language? Section 508 compliant?
- ☐ Are there populations with limited English proficiency needs, or accessible communications needs?
  - o *If so, what populations are identified? If foreign languages, what languages are needed and is there an identifiable point of contact (for that subgroup) for follow-up information sending and gathering?

Public & Private Services & Resources

- ☐ Are private and civic sector resources within and outside the impacted area mobilized and engaged?
  - o *Are there persons with disabilities, accessible communication or LEP needs?
  - o *Are you aware of any school or college programs for persons with disabilities that are affected? (e.g. developmental disabilities programs/deaf or hard-of-hearing)
    - ▪ Do you have access to contact information for these groups for the purpose of information sending/gathering?
  - o *Are the Faith- or Community-Based Organization programs for persons with disabilities affected?
    - ▪ *Do you have access to contact information for these groups for the purpose of information sending/gathering?
- ☐ Are local businesses open?
  - o If not, are there businesses with disaster-related closures whose employees may qualify for Disaster Unemployment Assistance (DUA)?
    ENSURE THAT DUA IS AVAILABLE FOR THIS DISASTER BEFORE ASKING THE QUESTION!!!
  - o Is there information available for employers to share with their employees and is that information in accessible communication format

<u>Annex F to Emergency Support Function #15 External Affairs</u>
Private Sector

References:

A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook
D. National Infrastructure Protection Plan (NIPP)

NRF ESF #15 Quick Summary – Private Sector	
Supports external affairs by:	▪ **Providing strategic counsel and guidance to response leadership in an actual or potential incident:** o Prepares an initial action plan to support the FCO and Unified Coordination staff with incident-specific guidance and objectives o Identifies critical issues related to successful private sector recovery, and elevates them to the appropriate Unified Coordination staff component and/or FCO for awareness and resolution o Liaises with and supports state and/or regional private sector liaisons and partnership efforts ▪ **Conducting Outreach and Education** o Builds targeted local outreach networks of state private sector liaisons; regional public-private partnerships; major employers; key Chambers of Commerce; relevant trade and industry associations; impacted universities and other influential private sector stakeholders within the area o Expands the reach of disaster assistance messaging through private sector networks o Identifies opportunities for Unified Coordination staff leadership and response partners to speak directly to key private sector groups, such as at business recovery forums and events ▪ **Promoting operational integration with the impacted private sector to support local economic response and recovery:** o Establish two-way information sharing between the unified Federal response, the State/tribe/territory/local, and the impacted private sector community and their employees or members o Informs the private sector of response efforts,

	protocols, and recovery programs o Serves as a liaison between the overall government response and recovery operations and the private sector community ▪ **Supporting situational awareness:** o Engages the private sector in two-way information-sharing efforts ▪ Coordinates with partners within the Unified Coordination staff on matters relating to their specific functions and the private sector, including: key Emergency Support Functions (see table D-1); the Infrastructure Liaison and DHS Office of Infrastructure Protection; Voluntary Agency Liaisons; Faith-Based liaisons Disability Liaisons; and others as appropriate
Directed by:	▪ Assistant External Affairs Officer for Private Sector

1.0 Purpose

Coordinated communication and collaboration with the private sector supports effective incident management by integrating private sector capabilities and information into response operations. This annex describes how the government will conduct outreach to, and coordination with, the private sector in response to any type of emergency or threat. For the purpose of ESF #15, private sector includes major employers, trade and industry associations representing the impacted economy, state private sector liaisons, public-private partnerships, academia and other stakeholders who are influential in the local economy.

2.0 Assumptions

The following are key assumptions about the private sector in the event of an incident requiring a coordinated Federal response:

2.1 Regardless of the nature of the incident (natural disaster, terrorism, or other), most disasters impact businesses and the local economy.

2.1 Business recovery is a central and critical component in a community's recovery.

2.1.1 Small- to medium-sized businesses may be most vulnerable to disruptions and are essential to local economic and community recovery. According to the U.S. Small Business Administration, 99 percent of all employers in America are small businesses.

2.1.2 The majority of the Nation's critical infrastructure are owned and/or operated by the private sector, making public/private partnerships central to effective preparedness, response, recovery, and resiliency.

2.1.3 Private sector organizations play a key role in providing goods, services, and technical expertise that can complement effective preparedness, response, recovery, and mitigation operations.

2.3 The private sector has communication channels that can be leveraged to assistance distribute information directly to survivors (employee communications, customer interaction, information exchange with suppliers and partners).

2.4 By including a private sector liaison on the External Affairs team, ESF 15 can help speed disaster recovery by more fully engaging the vast resources, knowledge and capability of the private sector in the emergency communications and, where appropriate, into operations.

3.0 Concept of Operations

ESF #15 private sector liaisons coordinate closely with other Unified Coordination staff partners that represent and interact with key segments such as infrastructure or non-governmental organizations (NGOs), as well as voluntary agencies, faith based and disability communities. Private sector outreach and engagement focus on opening two-way information channels and fostering a spirit of collaboration. Communications to the private sector may include approved public information of particular relevance to this audience; situational updates intended to support response, recovery, preparedness and mitigation; information on disaster assistance for employees; specific guidance on response and recovery processes as they relate to private sector organizations serving access and functional needs populations; tips on how to become involved in local economic and long-term recovery planning.

3.1 Scalability

The Private Sector organizational structure within ESF #15 is intended to be flexible, scalable, and adaptable to the size, scope, and requirements of the specific incident.

3.2 National Structure

Liaisons from appropriate Federal agencies may be deployed to the NJIC or FEMA Ready Room, if established, to provide subject -matter expertise on a specific event and support messaging and outreach to the private sector, in coordination with the Assistant External Affairs Officer for the Private Sector (AEPS). Depending on the disaster or special security event, liaisons will be drawn from agencies most relevant to the event, such as DHS Private Sector Office, FEMA Private Sector Division, DHS Office of CS&C, US Coast Guard, or other agencies.

3.3 Field Structure

3.3.1 In collaboration with the FCO, the ESF #15 EAO will designate the AEPS.

3.3.2 The AEPS reports to the ESF #15 EAO and will co-locate in the Joint Field Office with other External Affairs personnel.

3.3.3 In addition to the AEPS, the Unified Coordination staff's private sector component may include private sector outreach liaisons, who report to the AEPS**.**

3.4 Coordination

The AEPS and staff will coordinate with a wide range of partners, including but not limited to:

3.4.1 The Assistant External Affairs Officers for Planning and Products, and other ESF #15 section leads to ensure that private sector efforts and plans are fully synchronized.

3.4.2 State and other operational partners to conduct private sector engagement, such as supporting back to business events, helping to identify issues and elevate them for resolution, and advising on collaborative efforts.

3.4.3 The DHS Infrastructure Liaison, State Private Sector Liaison, Community and Faith Based Initiatives Liaison, Disability Liaison, ESF #6, and other Unified Coordination staff leadership, as applicable, to ensure a robust flow of communication with local, regional, and national private sector networks;

3.4.4 Private sector representatives or liaisons in the State EOC, RRCC(s), and with the Private Sector Representative within the NRCC.

3.4.5 Business emergency operation centers as appropriate, whether at the local, regional or national level.

3.4.6 Deployed representatives from other Federal partners, such as the Small Business Administration (SBA), Internal Revenue Service (IRS), General Services Administration (GSA).

3.5 National level coordination

3.5.1 Through the National Operations Center (NOC), DHS Private Sector Office will facilitate information sharing within the Federal interagency (SBA, IRS, GSA, Commerce, Labor, and others) as needed, to create a unified Federal outreach to the private sector. Primarily, this information will be very high level, not just specific to the response and recovery efforts in the impacted area. The NOC seat coordinates with the FEMA Private Sector Representative in the NRCC.

3.5.2 DHS Office of Public Affairs will coordinate the Private Sector Incident Communications Coordination Line (PICCL) call, designed to provide

timely information to Critical Infrastructure stakeholders during an incident that requires Federal coordination and response.

4.0 Roles and Responsibilities

4.1 FEMA Private Sector Division

The FEMA Private Sector Division (PSD) coordinates with the Disaster Operation Division of External Affairs on staffing resources, training and operational and tactical support to the AEPS. As needed, staff may participate in ESF #15 private sector operations located in the NRCC, the RRCC(s), and Unified Coordination staffs.

4.1.1 FEMA PSD recruits and manages Private Sector Representatives, and oversees the NRCC Private Sector Desk and National Business Emergency Operation Center (NBEOC). Through these channels, PSD connects national private sector communication and operational partners with regional or Unified Coordination staff efforts, as appropriate. The PSD's Private Sector Representative staffs the NRCC Private Sector desk and coordinates with BEOC's, if established, in the impacted area.

4.2 DHS Private Sector Office

The DHS Private Sector Office (PSO) supports efforts by coordinating public information and outreach with national private sector stakeholders, associations, academia, and non-governmental organizations that are not directly involved in the disaster. PSO works to fulfill the information requirements of the Secretary, coordinating with FEMA's Private Sector Desk in the NRCC to provide information on impacts to the private sector, and provide assistance to the operational components by leveraging its existing relationships with the private sector as necessary.

4.3 DHS Office of Infrastructure Protection

The DHS Office of Infrastructure Protection establishes and maintains an information-sharing network designed to provide timely and actionable threat information, assessments, and warnings to public and private sector security partners, specifically critical infrastructure owners and operators. DHS/IP coordinates the deployment of Infrastructure Liaisons to Unified Coordination staffs to implement critical infrastructure support activities including coordination with ESFs, Federal Sector Specific Agencies; State, tribal, territorial and local entities; and CI owners and operators. Through the National Infrastructure Coordinating Center (NICC), a 24x7 operational component of NPPD/IP and the DHS National Operations Center's (NOC) critical infrastructure -focused operational element, DHS is positioned and practiced at providing timely and actionable situational awareness information to its government and industry stakeholders. During significant events, the NICC invites a cadre of pre-defined critical infrastructure partners into the center to support more rapid information sharing needs of industry and DHS/IP.

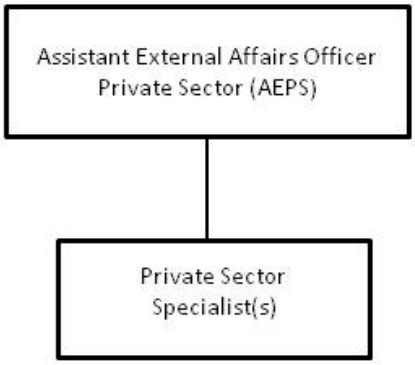
4.4 DHS Office of Cyber Security and Communications

DHS Office of Cyber Security and Communications coordinates public information and outreach with owners and operations of our Nation's critical communications and cyber infrastructure, and Federal agencies that have authorities or equities in protecting the communications infrastructure. The office works through its established networks to include the National Communications System's National Coordination Center, the National Security Telecommunications Advisory Committee (NSTAC), the Communications and Information Technology ISACs; and the Communications and Information Technology Sector Coordinating Councils, as well as the National Cyber Security Division's U.S. Computer Emergency Readiness Team (US-CERT).

4.5 Other DHS Components

Depending on the nature of the incident, the DHS Components have additional specific mechanisms and processes in place to reach out to their respective stakeholders in the case of an emergency. These preexisting relationships between industry and the components can be effectively utilized during an incident to amplify communications to and from their affected private sector stakeholders. Examples of these include TSA and the aviation industry, USCG and the maritime community, and CBP with shipping and manufacturing.

<u>Appendix 1 to Annex F to Emergency Support Function #15 External Affairs</u>
Private Sector Organizational Chart



Key Emergency Support Functions	Lead Agency	ESF Private Sector Coordination Responsibilities
ESF #1 – Transportation	Department of Transportation	Coordinate on issues identified by private sector stakeholders; include in stakeholder communications
ESF #2 – Communications	DHS/National Communications System	Cyber security coordination; include in stakeholder communications
ESF #3 - Public Works	DoD/Army Corps of Engineers	Share information with Infrastructure Liaison on any relevant issues that Private Sector Liaisons identify
ESF #4 – Firefighting	USDA/Forest Service	Share information on impacts to private sector issues
ESF # 5 – Information and Planning	FEMA	Coordinate with State/tribal/territorial/local emergency management staff who act as the jurisdiction's private sector liaison
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	FEMA	Convey offers of assistance, capabilities, expertise provided by the private sector; include in stakeholder communications
ESF #7 – Logistics	FEMA	Coordinate with retail, big box, and trucking companies as needed, depending on ESF 7 needs and stakeholder capability; include in stakeholder communications
ESF #8 – Public Health and Medical Services	HHS	Convey any issues or identified needs/capabilities related to privately owned medical facilities; include in stakeholder communications
ESF #9- Search and Rescue	USCG	Share information and connect with any additional private sector resources (such as aviation) and coordinate on issues/needs/capabilities identified during private sector outreach
ESF #10 – Oil and Hazardous Materials Response	USCG and EPA	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF #11 – Agriculture and Natural Resources	USDA/Forest Service	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF #12 – Energy	Department of Energy	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF #13 – Public Safety and Security	Department of Justice	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF #15 – External Affairs	DHS/FEMA	Coordinate as outlined in this SOP

Table 1

<u>Annex G to Emergency Support Function #15 External Affairs</u>
Planning and Products

References:
A. National Response Framework
B. National Incident Management System
C. FEMA Incident Management Handbook

NRF ESF #15 Quick Summary – Planning and Products (PP)	
Supports external affairs by:	▪ Preparing an initial action plan and follow on communications plan(s) to support the FCO and Unified Coordination staff with incident-specific guidance and objectives before and during an actual or potential incident ▪ Supports lifesaving and life-sustaining communications by creating timely products to alert and advise the public, in coordination with State, tribal, territorial and local counterparts ▪ Through unity of effort, centrally directs and develops all messaging from the Unified Coordination staff ▪ Developing *all* written external products and internal communications documents ▪ Ensuring *all* written products and internal communications documents are produced in accessible formats ▪ Using a broad range of resources, including the common operating picture (COP), to prepare timely information products ▪ Providing inputs for the ESF #15 Daily Summary ▪ Being the central point for information assimilation from liaisons, ESF #15 components, State, tribal, territorial and local counterparts ▪ Centralizing strategic message planning and development
Directed by:	▪ Assistant External Affairs Officer for Planning and Products

1.0 Purpose
This annex describes processes for centralized development of messaging under the Planning and Products component.

2.0 Planning and Products Operations
Central coordination and unity of effort in development of all communications strategy and materials within ESF #15 and the Unified Coordination staff are critical. Planning

and Products is the central point to coordinate and develop all communications plans, strategies, materials and ensure they are accessible to the whole community. This central focus provides greater strategic coordination and enhanced messaging efficiency.

2.1 Staff Organization

Planning and Products is directed by the Assistant External Affairs Officer for Planning and Products. It includes the following:

2.1.1 Strategy and Messaging
2.1.2 Creative Services
2.1.3 Liaisons

2.2 Staff Composition

As the staff supports the communications requirements of the FCO/ SCO, Unified Coordination staff, and all ESF #15 components, the leadership should ensure that appropriate planners and skills are assigned. This will be critical if the nature of the incident has a specialized focus (e.g., law enforcement threat; impact on certain ethnic, cultural, or access and functional needs groups; or unique technical and hazard requirements). The ESF #15 Director will support the EAO as necessary in obtaining the necessary resources and staffing.

2.3 Release Authorization

Per Annex F to this SOP, and consistent with the decentralized organization and execution of external communications, routine release of information will be approved by the ESF #15 EA Officer or as delegated. Significant policy statements and potentially sensitive external materials should be coordinated with the FCO and Unified Coordination Group before release.

3.0 Creative Services

Creative Services supports the critical need for timely public education in the aftermath of an incident requiring a coordinated Federal response. News advisories, press releases, and prepared materials will inform the media of the Federal response mission, responsibilities, and activities. This information will be disseminated promptly. Organization and primary focus is summarized below:

3.1 Strategy and Messaging

This element is the central location for development of strategic planning, messaging and implementation. Personnel with strong interagency and strategic communications experience are desired for this function. The staff works closely with the Unified Coordination staff; ESF #15 components; Federal departments and agencies; White House Communications; and State, tribal, territorial and local communications counterparts. Strategy and Messaging acquires information from all sources, assesses communications requirements within the incident response, incorporates FCO and Unified Coordination staff tasking, and develops and/or updates strategic communications plans. This element also prepares the ESF #15

Daily Summary in coordination with other Federal, State, tribal, territorial and local and private-sector counterparts as appropriate.

3.2 Research and writing

This is the central point for the development of materials in support of the communication efforts of ESF #15 as well as Unified Coordination staff operations. This area is responsible for all produced materials including but not limited to press releases, briefing materials, flyers, presentation materials, talking points, summary reports, timeline tracking and other materials as needed.

3.3 Limited English Proficiency/Accessible Communication Needs

This function is responsible for transforming information into languages other than English which have been identified in a disaster impacted area. It is also responsible for delivering information in other forms to support populations that have communication needs in the disability community.

3.4 Speakers Bureau

This is the central point for organizing requests requiring speakers for events such as town hall meetings, specialized group meetings and any other gathering where disaster information is requested and a subject matter expert is needed.

4.0 Program Liaisons

Planning and Products will identify and provide liaison support to the active components within the Unified Coordination staff including support for all ESFs that are activated. The liaisons purpose is to be a subject matter expert and two-way link between ESF #15 and operational entities involved in response and recovery activities. Federal agencies responsible for a specific ESF will be required to provide a liaison to ESF #15 to act as the subject matter expert and communication specialist for all matters involving their ESF. They will be responsible for gathering information, working with strategy and messaging to develop pro-active planning and messaging and will serve as an information source for all activities involving that operational element or ESF.

4.1 Program Liaison

Serves as the liaison and subject matter expert to an operational element or an activated ESF to facilitate information sharing and messaging planning and development. Will support all elements of ESF #15 in keeping them apprised of developments and activities involving the area they are responsible for covering.

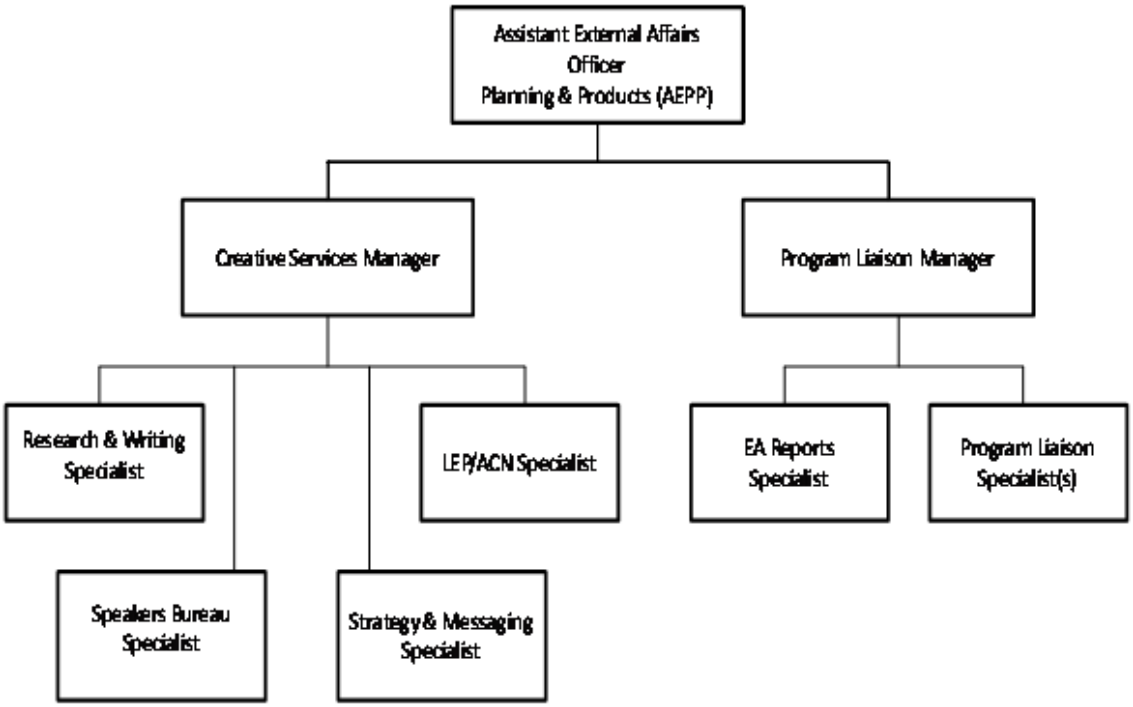
4.2 Reports Specialist

Responsible for collecting information as provided by liaisons and ESF #15 components and developing reports to support information sharing among all areas within a Unified Coordination staff, Region and Headquarters.

Appendices

1 Planning and Products Organizational Chart

<u>Appendix 1 to Annex G to Emergency Support Function #15 External Affairs</u>
Planning and Products Organizational Chart



Annex H to Emergency Support Function #15 External Affairs
Cybersecurity

References:
A. Homeland Security Presidential Directive 7 (HSPD 7)
B. Homeland Security Presidential Directive 5 (HSPD 5)
C. National Response Framework (NRF), Cyber Incident Annex
D. National Incident Management System (NIMS)
E. National Cyber Incident Response Plan (NCIRP)
F. Federal Information Systems Management Act (FISMA)
G. Executive Order 12472
H. The Defense Production Act of 1950, as amended
I. National Security Directive 42
J. National Infrastructure Protection Plan (NIPP)
K. National Strategy to Secure Cyberspace

1.0 Background

External affairs are the interaction and exchange of information with external audiences. For DHS cybersecurity, these external audiences can include the general public, other Federal agencies, State, tribal, territorial and local governments, Congress, private sector entities, and non-governmental organizations (NGO). Cybersecurity external affairs is a continual process, helping external audiences understand and prepare for cyber threats, and respond to and recover from cyber incidents.

1.1 Prior to incidents occurring (steady state), external affairs are responsible for generating public awareness for cyber threats and for building and maintaining relationships with potential incident response partners. These relationships are important in the event of a significant cyber incident that requires increased national coordination. External affairs during incident response help maintain public confidence and trust. Activities include informing the public about potential threats to cyber, communications, and critical infrastructures, providing timely, accurate and credible information, and recommending actionable steps the public can take to protect themselves.

2.0 Purpose

The purpose of this annex is to establish a strategic framework for organizational roles, responsibilities, and actions for external affairs activities that prepare for, respond to, and recover from a cyber incident significant enough to warrant activating ESF.

3.0 Guiding Principles

3.1 The National Cyber Incident Response Plan (NCIRP) is always in effect and requires that a flexible and scalable external affairs capability be maintained by the National Cybersecurity and Communication Integration Center (NCCIC) and DHS Office of Cybersecurity and Communications (CS&C) to interact with stakeholders during every stage of an incident.

3.2 Regardless of the lead agency or agencies, government communications and actions must remain open and transparent to maintain public confidence and trust. It is essential that the general public, Congress, and the media have access to accurate, concise, up-to-date information.

3.3 Speed, coupled with accuracy, is the essence of crisis communications. Public statements are critical to building trust and conveying actionable information. Delays in making these statements erode trust and decrease the public's chances of being resilient during and after an incident.

3.4 To be effective, communications strategies should be based on sound risk communications principles and standardized practices that provide critical information to appropriate audiences before, during, and after a cyber incident. Effective risk communication practices will be implemented following an incident to guide the response of the public, the news media, and other groups, while prioritizing public safety measures.

4.0 Key Stakeholder Outreach and Coordination

The Office of Cybersecurity and Communications (CS&C) external affairs oversees and manages communications with identified stakeholders as it pertains to cyber and telecommunications activities. These outreach efforts will be part of the National Cybersecurity and Communications Integration Center (NCCIC)'s and CS&C's day-to-day operations and will serve to strengthen stakeholder relationships. CS&C will also work to build and maintain solid working relationships with potential incident response partners, such as Federal, State, tribal, territorial, local and private sector organizations. In the event of a Significant Cyber Incident, the NCIRP will follow ESF #15 guidance in communicating with the following audiences:

4.1 General Public/Community

Public affairs around a cyber incident should focus on actionable messaging. In developing communications products for the general public, authors and subject matter experts (SME) need to put themselves in the place of the public and answer the question: "What am I supposed to do?" Message coordination occurs at the NCCIC and is relayed to the National Joint Information Center (NJIC) for public dissemination.

4.2 Federal, State, tribal, territorial and local partners

DHS Office of Public Affairs (OPA) with support from CS&C External Affairs will coordinate and disseminate information to appropriate government partners in all jurisdictions.

4.3 Private Sector

Private sector communications should be flexible and scalable to the scope of the situation. If needed, the ESF #15 Director will appoint an assistant to provide a communications liaison for the private sector.

4.4 Congressional Members and/or Staff

Communication with Congressional members and their staff should focus on building and maintaining relationships through open and consistent dialogue, in both steady-state and incident response. DHS Office of Legislative Affairs will coordinate and disseminate information about an incident as appropriate.

4.5 Nongovernmental Organizations (NGO)

Communications to NGOs should be coordinated with the NCCIC as NGOs may be called upon to help develop and implement sustainable strategies for effectively mitigating and addressing the consequences of a cyber incident.

4.6 Media

Communications with media should be open and transparent, with DHS OPA and CS&C External Affairs providing the latest, most accurate information available. The NJIC and CS&C External Affairs will monitor and analyze media outputs, correcting misinformation when identified.

5.0 Organizations' Roles and Responsibilities

During a Significant Cyber Incident, communications will be closely coordinated by the DHS OPA, CS&C Director of External Affairs, the CS&C Deputy Director of External Affairs, National Protection and Programs Directorate (NPPD) OPA, the NJIC, the NCCIC, and other organizations as necessary. These organizations may include the White House Office of Communications, Federal departments and agencies' public affairs offices, private sector or non-governmental entities' public affairs teams, and affected State public information officials. When working with DHS OPA and the White House Communications Office, CS&C External Affairs will coordinate with NPPD OPA.

5.1 White House Office of Communications

The White House Office of Communications will establish the strategic direction for communications in consultation with the National Security Advisor, Cybersecurity Coordinator, the ESF #15 Director, the NPPD Under Secretary and/or the NPPD Deputy Under Secretary for Cybersecurity, the CS&C Assistant Secretary, the Cyber Unified Coordination Group (UCG), and other agencies as appropriate.

5.2 Department of Homeland Security

The DHS OPA Assistant Secretary is the Director of ESF #15. The Director will formulate strategic communications direction in coordination with the White House and other public affairs directors and will designate the Operations Director and External Affairs Officer for a cyber incident.

5.2.1 During a cyber incident DHS OPA may retain the role of Operations Director.

5.2.2 The CS&C External Affairs Officer or CS&C Deputy Director of External Affairs will serve as the External Affairs Officer during a cyber incident. The EAO will be stationed in the NCCIC throughout an incident.

5.2.3 Additionally, the EAO will coordinate with DHS OPA and the NJIC to develop a cyber-specific National Terrorism Advisory System (NTAS) Alert, when appropriate.

5.3 National Cybersecurity & Communications Integration Center (NCCIC)

The NCCIC is a 24x7 integrated cybersecurity and communications operations center. It serves as a centralized location where the operational elements involved in cyber response activities are physically and virtually co-located. The NCCIC is staffed and structured to be an always-ready, multiagency incident response center. During steady-state operations, the NCCIC will utilize its co-located elements and outreach mechanisms to bring together all appropriate information to form a common operational picture and to support a coordinated incident response. The NCCIC is responsible for coordinating and integrating information to provide cross-domain situational awareness and fostering collaboration and a shared situational awareness among collaborating cybersecurity centers.

5.4 National Joint Information Center (NJIC)

The DHS NJIC serves as the Federal incident communications coordination center during incidents requiring a coordinated Federal response. The NJIC may locate at the CS&C headquarters to be closer to the NCCIC during a significant cyber incident.

5.5 DHS National Cyber Security Division (NCSD)

Regardless of the location of the NJIC, NCSD will provide cyber SMEs to the NJIC to assist in answering technical questions about cybersecurity and to provide technical insight to the reports from the NCCIC.

5.6 Federal Bureau of Investigation

In the event the NJIC is activated and the cyber incident is determined to be an act of terrorism, the Department of Justice will recommend to the ESF #15 Director that a Federal Bureau of Investigation (FBI) Public Affairs officer will serve as the EAO. In this circumstance, the CS&C Deputy Director of External Affairs will directly report to and support the FBI.

6.0 State and Local External Affairs / Private Sector

Federal external affairs organizations encourage State, tribal, territorial, local and private sector participation in their communications activities. CS&C will ensure that communications are established with key State, tribal, territorial and local leaders (i.e.,

governors, mayors, and homeland security advisors), in full cooperation with Office of Intergovernmental Affairs (IGA). Communications with other personnel will be established on an event-specific basis.

- CS&C will ensure that communications are established under the NIPP framework with relevant key private sector leaders, in cooperation with the Private Sector Office (PSO). Communications with other personnel will be established on an event-specific basis.

- DHS will work with Sector Coordinating Councils (SCC) and Information Sharing and Analysis Centers (ISAC).

7.0 Cyber Unified Coordination Group (UCG)

The Cyber UCG is an interagency and inter-organizational coordination body that incorporates public and private sector officials. It works during steady-state to ensure unity of NCCIC coordination and preparedness efforts and to facilitate the rapid response in the case of a Significant Cyber Incident. The Cyber UCG consists of a pool of individuals working to ensure centralized coordination and execution can take place effectively. The Cyber UCG is composed of senior officials and staff, all of whom were pre -selected by the leadership of their department, agency, or organization.

8.0 External Affairs Response during a Significant Cyber Incident

During incidents requiring a coordinated Federal response, the EAO will assume operational control of external affairs personnel in other CS&C divisions. When applicable, this officer is also authorized to coordinate with interagency personnel in the areas of public affairs; international affairs; private sector outreach; and State, local, tribal, and territorial outreach. This ability to surge external affairs personnel strength will ensure senior leadership receives the appropriate level of external affairs support during an incident. Specific actions and responsibilities can be found in the NCIRP Public Affairs Standard Operating Procedures.

9.0 Communications Themes/Key Messages

The following communications themes and messages can be used as guidance for cyber incident response. All external affairs communications should go through the proper approval channels. All messaging to the general public should be disseminated through the DHS NJIC.

- DHS serves as the Federal agency in charge of cybersecurity and the Federal Government's cyber incident response. We have taken the lead in assessing the situation in coordinating with [state/local/private sector/international] partners.

- The Department of Homeland Security (DHS) is aware of a potential cyber incident affecting [INSERT]. DHS is leading a coordinated effort through the National Cybersecurity and Communications Integration Center (NCCIC), the Department's 24x7 center designed to provide a common operating picture for cyber and communications across the federal, state, and local governments, intelligence and

law enforcement communities and the private sector. We are coordinating with our [interagency/State/local/private sector] partners to assess the incident and determine the next steps in mitigating or responding. We will provide you with details as they become available.

- DHS is following standard procedures as outlined in the National Cyber Incident Response Plan, or the NCIRP, to deal with this situation.

- DHS learned about the incident through [INSERT DETAILS]. However, in order to protect the [privacy/confidential information/proprietary information] of the entities affected, as well as protect the integrity of a potential law enforcement investigation of this incident, we cannot provide further details. More information will be provided as it becomes releasable.

- The complexity and sophistication of cyber intrusions, combined with the anonymity of the Internet, can make it difficult to determine the nature or scope of any potential incident, as in this case. But we don't need to wait to know the origins of an incident to coordinate with our partners and take steps to mitigate it.

9.1 Roles and Responsibilities Messaging

- **Department of Homeland Security**
  During a cybersecurity incident, DHS leads the coordinated effort between affected Federal, State, and local agencies, as well as critical infrastructure sectors, private sector organizations, and international partners, to identify the cause of the incident, mitigate its effects, and prevent further disruption.

- **Department of Defense**
  DOD is responsible for the security of DOD information networks and all websites ending in .mil. DOD, through USCYBERCOM, works closely with DHS in during steady state by monitoring and analyzing cyber threats. As the sector specific agency for the Defense Industrial Base (DIB), DOD also works closely with DIB companies on cybersecurity issues. During a cyber incident response, DHS works with DOD as needed.

- **Federal Bureau of Investigation**
  The FBI investigates cybercrimes in the United States and works closely with DHS to coordinate their cybercrime investigation with DHS' mitigation.

  During steady state, the FBI shares information with DHS on cyber threats and criminals and provides information to help DHS maintain a comprehensive awareness of the national cybersecurity landscape.

- **United States Computer Emergency Response Team (US-CERT)**
  US-CERT closely monitors and analyzes Federal networks and systems for malicious cyber activity. Through its 24X7 monitoring, US-CERT shares alerts and

warnings to minimize and prevent disruptions to computer systems. US-CERT also provides technical assistance to information systems operators.

- **Industrial Control Systems Computer Emergency Response Team (ICS-CERT)**
  ICS-CERT works closely with US-CERT to monitor and analyze threats to industrial control systems, and respond to incidents affecting industrial control systems. Industrial control systems are prevalent in several industries, including electrical, water, gas, and oil. These systems monitor and control critical infrastructure equipment.

Annex I to Emergency Support Function #15 External Affairs
Military Support

References:
A. National Response Framework
B. National Incident Management System
C. Joint Publication 3-61, Public Affairs

1.0 Purpose

This annex provides a framework for military public affairs activity provided by the Department of Defense (DOD) and its components when working with other agencies to inform the public in response to an incident requiring a coordinated Federal response. It outlines the roles and responsibilities of the DOD in providing support to ESF #15.

1.1 The US Army Corps of Engineers (USACE), while part of the Department of Defense, has specific statutory authorities and responsibilities where it often operates autonomously from the rest to the Department of Defense in accomplishing tasks under ESF #3.

1.2 The US Coast Guard is a branch of the US Armed Forces operated under the Department of Homeland Security during peace time, and is not covered in this annex.

2.0 Mission

The mission of the Department of Defense is to provide the military forces needed to deter war and to protect the security of our country. While maintaining its primary mission, the Department of Defense is also a key partner in the "whole of government" approach to domestic incidents, and military support is fully coordinated through the mechanisms of the National Response Framework.

3.0 Concept of Operations

It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about the role of the military supporting national security and defense strategy. There are two centers of gravity for military support during domestic incidents:

3.1 State/Local Response

National Guard forces, under the command and control of the Governor and State Adjutant General of the state, will usually be the first military force to respond to an event (a Nuclear Weapons Accident/Incident as described in Annex N will be a notable exception). The National Guard, in state status, may also provide support to a neighboring State, through Emergency Management Assistant Compact (EMAC). In most instances this will be the only military involvement. When an incident is close to or within a Federal military installation, Active duty and Reserve commanders have the authority to provide immediately response capabilities to save life and property within their abilities.

3.2 Whole of Government Response

Active duty and Reserve military forces may take part in a larger "whole of government" response as described in the National Response Framework. Federal military support may be called to respond: (1) at the direction of the President; (2) at the request of another Federal agency under the Economy Act, or (3) in response to a request from DHS's Federal Emergency Management Agency (FEMA) under the Stafford Act. The second and third mechanisms require a request for assistance and approval of the Secretary of Defense.

4.0 Responsibilities

4.1 Office of the Assistant Secretary of Defense, Public Affairs (OASD PA)

Provides the overarching communications policy within the Department of Defense. DoD Public Affairs guidance is coordinated within the department with the Joint Staff, U.S. Northern Command in the Continental United States (including Alaska and territories in the Caribbean area), U.S. Pacific Command in Hawaii and the Pacific Territories, U.S. Strategic Command, and the National Guard Bureau, and with DHS and FEMA public affairs, to ensure unity of effort.

4.2 US Northern Command Public Affairs (US NORTHCOM PA)

Provides communications guidance within USNORTHCOM Unified Combatant Command area of responsibility (North America including Continental US states, Puerto Rico and US Virgin Islands) and assigned forces, in coordination with DoD Public Affairs, Joint Staff, DHS and FEMA. Also serves as the lead for top-line messages on Federal (Title 10) military support in USNORTHCOM area of responsibility.

4.3 US Pacific Command Public Affairs (USPACOM PA)

Provides communications guidance within USPACOM Unified Combatant Command area of responsibility (primarily Hawaii and the Pacific Territories) and assigned forces, in coordination with DoD Public Affairs, Joint Staff, DHS and FEMA. Also serves as the lead for top-line messages on Federal (Title 10) military support in USPACOM area of responsibility.

4.4 US Strategic Command Public Affairs (USSTRATCOM PA)

In coordination with other unified commands, provides communications guidance for space operations, global strike, cyber operations, integrated missile defense; intelligence, surveillance and reconnaissance, and combating weapons of mass destruction.

4.5 National Guard Bureau Public Affairs

Provides public affairs advice and support to the Chief, National Guard Bureau (CNGB) and the 54 States, Territories and the District of Columbia Adjutants General. Also serves as the lead for top-line messages about overall support being provided by the National Guard in State Status (SAD and Title 32).

4.6 State National Guard Public Affairs Officer

Provide public affairs advice and support to their respective Governor and Adjutant General. Also serves as the lead for top-line messages about specific support provided by their (State) National Guard forces, in coordination with NGB Public Affairs and the State Emergency Operations Centers, supporting the lead state or local agency.

4.7 Unit Level Public Affairs

Generally the military will deploy public affairs support with military units supporting civil authorities. Public affairs support will typically remain with their units to provide tactical level public affairs support to the respective commanders.

5.0 Coordination

5.1 Senior-Level Communications Coordination

The Assistant Secretary of Defense for Public Affairs will coordinate DOD external affairs activities with the White House, National Security Staff, DHS, FEMA, and other Cabinet level agencies to ensure "unity of effort."

5.2 National Incident Communications Coordination Line (NICCL)

The NICCL is the primary means to coordinate a Federal-military response. The Office of the Assistant Secretary of Defense for Public Affairs, Joint Staff Public Affairs, Unified Combatant Commands (USNORTHCOM or USPACOM) and the National Guard Bureau Public Affairs offices will normally participate in these calls. In anticipation of the NICCL, each element will prepare a brief summary of their situation, public affairs activity, and top-line messages about current and future operations (See Appendix 6.).

5.3 National Joint Information Center

DoD may provide public affairs support to the NJIC when military support is anticipated or as requested by the primary agency. (Note: The DOD public affairs representative will normally come from OASD/PA or the respective combatant command.)

Non-Stafford Act Case Study:
2008 Uncontrolled Satellite

- DoD Public Affairs led Federal communications coordination during the reentry of an uncontrolled defense satellite in February using the NICCL.
- DoD communicators were assigned by OSD, US Strategic Command (STRATCOM), US NORTHCOM, US Navy Chief of Information (CHINFO) and the National Reconnaissance Office. Federal communicators included representatives from DHS, FEMA, DOS, FAA, NASA, HHS, CDC and the EPA.
- Defense and Federal communicators wrote an Interagency Communications Plan to support Defense-Federal coordination.

5.4 Incident Joint Information Center(s)

A military public affairs officer will normally join a local JIC when there is a significant military presence. (Note: The primary agency may request a mission assignment for additional military public affairs support.)

5.5 State/Local & Installation-level Coordination

The State National Guard Public Affairs Officer typically works closely with state emergency management counterparts in their state, and in their governor's office, and coordinates public affairs activity with the National Guard Bureau Public Affairs. Installation public affairs offices actively coordinate public affairs activities with their counterparts in local community and Unified Command. In anticipation of providing support, the National Guard Bureau and Unified Command(s) posture resources and offer communications guidance and talking points to assist State National Guard and Installation level PAOs.

6.0 Communications

6.1 Spokespersons

The Department of Defense will generally provide senior defense officials and military leaders as spokespersons. Defense Press Officers and Public Affairs personnel may be appointed as spokespersons at all levels for "response to query."

6.2 Objective

The overall communication objective is to inform the public, provide transparency, and promote confidence in the military's role, capabilities, and authorities in support of the "Whole of Government" response to a domestic incident.

6.3 Key Themes

- The Department of Defense, its people, and its supporting elements;
- DoD is an integrated part of the "whole of government" response
- DoD response supports state and local authorities
- DoD is trained, equipped and ready to perform their missions
- DoD can provide needed capabilities during times of crisis
- DoD anticipates requests, actions and requirements to support developing situations.

Appendices

Appendix 1: Department of Defense, Public Affairs Policy on Interaction with the Media
Appendix 2: Office of the Assistant Secretary of Defense
Appendix 3: US Northern Command
Appendix 4: North American Aerospace Defense Command
Appendix 5: National Guard Bureau
Appendix 6: US Army Corps of Engineers
Appendix 7: NICCL Worksheet – Military Support

Appendix 1 to Annex I to Emergency Support Function #15 External Affairs
Department of Defense Public Affairs Policy on Interaction with Media

References:

A. Secretary of Defense Memorandum "Interaction with the Media," July 2, 2010
B. DoD Directive 5122.5, "Assistant Secretary of Defense for Public Affairs," September 5, 2008
C. Sections 113 and 138 of title 10, United States Code
D. DoD Directive 5230.09, "Clearance of DoD Information for Public Release," August 22, 2008
E. DoD Directive 5200.1, "DoD Information Security Program," December 13, 1996
F. DoD Directive 5400.11, "DoD Privacy Program," May 8, 2007
G. Section 974d of title 29, United States Code
H. Deputy Secretary of Defense Memorandum "Policy for Department of Defense (DoD) Interactive Internet Activities," June 8, 2007
I. Office of Management and Budget, "Guidelines for Ensuring and Maximizing the Quality, Objectivity, Utility, and Integrity of Information Disseminated by Federal Agencies," Federal Register/Vol. 2, No. 67/ January 3, 2002
J. DoD Directive 5410.18, "Public Affairs Community Relations Policy," November 20, 2001
K. DoD Instruction 5410.19, "Public Affairs Community Relations Policy Implementation," November 13, 2001
L. DoD Instruction 5435.2, "Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes," April 25, 1975
M. DoD Instruction 5410.16, "DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions," January 26, 1988
N. DoD Directive 5105.74, "Defense Media Activity (DMA)," December 18, 2007
O. DoD Instruction 5025.0l, "DoD Directives Program," October 28, 2007
P. DoD Instruction 8910.01, "Information Collection and Reporting," March 6, 2007

1.0 DoD Directive 5122.05

DoD public affairs policy is outlined in DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs" and applies to the full continuum of day-to-day activities and operations. The Office of the Assistant Secretary of Defense for Public Affairs is the sole release authority for official DoD information to news media in Washington, and that all media activities must be coordinated through appropriate public affairs channels.

2.0 DoD Principles of Information

It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered in a timely manner. In carrying out the policy, the following principles of information will apply:

2.1 Information will be made fully and readily available, consistent with the statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act will be supported in both letter and spirit.

2.2 A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.

2.3 Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

2.4 Information will be withheld only when disclosure would adversely affect national security, threaten the safety or privacy of the men and women of the Armed Forces, or if otherwise authorized by statute or regulation.

2.5 The Department of Defense's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the Department of Defense and with the other Government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs.

3.0 Statement of DoD Principles for News Media Coverage of DoD Operations

3.1 Open and independent reporting shall be the principal means of coverage of U.S. military operations.

3.2 Media pools (limited number of news media who represent a larger number of news media organizations for news gatherings and sharing of material during a specified activity) are not to serve as the standard means of covering U.S. military operations. However, they sometimes may provide the only means of early access to a military operation. In this case, media pools should be as large as possible and disbanded at the earliest opportunity (in 24 to 36 hours, when possible). The arrival of early-access media pools shall not cancel the principle of independent coverage for journalists already in the area.

3.3 Even under conditions of open coverage, pools may be applicable for specific events, such as those at extremely remote locations or where space is limited.

3.4 Journalists in a combat zone shall be credentialed by the U.S. military and shall be required to abide by a clear set of military security ground rules that protect U.S. Armed Forces and their operations. Violation of the ground rules may result in suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations shall make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.

3.5 Journalists shall be provided access to all major military units. Special operations restrictions may limit access in some cases.

3.6 Military PA officers should act as liaisons, but should not interfere with the reporting process.

3.7 Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft when possible. The military shall be responsible for the transportation of pools.

3.8 Consistent with its capabilities, the military shall supply PA officers with facilities to enable timely, secure, compatible transmission of pool material and shall make those facilities available, when possible, for filing independent coverage. If Government facilities are unavailable, journalists, as always, shall file by any other means available. The military shall not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

3.9 Those principles in paragraph 3.8 shall apply as well to the operations of the standing DoD National Media Pool system.

<u>Appendix 2 to Annex I to Emergency Support Function #15 External Affairs</u>
Office of the Assistant Secretary of Defense, Public Affairs

NRF ESF #15 Quick Summary – Department of Defense	
Office of the Assistant Secretary of Defense, Public Affairs supports external affairs by: Coordination, Policy and Public Affairs Guidance	▪ Reports directly to the Secretary of Defense. ▪ Provides Senior-Level Communications Coordination with WH, DHS, and other Cabinet level agencies ▪ Provides overarching communications policy and Public Affairs guidance within the Department of Defense ▪ Participates in the NICCL Calls ▪ Establishes accreditation criteria and serves as the approving and issuing authority for credentials for news gathering media representatives traveling with and providing coverage of official DoD activities. ▪ Serves as the focal point, for top-line messages about overall support being provided by the military, as part of the "whole-of-government" response ▪ Coordinates and exchanges information with other OSD officials, the Heads of the DoD Components, and Federal agencies having collateral or related responsibilities and functions. ▪ Coordinates messages concerning policy, proper authority, and scope of military support ▪ Communicates information through chain of command, Defense Media Activity and DoD Website ▪ Engages national and international media via Pentagon Press Corps, Defense Media Activity and DoD Website ▪ Supports situational awareness by reaching internal and external audiences with coordinated preparedness, response and recovery messages ▪ Uses existing systems, facilities, and services of the Department of Defense and other Federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy

1.0 Purpose

This appendix outlines the activities of Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA), also known as "DoD Public Affairs", when working with other agencies to inform the public in response to an incident requiring a coordinated Federal response.

2.0 Mission

The Assistant Secretary of Defense Public Affairs (ASD/PA) is the principal staff advisor and assistant to the Secretary of Defense and Deputy Secretary of Defense for public information, internal information, community relations, information training, and audiovisual matters. The ASD/PA follows the Secretary's Principles of Information in providing defense department information to the public, the Congress and the media. (See Appendix 1)

3.0 Concept of Operations

In anticipation and in response to an incident requiring a coordinated Federal response, OASD/PA will coordinate DoD external affairs with the White House, National Security Staff, DHS, FEMA, and other Cabinet level agencies, and with the Joint Staff, Unified Commands, and the National Guard Bureau, to ensure unity of effort.

4.0 Responsibilities

4.1 Assistant Secretary of Defense for Public Affairs

The ASD/PA actively coordinates external affairs activities with senior-level counterparts at the White House, National Security Staff, DHS, FEMA, and other Cabinet level agencies to ensure "unity of effort". The OASD/PA disseminates overarching communications guidance and strategy to senior defense officials and offices within the department.

4.2 OASD/PA Press Secretary/Pentagon Spokesperson

Serves as the focal point for the Pentagon Press Corps, national and international media, for top-line messages about the overall support being provided by the military and conducts press briefings to engage media and promote situational awareness, with coordinated preparedness, response and recovery messages.

4.3 OASD/PA Defense Press Operations

Disseminates overarching Public Affairs guidance. Coordinates updated talking points concerning policy, proper authority, and scope of military support with Unified Commands, National Guard Bureau and inter-agency partners. Issues press releases, provides "response to query", and prepares senior defense officials for media interviews concerning policy, proper authority, and scope of military support being provided by the military. Participates in NICCL calls.

4.4 Defense Media Activity

Provides a broad range of high quality multimedia products and services to inform and educate Department of Defense audiences around the world about support being provided by the military.

5.0 Coordination

5.1 Senior Communications Coordination Call

OASD/PA actively participates in strategic level communications coordination with the White House, National Security Staff, DHS, FEMA, and other Cabinet level agencies to insure unity of effort.

5.2 National Incident Communications Coordination Line (NICCL)

OASD/PA actively participates in NICCL calls and serve as lead for other DoD agencies participating in the call.

5.3 National Joint Information Center

OASD/PA may approve military support to NJIC if requested by the primary agency.

5.4 Dual Status Command Arrangement

OASD/PA will announce the appointment of Dual Status Commanders, in coordination with Unified Command and National Guard Bureau, when appointed by governors and the Secretary of Defense.

6.0 Contact Information

Commercial Phone: OASD Public Affairs (703) 697-5131
Website: http://www.defense.gov

Appendix 3 to Annex I to Emergency Support Function #15 External Affairs
US Northern Command

Quick Summary – US Northern Command	
US NORTHCOM Public Affairs supports external affairs by: Strategic-Level Communications	▪ Serves as lead for communications guidance within USNORTHCOM Unified Combatant Command area of responsibility (North America including Continental US states, Puerto Rico and US Virgin Islands) and assigned forces, in coordination with DoD Public Affairs, Joint Staff, DHS and FEMA. ▪ Participates in the development of Public Affairs Guidance for military operations within the respective area of responsibility. ▪ Provides top-line messages on Federal military support within the Unified Combatant Command area of responsibility, as part of the integrated military response effort ▪ Provides top-line messages on military support provided under Dual Status Command ▪ Supports situational awareness by engaging internal and external audiences with coordinated preparedness, response and recovery messages ▪ Communicates information through chain of command and via Unified Command Website ▪ Participates in NICCL Calls ▪ Requests and deploys Public Affairs assets (personnel and equipment) as requested and approved through the Mission Assignment process or as needed to conduct military operations

1.0 Purpose

This appendix outlines the activities of US Northern Command public affairs and its components when working with other agencies to inform the public in response to an incident requiring a coordinated Federal response.

2.0 Mission

The mission of the US Northern Command is conduct homeland defense, civil support, and security cooperation to defend and secure the United States and its interests. The US Northern Command area of operations includes the Continental United States, Canada, Mexico, the Bahamas, Puerto Rico, and the US Virgin Islands.

3.0 Concept of Operations

US Northern Command and its service components (US Army North, US Air Forces Northern, Marine Forces North, and US Fleet Forces Command) are poised to coordinate the military support to events requiring a Federal response.

3.1 In US Northern Command, "military" public affairs officers may include enlisted, officer, and/or government civilian personnel. Military PAOs have extensive training and experience in public affairs, media relations, and crisis communications. Many are equipped to operate in austere or challenging environments. USNORTHCOM PAOs have completed all NIMS related ESF #15 training.

3.2 US Northern Command has Defense Coordinating Officers (DCO) and their supporting Defense Coordinating elements (DCE) co-located with FEMA Regions. When an incident happens in a region the initial Federal military support comes from the DCO/DCE. While there is not a military PAO assigned to the DCE, one can quickly deploy from US Army North to provide support to the DCO.

3.3 Generally, any additional military units will deploy with "organic" public affairs assets when units deploy in support of civil authorities. Those public affairs assets will typically remain with their units and will be focused on providing tactical level public affairs support to the respective commanders.

3.4 US Northern Command may deploy additional public affairs elements to provide additional capability including JIC representatives with a Joint Task Force or large military force. These additional PAOs are to provide support to the military. Other agencies may use the Mission Assignment process to request DOD PAO support usually under the Stafford Act or the Economy Act.

3.5 The military has developed several pre-scripted mission assignments (not pre-approved) to streamline the Mission Assignment process. Currently, there is a pre-scripted mission assignment for "Public Affairs Broadcast Transmission Support." This PSMA is to provide a rapidly deployable satellite terminal that is capable of feeding broadcast quality video to the media. Normally, this system is operated in conjunction with the Defense Video & Imagery Distribution System.

4.0 Coordination

4.1 National Incident Communications Coordination Line (NICCL)

The NICCL is the primary means to coordinate a Federal military response. US Northern Command Public Affairs will normally participate in these calls and in some cases initiate a NICCL.

4.2 National Joint Information Center

US Northern Command may provide public affairs support to the NJIC when military support is anticipated or as requested by the primary agency and approved by OASD/PA.

4.3 Incident Joint Information Center(s): A military public affairs officer will normally join the JIC during a major incident when there is a significant military presence. The primary agency may submit a mission assignment to request military public affairs support when US Northern Command does not provide that support.

4.3 Dual Status Command Arrangement

When National Guard and Federal military assets are deployed together in response to an incident, the Dual Status Command is the customary arrangement for command and control of the assets. US Northern Command will typically deploy a PAO to assist the National Guard PAO.

4.4 State/Local Response

Military installation commanders have the authority to provide military assistance for up to 3 days to save lives and mitigate property damage as long as that does not interfere with their mission. Additionally, many municipalities have standing mutual aid agreements with nearby military installations. The PAOs at these installations may work closely with local and state responders.

5.0 Communications

5.1 Spokespersons

US Northern Command will generally provide senior defense officials and military leaders as spokespersons. Public Affairs personnel may be appointed as spokespersons at all levels for "response to query".

5.2 Objective

The overall communication objective is to inform the public, provide transparency, and promote confidence in the military's role, capabilities, and authorities in support of the "whole ccommunity" response to a domestic incident.

5.3 Key Themes

- US Northern Command works closely with FEMA and other agencies on a daily basis
- US Northern Command response supports state and local authorities
- US Northern Command can provide unique capabilities during times of crisis
- US Northern Command anticipate requests, actions and requirements to support developing situations.

6.0 Contact Information

Commercial Phone: USNORTHCOM Public Affairs (719) 554-6889
Website: http://www.northcom.mil

Appendix 4 to Annex I to Emergency Support Function #15 External Affairs
North American Aerospace Defense Command (NORAD)

Quick Summary – North American Aerospace Defense Command	
NORAD Public Affairs supports external affairs by: Communicating actions of the bi-national (US and Canada) North American Aerospace Defense Command activities to provide aerospace defense, aerospace warning, and maritime warning for North America	▪ Serves as lead for communications guidance regarding NORAD activities to include enforcement of temporary flight restrictions. ▪ Develops Public Affairs Guidance for NORAD operations within the continental United States and Canada. ▪ Coordinates communication activities with other agencies including Federal Aviation Administration, Transportation Security Administration and law enforcement agencies. ▪ Participates in NICCL Calls ▪ Provides information regarding aerospace threats to North America including foreign missile launches ▪ Provides information regarding intercepts of tracks of interest in the approaches to and within the continental US and Canada

1.0 Purpose

This appendix outlines the activities of North American Aerospace Defense Command public affairs and its components when working with other agencies to inform the public in response to an incident requiring a coordinated Federal response.

2.0 Mission

The mission of the North American Aerospace Defense Command (NORAD) is to conduct aerospace warning, aerospace control, and maritime warning in the defense of North America.

3.0 Concept of Operations

NORAD and its regions (Continental NORAD Region, Canadian NORAD Region, and Alaskan NORAD Region) are poised to conduct military operations in support of the NORAD mission.

3.1 In NORAD "military" public affairs officers may include enlisted, officer, and/or government civilian personnel. Military PAOs have extensive training and experience in public affairs, media relations, and crisis communications.

4.0 Coordination

The NICCL may serve as a means to coordinate NORAD activities that involve multiple agencies. NORAD Public Affairs will normally monitor NICCL calls. NORAD will often

coordinate activities with the US Department of Defense and Canadian Ministry of Defense as well as directly with other Federal agencies in the US and Canada.

5.0 Communications

5.1 Spokespersons

NORAD will provide senior defense officials and military leaders as spokespersons. Public Affairs personnel may be appointed as spokespersons at all levels for "response to query."

5.2 Objective

The overall communication objective is to inform the public, provide transparency, and promote confidence in the military's role, capabilities, and authorities.

6.0 Contact Information

Commercial Phone: NORAD Public Affairs (719) 554-6889
Website: http://www.norad.mil

Appendix 5 to Annex I to Emergency Support Function #15 External Affairs
National Guard Bureau Public Affairs

References:
A. Homeland Security Presidential Directive 5 (HSPD 5), 28 February 2003
B. National Response Framework (NRF), January 2008
C. National Incident Management System (NIMS), December 2008
D. NGB-PA Guidelines
E. Joint Pub 3-61, Public Affairs, 25 August 2010
F. AR 360-1, The Army Public Affairs Program, 25 May 2011
G. AFI 35-101, Public Affairs Policies and Procedures, 18 August 2010
H. DOD Strategy for Homeland Defense and Civil Support, June 2005
I. DOD Directive 3025.18, Defense Support of Civil Authorities, 29 December 2010
J. DOD Homeland Defense and Civil Support Joint Operating Concept 2.0, 1 October 2007

Quick Summary – National Guard Bureau Public Affairs	
National Guard Bureau Public Affairs supports external affairs by: Operational-Level Communications (State)	▪ Reports to the Chief, National Guard Bureau ▪ Provides National Guard senior-level communications coordination with OASD Public Affairs, CJCS-Public Affairs, Unified Combatant Commands, DHS and FEMA. ▪ Serves as lead for PA policy and guidance for the National Guard in 54 States, Territories and District of Columbia ▪ Participates in NICCL Calls ▪ Serves as the focal point, for top-line messages about overall support being provided by the National Guard in State Status (SAD and Title 32), as part of the coordinated and integrated military-response effort ▪ Supports situational awareness by engaging internal and external audiences with coordinated preparedness, response and recovery messages ▪ Communicates information through chain of command and to the public via National Guard Website and social media ▪ Coordinates messages concerning policy, proper authority, and scope of National Guard support ▪ Approves media embed and aviation requests for the Guard ▪ Deploys PA capabilities to support State PAOs, and NGB Joint

	Enabling Teams, when requested ▪ Deploys NGB Public Affairs Response Cell (PARC) as needed

1.0 Purpose

This appendix outlines the activities of National Guard Bureau Public Affairs (NGB-PA) when working with OASD Public Affairs, CJCS-Public Affairs, Unified Combatant Commands, DHS, FEMA and State agencies to inform the public in response to an incident requiring a coordinated Federal response.

2.0 Mission

NGB-PA provides public affairs advice and support to the Chief, National Guard Bureau (CNGB) and the 54 States, Territories and the District of Columbia Adjutants General. The National Guard Bureau is a joint activity of the Department of Defense, responsible for formulating, developing and coordinating all policies, programs and plans affecting more than 460,000 Army and Air National Guard personnel.

3.0 Concept of Operations

The National Guard is a ready and reliable military force within the 54 states, territories, and the District of Columbia. [Referred to hereafter as the "states".] It is accessible to the states for both state and combined state and Federal purposes and to the Federal Government for Federal purposes.

3.1 Governors may activate and deploy National Guard forces on State Active Duty in response to natural disasters and man-made emergencies including terrorist attacks. The Secretary of Defense may provide funds to a Governor to employ National Guard forces under Title 32 for homeland defense activities that the Secretary determines to be necessary and appropriate. When in state active duty or Title 32 status, National Guard forces remain under the operational, tactical and administrative control of the Governor and the state government.

4.0 Responsibilities

National Guard public affairs practitioners are responsible for communicating information regarding the National Guard response, recovery and mitigation actions, as well as assisting the dissemination of emergency information to the media and general public during a contingency or crisis operation. National Guard Public Affairs Officers (PAOs) coordinate public affairs activities/programs in an assigned area and advise leadership on public affairs implications of National Guard policies and decisions, which include recommending actions to correct misperceptions and to enhance public understanding. The PAO ensures that all information and materials accurately reflect the policies, views, and program initiatives of the National Guard.

4.1 National Guard Bureau Public Affairs (NGB-PA)

Serves as the CNGB's official channel for public affairs coordination between the 54 States, Territories and the District of Columbia National Guard Public Affairs

offices with OASD Public Affairs, CJCS-PA, Unified Commands, the Army and Air Force, DHS and FEMA. Provides top-line messages about the overall support provided by the National Guard in state status (SAD and Title 32). Approves media embed and aviation requests for the Guard (See 4.2.1 for aviation policy.) Deploys the National Guard Public Affairs Response Cell (PARC), and other public affairs support, when requested. Participates actively in the NICCL call.

4.2 State National Guard Public Affairs (State PAO)

The State PAO in each of the 54 States, Territories and the District of Columbia supports their Governors and Adjutants General and serves as the focal point for top-line messages regarding their respective forces' role in the response. Actively engages media to explain their role and support in coordination with the lead agency. Also provides public affairs guidance, direction, and contact information to supporting State PIOs. **Note: Several State NG PAOs also serve in a Homeland Security communications role for those states whose Adjutant Generals fill a role as the Governor's homeland security advisor.**

4.2.1 Aviation Policy

TAG is approval authority for in-state media flights, with a copy of event details to NGB-PA at ngb.par@ng.army.mil. For out-of state activity, media request details should be sent to NGB-PA at the same e-mail address. In the case of emergency actions, state and Federal emergency response leaders may accompany TAG during flights for incident evaluation, etc, again with copy of flight details sent to NGB-PA.

4.3 National Guard Units

Units are encouraged to support media embeds when approved by NGB-PA and place media on military flights supporting the operation. Commanders are encouraged to identify unit public affairs representatives (UPARs) to provide additional public affairs support.

5.0 Communications

5.1 Spokespersons

The Director, National Guard Bureau Public Affairs serves as the focal point for top-line messages concerning overall support provided by the National Guard in state status (SAD and Title 32). NGB public affairs officers and specialists provide "response to query". The National Guard Bureau will generally provide senior Guard officials as spokespersons for media interviews. The State PAOs support their Governors and Adjutants General and serve as the focal point for top-line messages regarding their respective forces' role in the response. National Guard Soldiers and Airmen are encouraged to participate in media interviews in coordination with their commanders and their State PAO.

5.2 Objective

National Guard themes and messages should emphasize the role of the National Guard as a first military responder and the roles and responsibilities of the National Guard, NGB and the Joint Force Headquarters (JFHQ)-States in Homeland Defense and Defense Support to Civil Authorities. The following paragraph provides an example of an overarching message delineating the roles and responsibilities of HQ NGB and JFHQ-States in responding to incidents requiring a coordinated Federal response.

5.4 Overarching Message

(QUOTE) The National Guard has been defending the homeland since the founding of our nation. We are frequently requested to support civil authorities, and we always answer the call. The Guard is uniquely suited like no other entity in the Defense Department. No other organization has our combination of size, skills, training and experience, dispersion across the nation, command and communications infrastructure, and the legal flexibility to support civil authorities at a moment's notice. (UNQUOTE)

5.4 Key Messages

- "Always ready, always there…" The National Guard is typically the first military organization called upon to respond to natural disasters and incidents requiring a coordinated Federal response. As a result, the National Guard has developed enhanced capabilities and diversified readiness that will save American lives

- "When you call out the Guard you call out America." The National Guard's expanded coverage; proximity, agility, and efficiency ensure that we are critical to America's homeland defense, continuing our tradition since the founding of our nation.

- "Neighbors helping neighbors…" NG roles and responsibilities in Civil Support means the State NG is under the command and control of the State governors and Adjutants General until such time the President federalizes these Soldiers and Airmen.

- In cases involving terrorism, the following bullet should be used: "We are ready, willing and able to deter, defend against, and defeat terrorist activities."

5.5 Sample Questions

The National Guard anticipates questions about the role, magnitude and capabilities of the National Guard available and supporting the response efforts. The following questions are a sample of questions anticipated:

- How many National Guard Soldiers and Airmen have been activated on state status (SAD or Title 32)? How many have been placed on alert? How many have been federalized (Title 10)?

- How many States are providing National Guard personnel/assets and what types of assets have been deployed or requested to deploy?

- What capabilities have been deployed in response to the incident? Firefighters? Medical teams? Vehicles? Air assets? WMD-CST? CERFP? HRF?

- What other NG assets/installations/capabilities are available to provide support?

- Will National Guard members be working for the Governor (SAD or Title 32) or the President (Title 10)?

- Who is the lead agency for responding to the incident? Who is the supported military command in response to this incident?

- Who is the JTF commander? Does he have dual status?

- At what level has this event been rated by the Homeland Security Special Event Assessment Rating (SEAR) scale (1-5)?

- Were you previously aware of any communicated threats against the United States, its installations, or national assets?

6.0 After Action Report (AAR)

National Guard State PAOs involved in or who deploy in support of the incident/operation should provide an after-action report no later than seven days upon conclusion of PA activities. Send AARs to NGB-PAS-P.

7.0 Contact Information

Commercial Phone: NGB Public Affairs (703) 607-2584
Website: http://www.nationalguard.mil

Appendix 6 to Annex I to Emergency Support Function #15 External Affairs
U.S. Army Corps of Engineers (USACE)

References:

A. HQUSACE Operations Order 2008-05, USACE Support to the National Response Plan (All Hazards OPORD 2008), 22 January 2008 (updated as required)
B. Emergency Support Function #3 (ESF #3) Field Guide Supplement, "All Hazards Contingency Plan," October 2007(updated as required)
C. Emergency Support Function #3 (ESF #3) Field Guide & Supporting Documents, 31 Oct 02, (updated CD 6 May 2004)
D. AR 360-1, The Army Public Affairs Program
E. AFM 3-61.1 Public Affairs Tactics, Techniques and Procedures
F. AFM 46-1, Public Affairs Operations
G. AR 25-1, Army Information Management
H. ER 360-1, *Public Affairs*
I. USACE CPAT Standard Operating Procedures

1.0 Purpose

This appendix outlines roles and responsibilities of the external affairs function of the U.S. Army Corps of Engineers in support of the NRF and under its own authority PL 84-99 (Flood Control and Coastal Emergencies).

6.0 Mission

2.1 National Response Framework

USACE is the primary agency for ESF #3, Public Works and Engineering. Activities within the scope of this function include conducting pre-incident and post-incident assessments of public works and infrastructure; executing emergency contract support for lifesaving and life-sustaining services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged public infrastructure and critical facilities; and implementing and managing the DHS/ FEMA Public Assistance Program and other recovery programs.

2.2 Public Law (PL) 84-99

Public Law (PL) 84-99 (33 U.S.C. 701n) (69 Stat. 186) provides USACE with the authority to plan for all hazards. Under this law, the Chief of Engineers, acting for the Secretary of the Army, is authorized to undertake activities including disaster preparedness, advance measures, emergency operations (Flood Response and Post Flood Response), rehabilitation of flood control works threatened or destroyed by flood, protection or repair of federally authorized shore protective works threatened or damaged by a coastal storm, and provisions of emergency water due to drought or contaminated source.

7.0 Concept of Operations

7.1 USACE has a headquarters office and 8 divisions with more than 40 districts that cover the United States and its territories. The Public Affairs offices in each district and division are responsible for coordinating information with local, State, and regional Federal agencies. These offices work with FEMA Regional External Affairs. If ESF #15 is activated, then USACE will provide external affairs support to the Federal JIC, the Unified Coordination staff, and External Affairs Planning and Products component. If properly requested, approved and funded, USACE may provide additional external affairs support to the overall Federal response (additional staffing for JIC operations, public information distribution, etc).

7.2 USACE Headquarters Public Affairs Office is responsible for staffing the National Response Coordination Center and National JIC as required.

7.3 USACE PAOs provide mission public affairs support to Recovery Field Offices (RFOs) and/or FEMA efforts to include publicizing ice and water, debris, power, temporary housing, demolition, logistical distribution points, Rights of Entry (ROE) signup points for Blue Roof, and other related information needed by the victim community and other audiences.

7.4 USACE public affairs will maintain release authority on all PL 84-99 missions. In FEMA directed missions, USACE will maintain initial release authority prior to Unified Coordination staff establishment. Once FEMA external affairs operations are established, USACE PAOs and members of the USACE EA-PRT will coordinate with their FEMA counterparts to determine local procedures for release of information. General guidance is that release authority is at the lowest level to provide accurate and timely information to citizens affected by the emergency.

8.0 Geographical Relationships

8.1 State Planning and Response

The following USACE Divisions have the lead for PL-84-99 State planning and response consistent with Civil Works boundaries and authorities: Great Lakes and Ohio River Division (LRD), Mississippi Valley Division (MVD), North Atlantic Division (NAD), Northwestern Division (NWD), Pacific Ocean Division (POD), South Atlantic Division (SAD), South Pacific Division (SPD), and Southwestern Division (SWD).

8.2 Robert T. Stafford Disaster Relief and Emergency Assistance Act Planning and Response

The following Divisions have the lead for Stafford Act planning and response as indicated. Note: See map, as some states are divided between divisions:

8.2.1 LRD

FEMA Region II, for the State of NY

FEMA Region III, for the States of PA, VA and WV
FEMA Region IV, for the States of GA, KY, MS, NC and TN
FEMA Region V, for the States of IL, IN, MI, MN, OH and WI

8.2.2 MVD

FEMA Region IV, for the State of AL, MS and TN
FEMA Region V, for the States of IL, MN, and WI
FEMA Region VI, for the States of LA and AR
FEMA Region VII, for the States of IA and MO
FEMA Region VIII, for the States of ND and SD

8.2.3 NAD

FEMA Region I, for the States of CT, MA, ME, NH, VT, RI
FEMA Region II, for the States of NY and NJ
FEMA Region III, for the States of DE, PA, MD, VA, WV and DC
FEMA Region IV, for the State of NC

8.2.4 NWD

FEMA Region VII, for the States of IA, KS, MO and NE
FEMA Region VIII, for the States of CO, MT, ND, SD and WY
FEMA Region IX, for the States of ID, NV, OR, and WA

8.2.5 POD

FEMA Region IX, for the State of HI, territories of Guam and American Samoa, the Commonwealth of Northern Marianas, and Pacific governments authorized assistance under provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Federated States of Micronesia and Republic of Marshall Islands).\
FEMA Region X, for AK

8.2.6 SAD

FEMA Region II, for Puerto Rico and the Virgin Islands
FEMA Region IV, for the States of AL, FL, GA, MS, NC, and SC

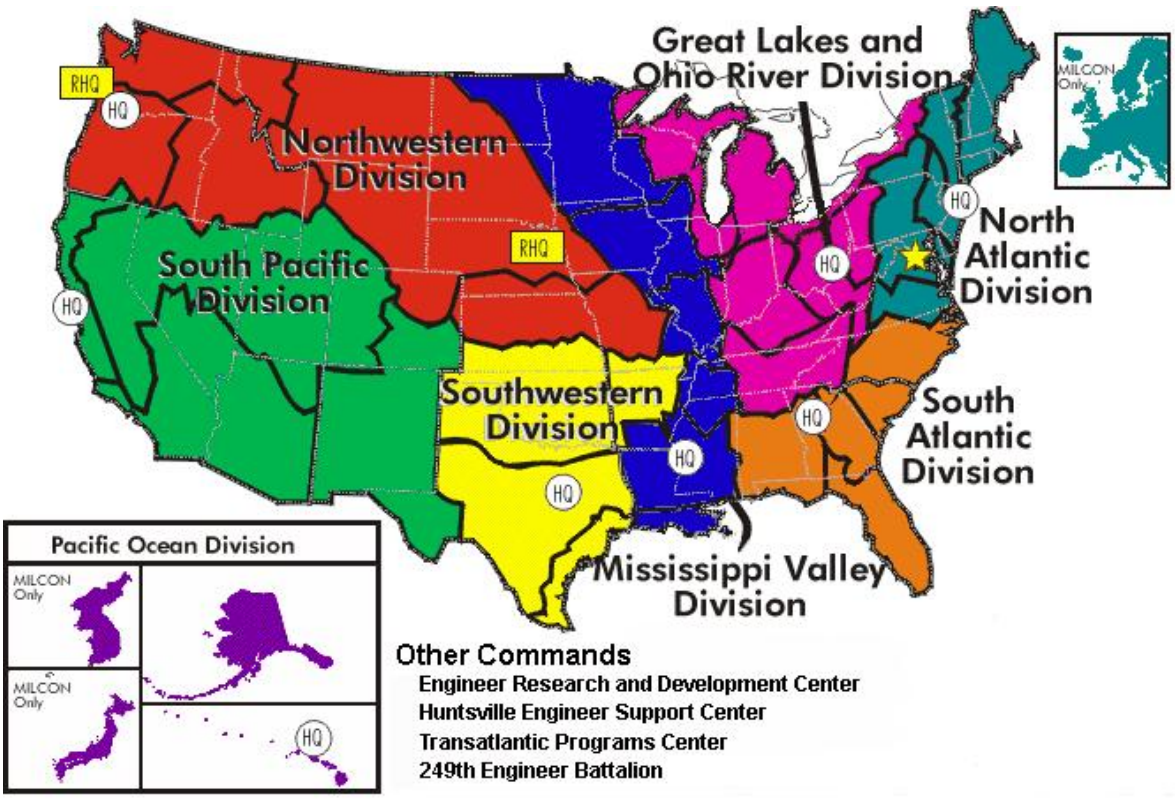
8.2.7 SPD

FEMA Region VI, for the States of NM and TX
FEMA Region VIII, for the States of CO, UT and WY
FEMA Region IX, for the States of AZ, CA, ID and NV

8.2.8 SWD

FEMA Region VI, for the States of AR, OK, TX
FEMA Region VII, for the States of KS and MO

USACE Civil Engineer Divisions and Districts



Appendix 7 to Annex I to Emergency Support Function #15 External Affairs
NICCL Call worksheet

FOR OFFICIAL USE ONLY
1-800-320-4330 -- Code#

NICCL WORKSHEET – MILITARY SUPPORT

COORDINATION –POC Information

- ☐ OASD PA_____ _____
- ☐ US NORTHCOM PA_____
- ☐ US PACOM PA_____
- ☐ US STRATCOM PA_____
- ☐ National Guard Bureau PA_____
- ☐ Other_____

COMMUNICATION - Situation, Engagement, Message & Details

- ☐ SITUATION (Key Facts/Assumptions):

- ☐ MEDIA ENGAGEMENT (Held/Planned/Anticipated):

- ☐ WHAT WE ARE SAYING (Top-Line message):

- ☐ SIGNIFICANT DETAILS: (Defer to component when feasible)

NOTES

Annex J to Emergency Support Function #15 External Affairs
Federal Law Enforcement

References:
A. National Response Framework
B. National Incident Management System

1.0 Purpose

This annex provides a framework for the U.S. Department of Justice (DOJ) and its components working with other Federal agencies to inform the public of the law enforcement efforts in response to an incident requiring a coordinated Federal response. This annex outlines the roles and responsibilities of the public affairs function of DOJ in coordination with its components: Federal Bureau of Investigation (FBI); Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); Drug Enforcement Administration (DEA); U.S. Marshals Service (USMS); Bureau of Prisons (BOP); the U.S. Attorneys offices; and other DOJ components as appropriate.

2.0 Operating Concepts

2.1 If an incident is deemed to be terrorist-related, the FBI is the lead DOJ component handling the investigation.

2.2 Coordination of all DOJ components is crucial. As soon as an incident occurs, DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, DEA, USMS, BOP, and other DOJ components as appropriate, to discuss the incident and coordinate press strategy, including new/digital media.

2.3 In the event of ESF #15 activation, an FBI and/or ATF public affairs officer will be designated as an ESF #15 EA Officer.

3.0 Communication Protocols

This annex will be used in addition to the existing communications processes already established, which include:

3.1 Communications strategy developed and coordinated with White House Communications and the DHS.

3.2 Participation in the NICCL and SICCL.

3.3 DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, and other DOJ components as appropriate before each NICCL call in order to discuss law enforcement operations and coordinate law enforcement messages.

3.4 Coordination with other government agencies as appropriate, including National Transportation Safety Board (NTSB), Department of Health and Human Services (HHS), and the Director of National Intelligence.

3.5 Activation of a NJIC.

4.0 Objectives

During a terrorist-related incident, DOJ will:

4.1 Coordinate with its components, Federal Government agencies, and State and local law enforcement as appropriate to inform the public and the media of law enforcement and investigative efforts.

4.2 Provide information that will help ensure the public's safety.

8.3 Ensure that information disseminated is accurate and provided in a timely manner.

8.4 Monitor major social/new media networks to assess ongoing public reaction. Provide analysis for consideration of message development.

5.0 Policies

The DOJ Office of Public Affairs (OPA) coordinating with its component public affairs offices leads public affairs efforts for law enforcement.

5.1 The Attorney General and the Director of the FBI will participate in any law enforcement announcement. Depending on the nature of the incident, other DOJ components may participate in a law enforcement announcement.

5.2 Any written or oral statement regarding law enforcement will be approved by DOJ OPA in consultation with FBI and other appropriate DOJ components.

5.3 No statement should be made that could possibly compromise DOJ's investigation of the incident or any future prosecution.

5.4 The Department of Justice is the only authorized agency to declare an incident an "act of terrorism" and will be the first agency to confirm whether or not an incident has occurred as a result of terrorism. No other agency may confirm publicly that an incident is the result of "terrorism" or involves "terrorists" without DOJ consent.

5.5 Statements to the public and media may address the following:

5.5.1 Law enforcement and investigative efforts
5.5.2 Federal, State, and local coordination
5.5.3 Public safety
5.5.4 Legal issues
5.5.5 The need for public and media assistance to help track down those

responsible for the crime through tip lines, photos, and other means.

6.0 Message/Themes:

6.1 "The DOJ is using all available law enforcement resources working with all [international] Federal, State, and local enforcement agencies in order to track down and hold accountable those responsible for the incident.

6.2 Law enforcement is organized and focused on these efforts. Our mission is clear – we are united in our efforts across [international] Federal, State, and local lines to bring those responsible for this incident to justice.

6.3 We are steadfast and resolute in our resolve to prevent further incidents against the United States.

6.4 We ask the American people to remain vigilant and report any suspicious activity to the FBI [or the DOJ component with primary jurisdiction].

6.5 We will continue to keep the public informed of our law enforcement efforts."

7.0 Message Development

7.1 The DOJ is the lead on law enforcement messages. Any mention of a law enforcement activity by any Federal agency official, in any press release, statement by any Federal agency, or web posting, must be approved by the DOJ Public Affairs Office.

7.2 The DOJ Public Affairs Office will coordinate with its components and approve any message about law enforcement or investigative efforts.

7.3 Federal, State, and local law enforcement must work together to ensure that law enforcement messages are coordinated, accurate, and presented to the media and the public in a timely manner.

7.4 Correct misinformation promptly.

8.0 Message Dissemination

The DOJ will utilize a variety of ways to provide critical law enforcement information in a timely manner to the media, public, government, and non-government agencies.

8.1 The DOJ's Office of Public Affairs will provide critical law enforcement information to the media and public in a timely manner through various means:

8.1.1 Conduct news conferences with the media (with agency and/or appropriate law enforcement officials). Press conference location sites may include Main DOJ, FBI Headquarters, DHS NJIC.

8.1.2 Conduct conference calls with the media.

8.1.2 Issue press releases, press statements, fact sheets.

8.1.3 Issue media advisories.

8.1.4 Organize and participate in media briefings (on the record and on background).

8.1.5 Organize and participate in television and radio interviews.

8.1.6 Provide information on the DOJ Web site as well as other DOJ components' Web sites as appropriate.

8.1.7 Send e-mail alerts, including social media alerts/updates to subscribers/e-mail lists.

8.1.8 Provide updates to community partners through conference calls.

8.1.9 Provide photos of fugitives (for law enforcement purposes).

8.1.11 Conduct telephone calls and e-mail information to a list of DOJ beat reporters (which includes national and international media outlets: news wires, newspapers, television, magazines, Internet).

8.2 The DOJ's Office of Public Affairs will coordinate law enforcement messages with its various components' public affairs offices that will then provide information to their staff. For example, DOJ OPA will coordinate with the FBI and ATF Public Affairs Offices who will then communicate the law enforcement message to their Special Agents in Charge (SACs) across the country.

8.2.1 Provide Qs & As, talking points, public affairs guidance, and other information (and resources) to field office media coordinators (U.S. Attorneys offices, FBI, and ATF SACs) in order to ensure law enforcement message is accurate and coordinated.

8.2.2 DOJ and its components will draft talking points and speeches for senior officials.

8.3 The DOJ's Office of Intergovernmental and Public Liaison will provide information to State and local government and non-government agencies.

8.4 The DOJ's Executive Office for United States Attorneys will coordinate information to the 94 United States Attorneys offices around the country.

9.0 Office of Public Affairs Incident Communications Plan

9.1 In the event of an incident, the Department of Justice's Office of Public Affairs (DOJ OPA) will coordinate its operations with its components. DOJ OPA will relocate and conduct operations with the FBI's Office of Public Affairs with representatives from ATF and DOJ's other components. The offices will conduct operations and have representatives in several locations, which may include the FBI's Special Incident Operations Center (SIOC), the Department's Command Center, the DHS NJIC, and other undisclosed locations.

9.2 OPA's Crisis Management Team, which includes the Director, Deputy Directors, senior Public Affairs Specialists, and Press Assistants, will report to various locations to perform its public affairs responsibilities. DOJ's OPA staff will work in shifts to ensure that during an incident requiring a coordinated Federal response, OPA's areas of responsibilities will be addressed 24 hours a day as necessary. The OPA Director, Deputy Directors, senior Public Affairs Specialists, and New Media Specialist, will provide information to the media and answer press inquiries. OPA staff responsibilities include the following:

9.2.1 Director or designee (Deputy Director) responsible for overall law enforcement message, answers press inquiries and provides information to the media. Director or designee also accompanies the Attorney General to a relocation site.

9.2.2 Deputy Directors/Public Affairs Specialists coordinate efforts with the White House, DHS, and other Federal agencies. These representatives will participate in the NICCL and the NJIC. They will answer media inquiries and coordinate OPA staff directives.

9.2.3 Speechwriters and Public Affairs Specialists will draft press releases, statements, and law enforcement messages. Public Affairs Specialists will provide information to the media and answer press inquiries.

9.2.4 Public Affairs Specialists will provide information and coordinate with U.S. Attorneys Offices and DOJ components.

9.2.5 Designated Public Affairs Specialists will participate in a Federal agency deployment team as appropriate.

9.2.6 Press Assistants will disseminate press releases, media advisories, and other public statements and logistical information to the media by telephone, e-mail, and fax. Press Assistants will also post press releases and press statements to DOJ's Web site in coordination with the Department's Justice Management Division (JMD).

Annex L to Emergency Support Function #15 External Affairs
Public Health and Medical

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)

1.0 Purpose

The Public Health and Medical annex to ESF #15 – External Affairs provides a framework for the U.S. Department of Health and Human Services (HHS), its agencies, and partners working under Emergency Support Function 8, to educate and inform the public, health care professionals, policy makers, partner organizations, and the media in a timely, accurate, and coordinated way during the response and recovery phases of an incident requiring a coordinated Federal response. This annex outlines the roles and responsibilities of the public affairs function of the HHS, its agencies and partners in support of ESF #8 and ESF #15.

2.0 Background

Under the NRF, HHS is the primary Federal agency for coordination of ESF #8 – Public Health and Medical Services. Given the unique requirements for the external affairs response during a national public health emergency, HHS and DHS, as the respective leads for ESF #8 and ESF #15, will team together to coordinate and disseminate critical health information and guidance.

3.0 Objectives

During an incident requiring a coordinated Federal response, HHS will:

3.1 Coordinate public health and medical messages across the Federal Government to ensure accuracy and consistency and timely information so that affected individuals and communities can make sound decisions about protecting health.

3.2 Coordinate communications activities with State and local public health, medical, and emergency response agency communications staffs, including regional or local communications centers as appropriate.

3.3 Communicate with members of the public, particularly in affected communities, on the real and perceived public health and medical impacts of the emergency.

3.4 Promptly respond to rumors and inaccurate information to minimize concern, social disruption, and stigmatization.

3.5 Coordinate international information exchange and communication strategies.

4.0 Planning Assumptions

4.1 Operational Communications Assumptions

4.1.1 The HHS Office of the Assistant Secretary for Public Affairs (OASPA) will lead the overall Federal public health and medical communications response under ESF #15 with support from all relevant HHS agencies and offices.

4.1.2 The Office of the Assistant Secretary for Public Affairs, Department of Homeland Security, will lead communications for non-health effects of an incident (e.g., transportation, commerce, economy, education).

4.1.3 White House Communications will guide overall communications strategy and policy for the U.S. Government.

4.1.4 Risk communication principles will be incorporated into all public health and medical information activities.

4.1.5 Access to communication channels and business destinations may be hindered, so staffs may need to work remotely.

4.1.6 Traditional communications channels (e.g., telephone, e-mail, Internet) may be unavailable or inaccessible, which will create difficulties for internal communications within departments/agencies and across the USG, resulting in delays or barriers to the timely release of information to the public.

4.2 Strategic Communications Assumptions

4.2.1 The first public announcement of a potential public health or medical emergency will come through social media, followed by announcements in traditional news media.

4.2.2 The public affected by the incident will need to be informed quickly about the measures they can take to protect their health and the health of their families. Regardless of the type of incident, people will be concerned about real or perceived health impacts and will raise questions about protecting health.

4.2.3 There will be incomplete information, misinformation, rumors, and misconceptions among the public.

4.2.4 There will be an insatiable demand for information from the public and from domestic and international media.

4.2.5 There will be overwhelming public pressure on government to provide facts quickly.

5.0 Control

The public health or medical impacts of an emergency may be confined locally or may have a non-specific geographic focus, which may require a very comprehensive and inclusive communications strategy. This plan recognizes that many players, especially non-governmental, have and will play a key role in communicating preparedness and lifesaving information on a rapid and mass scale. The principal elements of communications control and key leadership team include:

5.1 Strategic Communications

White House will direct strategic communications activities and efforts.

5.2 Medical and Public Health Communications

HHS will coordinate and direct all medical and public health Federal communications activities, with support from ESF #8 partners. These efforts will enhance state and local public health and medical communications activities and messaging.

5.3 Incident Communications

DHS will coordinate and, with HHS, direct appropriate elements of the Federal incident communications activities.

6.0 Coordination

The Office of the Assistant Secretary for Public Affairs (OASPA) is the central authority within HHS that will manage and coordinate the public health and medical communications for incidents requiring a coordinated Federal response. OASPA will work closely with HHS agencies including the Office of the Assistant Secretary for Preparedness and Response, the Centers for Disease Control and Prevention, the Food and Drug Administration (FDA), the Centers for Medicare and Medicaid Services, the National Institutes of Health, the Substance Abuse and Mental Health Services Administration, the Administration for Children and Families, and the Administration on Aging. Certain functions may be delegated to agency personnel at the discretion of OASPA.

6.1 HHS Virtual Emergency Communications Center

When the Plan is activated, HHS communications efforts will be orchestrated using a virtual Emergency Communications Center with the capability of originating or accessing social media posts; video feeds; coordinating news conferences with in-house and other Federal studio/broadcast staff; posting mass electronic mailings; responding to media calls; clearing and vetting messaging among HHS divisions, other Federal agencies, and state and local agencies. Primary methods of coordination include conference call and e-mail. ASPA, ASPR, CDC, SAMHSA, FDA, other HHS divisions involved in the response, and ESF #8 partners will each assign an agency public affairs staff member as a liaison.

6.2 HHS Public Affairs Conference Line

Central to the HHS communications coordinating effort will be a conference line to allow telephone connectivity for public affairs staff supporting ESF #8. This conference line will allow HHS public affairs personnel to work from dispersed sites during the crisis yet be able to receive guidance or direction or to provide information to those needing it.

6.3 National Incident Communications Conference Line (NICCL)

The DHS NICCL will be used for transmission and exchange of critical and timely [e.g., "breaking"] *incident* information among Federal authorities. DHS will turn over control of the NICCL conference calls to HHS, when needed, to coordinate communications information related to the public health and medical aspects of a response, particularly in a public health specific emergency such as a pandemic disease.

6.5 National Public Health Information Coalition

HHS will leverage a network of state and local health public health communicators to exchange information and increase the likelihood of consistent messaging and communication activities between Federal and state or local governments regarding the emergency and its impact on health**.**

Non-Stafford Act Case Study: 2009 H1N1 Flu Outbreak

- H1N1 NICCL calls were the first that combined all of North America with European communicators. Between April 24 and May 11 there were 16 NICCL calls with an average of 28 Departments and Agencies' public affairs representatives and communicators from Mexico, Canada (and later) the United Kingdom, Germany, the World Health Organization and the European Union.
- H1N1 SICCL calls were the first to combine emergency management with public health public information officers. Between April 24 and May 8th there were 15 SICCL calls combining hundreds of attendees ranging from 10 to 38 states' public health, emergency management public information officers and homeland security communicators.

The USG conducted "textbook response for public communications"
John Rainford, World Health Organization

6.5 ESF #15 – External Affairs

HHS will support the activation and management of ESF #15 – External Affairs, which will be under the leadership of the DHS Office of Public Affairs. This function could involve a Washington, D.C. area and/or deployed site to support a Unified Coordination in a state, U.S. territory, the District of Columbia, or an international area.

6.6 HHS Secretary's Operations Center (SOC)

SOC serves as HHS's official notification point for operational/non-media aspects of an impending or actual disaster or emergency. The SOC is staffed 24 hours a day, 7 days a week. This facility maintains a 24-hour capability to monitor all

sources of warning/disaster information, including other Federal agencies, DHS regions, and the news media. The SOC reports disaster events to DHS key officials, DHS regions, and NRF signatory agencies. An HHS public affairs staff member occupies a seat in the SOC during emergencies and serves as POC and liaison to virtual emergency communications center the OASPA headquarters office and other HHS division public affairs offices.

6.7 HHS Incident Response Coordination Team (IRCT)

HHS may deploy an IRCT to the field within hours following the identification of a public health emergency to establish situational awareness on the ground and to assess the short-term and potential long-term requirements for the HHS response. The IRCT leader is identified as the Senior Health Official (SHO) for the Federal response. An HHS public affairs staff member may deploy with the IRCT to serve as the senior public affairs advisor to the SHO the IRCT staff, and any deployed public health or medical teams to represent HHS public affairs interests in the field, reporting back to the virtual emergency communications centers for situational awareness and relying on OASPA HQ for final approval and clearance of public affairs activities and materials.

7.0 Communication

7.1 Spokespersons

HHS will provide three types of spokespeople, depending on the information need—public affairs officers, technical/subject-matter experts, and senior officials. When an information request is received by any HHS agency, OASPA will assess the request and determine the kind of spokesperson who is needed to address the issues or provide the information. The information request will be forwarded to the most appropriate available spokesperson. The SHO serves as the spokesperson for deployed ESF #8 assets. In addition, each public health and medical team must identify a spokesperson to interact with any media that arrive at an ESF #8 deployment site such as a Federal Medical Station. The SHO and the deployed teams will coordinate media interviews through the designated HHS public affairs officer.

7.1.1 Public Affairs Officers

The Assistant Secretary for Public Affairs will act as the lead departmental public affairs officer. The virtual emergency communications center will act as the clearinghouse for information requests, triaging them as to priority and directing them to the proper spokesperson for a timely response. OASPA will track the number and type of requests and the follow-up responses. This information will be used to compile lists of frequently asked questions and to develop consistent communication messages that can be provided to HHS spokespeople and partners as appropriate.

7.1.2 Technical/Subject-Matter Experts (SME)

HHS's technical/subject-matter experts comprise a broad array of very specific subject-matter experts throughout the Department. These individuals will provide responses for information requests that cannot be addressed by the HHS Public Affairs Officers or are requested for official media interviews by the HHS public affairs staff.

7.1.3 HHS Senior Leaders

Individuals serving in the following senior HHS leadership positions have been identified as primary spokespeople for public health and medical emergencies. This list will be supplemented by additional staff-level subject-matter experts relevant to the specific nature of the emergency.

- Secretary
- Deputy Secretary
- Assistant Secretary for Health
- Assistant Secretary for Preparedness and Response
- Principal Deputy Assistant Secretary for Preparedness and Response
- Director, Centers for Disease Control and Prevention
- Director, National Institutes of Health
- Director, National Institute of Allergy and Infectious Diseases, National Institutes of Health
- Commissioner, Food and Drug Administration
- Administrator, Substance Abuse and Mental Health Services Administration
- Assistant Secretary for Public Affairs
- Deputy Assistant Secretary for Public Affairs/Media
- Director, HHS News Division

Annex M to Emergency Support Function #15 External Affairs
Environmental

References:
A. National Response Framework (NRF)
B. NRF ESF #10 and ESF #15
C. National Contingency Plan
D. National Incident Management System (NIMS)
E. EPA's National Approach to Response
F. EPA Memorandum on "Incorporating Environmental Justice Considerations into EPA Disaster and Response Procedures," dated Nov. 2, 2006

1.0 Purpose

This annex outlines the roles and responsibilities of the public affairs function of the U.S. Environmental Protection Agency (EPA) in support of ESF #15. EPA support will be coordinated by the headquarters Office of Public Affairs and the ten regional offices of Public Affairs as outlined in the EPA's National Approach to Response Crisis Communications Plan.

2.0 Guiding Principles

2.1 Use the Web to share data and information with the media and the public in a timely manner;

2.2 Communicate all data and information in a simple, easily understandable format;

2.3 Work with partner agencies at the Federal, State, local, and tribal levels, as well as private sector and non-governmental organizations, to develop and communicate key environmental and public health information to the public; and

2.4 Ensure that these messages are conveyed to the media and the public quickly and consistently; and as required by the incident, ensure all information dissemination is coordinated with the DHS ESF #15 EAO and the DHS JIC.

3.0 Mission

3.1 EPA Support of the Inter-Agency Federal Public Affairs Effort

EPA is a support agency for many Emergency Support Functions under the National Response Framework. EPA will support the inter-agency public affairs effort, including JIC staffing, to ensure coordination with DHS and other agencies' communications and outreach efforts. Public affairs personnel may be deployed from EPA headquarters, the affected region(s), or other regions. (See Appendix 1 for a map showing the EPA's regional organization.)

3.2 ESF #10 – Oil and Hazardous Materials

3.2.1 Incidents in Inland Zones

EPA is the lead agency for ESF #10 – Oil and Hazardous Materials Response Annex for incidents in inland zones. Inland zones are the environment inland of the coast zones excluding the Great Lakes and specified ports and harbors along inland rivers. ESF #10 provides the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents.

3.2.2 Incidents in Coastal Zones

The U.S. Coast Guard is the lead agency for ESF #10 incidents in coastal zones. For incidents affecting both inland and coastal zones, EPA is the lead agency and DHS/USCG serve as the deputy.

3.1.3 Lead Agency Responsibilities

When EPA is the lead agency for ESF #10, EPA public affairs will coordinate with and support the ESF #15 function in establishing and staffing a JIC, including private sector representation, when appropriate. EPA has the dual responsibilities of protecting human health and the environment. The agency public affairs effort at the on-scene, regional, and headquarters levels will pursue active media relations and public information programs during all incidents to quickly and accurately provide the media and the public with accurate and timely information about the extent of and risk from the incident.

4.0 Concept of Operations

4.1 EPA Public Affairs Deliberate Planning Operations

In those instances where there is advance warning of an impending incident, EPA through its headquarters and regional public affairs offices will support the inter-agency effort under ESF #15 by providing the media and the public with information on EPA's preparations for responding to the event. EPA will deploy public affairs personnel to the JIC(s) or other ESF #15 functions in advance of an incident when requested by the ESF #15 EAO.

4.2 Response to a Major Incident

4.2.1 EPA will staff the public information officer positions in its headquarters Emergency Operations Center and regional EOC(s), as well as continue to support the JIC(s) for the duration of the incident.

4.2.2 EPA will make every effort to give the media access to agency incident operations so that they can report them fully and accurately to the public.

4.2.3 EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident.

4.2.4 In coordination with the affected region(s), EPA headquarters public affairs will develop and maintain one Web site to keep the public informed with up-to-date information and data on the incident.

5.0 Coordination

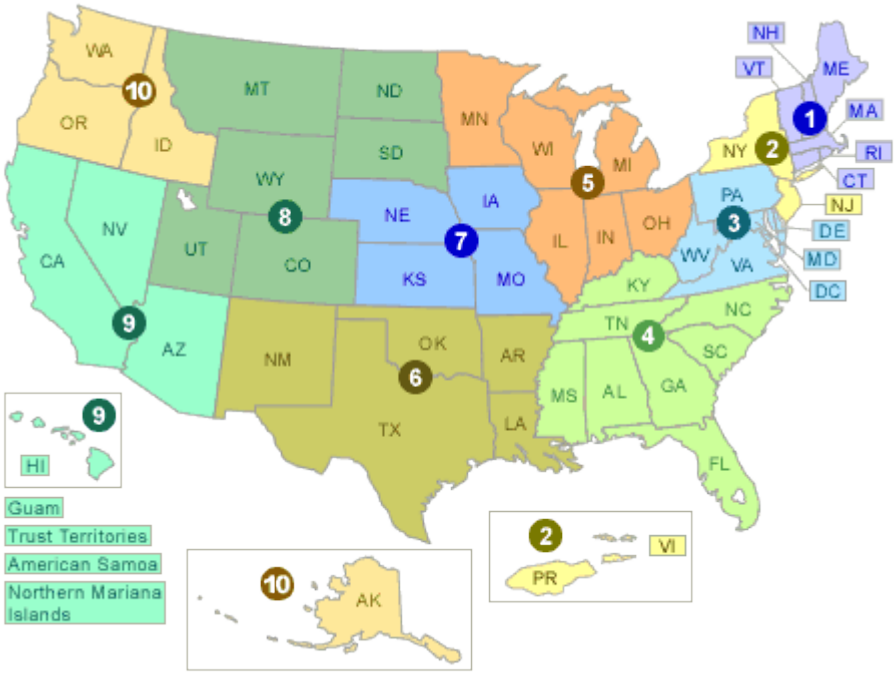
5.1 EPA Personnel Operational Control

The Associate Administrator for Public Affairs and/or the Regional Public Affairs Director(s) will coordinate the deployment of EPA public affairs personnel during an incident and the timing, methods, and content of agency information releases. The Associate Administrator for Public Affairs is the final approval authority for the release of incident data-related materials and information.

5.2 National Incident Communications Coordination Line

The EPA headquarters Office of Public Affairs will represent the agency on NICCL calls during incidents and will maintain liaison with the ESF #15 function at DHS Public Affairs.

<u>Appendix 1 to Annex M to Emergency Support Function # 15</u>
EPA Regional Organization



Annex N to Emergency Support Function #15 External Affairs
Radiological

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)
C. DOD 3150.8-M, Nuclear Weapon Accident Response Procedures (NARP) Manual D

1.0 Purpose

The annex details radiological incident communications strategy, actions, and coordination in conjunction with a domestic radiological accident or an act of nuclear terrorism in order to ensure coordination and execution of a unified public outreach effort.

2.0 Background

2.1 DHS is the coordinating agency for the overall Federal Government response to radiological incidents in accordance with HSPD 5 and the NRF. For radiological incidents of lesser severity (those incidents that do not reach the level of an incident requiring a coordinated Federal response), the agency with jurisdictional authority will serve as the coordinating agency for the Federal response.

2.2 Radiological Incidents

Incidents involving radioactive materials may vary in nature. The incident source will dictate which Federal department or agency is the lead coordinator. For example, the NRC is the coordinating agency for incidents involving commercial nuclear facilities licensed by the NRC. The U.S. Department of Energy (DOE) is the coordinating agency for incidents at weapons production nuclear facilities and incidents involving the transportation of radioactive materials shipped by or for the DOE. The DOD is the coordinating agency for nuclear weapons under military custody, and the National Aeronautics Space Administration (NASA) is the coordinating agency for the launch of radioactive materials. (See Table 1)

NRF ESF #15 Quick Summary – Nuclear/Radiological Facilities or Materials Involved in Incidents	
Type of Incident	**Coordinating Agency**
Nuclear facilities: 1. Owned or operated by DOD or DOE 2. Licensed by NRC or Agreement State 3. Not licensed, owned, or operated by a Federal agency or an Agreement State, or currently or formerly licensed facilities for which the owner/operator is not financially viable or is otherwise unable to respond	1. DOD or DOE 2. NRC 3. EPA
Radioactive materials being transported: 1. Materials shipped by or for DOD or DOE 2. Shipment of NRC or Agreement State-licensed materials	1. DOD or DOE 2. NRC

3. Shipment of materials in certain areas of the coastal zone that are not licensed or owned by a Federal agency or Agreement State 4. All others	3. DHS/USCG 4. EPA
Radioactive materials in space vehicles impacting within the U.S.: 1. Managed by NASA or DOD 2. Not managed by DOD or NASA impacting certain areas of the coastal zone 3. All others	1. NASA or DOD 2. DHS/USCG 3. EPA
Foreign, unknown, or unlicensed material: 1. Incidents involving foreign or unknown sources of radioactive material in certain areas of the coastal zone 2. All others	1. DHS/USCG 2. EPA
Nuclear weapons	DOD or DOE (based on custody/time of event)
All deliberate attacks involving nuclear/radiological facilities or materials, including Radiological Dispersal Devices (RDD) or Improvised Nuclear Devices (IND)	DHS

Table 1

3.0 Radiological Dispersal Device (RDD)

A dirty bomb is one type of RDD that uses a conventional explosion to disperse radioactive material over a targeted area. Most of the radioactive particles dispersed by a dirty bomb would likely fall to the ground within a few city blocks or miles of the explosion. RDDs could also include other means of dispersal such as placing a container of radioactive material in a public place or using an airplane to disperse powdered or aerosolized forms of radioactive material.

4.0 Improvised Nuclear Device (IND)

An IND may be constructed from components of a stolen state-built nuclear weapon or from scratch using nuclear material and may produce a nuclear explosion. An IND is very different from an RDD which simply disperses radiological material using conventional explosives. An IND creates an explosion that is thousands to millions of times more powerful than any conventional explosive that might be used in a dirty bomb. The resulting mushroom cloud (or plume) from a nuclear bomb contains fine particles of radioactive dust that can blanket large areas (tens to hundreds of square miles) with fallout.

5.0 Federal Response

5.1 Federal Interagency Modeling and Atmospheric Assessment Center (IMAAC)

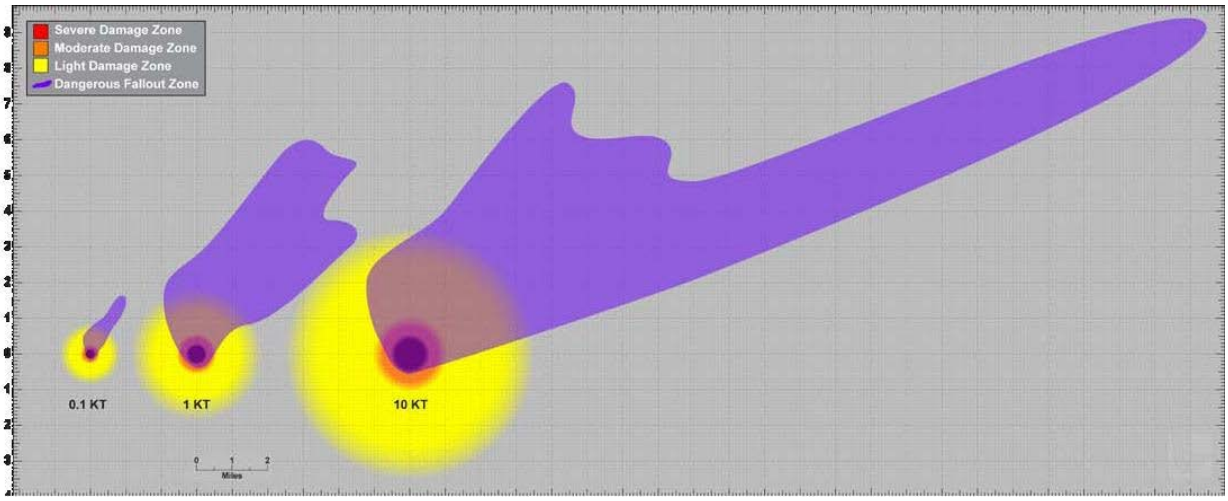
The IMAAC provides a single point for the coordination and dissemination of Federal dispersion modeling and hazard prediction products that represent the Federal position during actual or potential incidents involving hazardous atmospheric releases. Through plume modeling analysis, the IMAAC provides emergency responders and decision makers with predictions of hazards associated with atmospheric releases to aid in protecting the public and the environment.

5.1.1 Led by Department of Homeland Security (DHS), the IMAAC is a partnership among eight Federal agencies, each with supporting capabilities and/or responsibilities for plume modeling. These agencies include: DHS, Department of Energy, Department of Defense, National Oceanic and Atmospheric Administration, National Aeronautics and Space Administration, Environmental Protection Agency, Nuclear Regulatory Commission, and the Department of Health and Human Services.

5.1.2 The IMAAC products provide actionable information to help inform emergency response decisions. These products show hazard areas, affected populations, potential casualties and/or fatalities, damage estimates, health effects, and recommended protective action guidelines. The IMAAC also provides support for exercises. The IMAAC products are distributed through various mechanisms, to include email and the Homeland Security Information Network.

5.1.3 Any local, state, tribal, or Federal agency may activate IMAAC for emergencies involving an atmospheric release. IMAAC assistance can be requested through the DHS National Operations Center.

Miles from ground zero



Representative dangerous fallout (DF) zones for 0.1KT, 1.0KT and 10 KT in which an early and direct threat from fallout radioactivity exists. A radiation *exposure rate* of 10 R/h is used to bound this zone. The DF zone will begin to shrink immediately and decrease relatively quickly over time.

5.2 Public Plume Maps

Plume maps are visual representations of the projected path of a hazardous material in the air and/or deposited on the ground. During a radiological incident, timely dissemination of plume maps through multiple communication channels, to include social media, will:

- Support the Homeland Security Presidential Directive 5 requirement for

the Secretary who "ensures that, as appropriate, information related to domestic incidents is gathered and provided to the public."

- Increase public awareness of the location of the hazardous material
- Increase public understanding of protective action decisions.

Emergency response personnel, including public affairs responders, need to be aware of the value and limitations of plume maps. A misunderstanding of these products can lead to ineffective, inappropriate, or even detrimental actions during an incident.

International Incident Case Study: 2011 Fukushima Nuclear Crisis (2)

"During the first day following the tsunami and the deteriorating conditions at the Fukushima Daiichi plant, thousands of residents in the town of Namie evacuated north to Tsushima to avoid the radioactive plume. In the absence of publicly available forecasts and radioactive plume predictions from the government of Tokyo, town officials in Namie advised residents to evacuate to Tsushima based on seasonal expectations that the winter winds would be blowing south. Town officials would learn 2 months later that the winds had actually been blowing directly toward Tsushima, making it one of the areas of highest radioactive contamination."
Center of Biosecurity of UPMC - ***After Fukushima: Managing the Consequences of a Radiological Release*** *– Final Report March 2012*

International Incident Case Study: 2011 Fukushima Nuclear Crisis (3)

Meanwhile, there was criticism from the media, local officials and the public over something known as SPEEDI – the System for Prediction of Environmental Emergency Dose Information. SPEEDI is a system that helps authorities model the dispersion of radioactive materials. In the early stages of the disaster, data generated by SPEEDI were not disclosed to local governments or the public. This appears to have been due to a combination of factors, ranging from differing assessments of the data's reliability to breakdowns in interagency communication. The net result was that potentially valuable dispersion information was not available to inform the evacuation process. According to both Japanese and international reports, this resulted in some people evacuating from less contaminated areas to areas that were in the path of radioactive releases. In several reports reviewing the management of the accident, Japanese officials were candid in recognizing the seriousness of the communication problems: "Especially immediately after this accident, actions were not sufficiently taken to provide local residents with information or easily understood explanations about radiation, radioactive materials, or information on future outlooks on risk factors." In addition, "although the results generated by SPEEDI are now being disclosed, disclosure should have been conducted from the initial stage." Becker SM (2012). ***Risk communication and information in disasters and emergencies. In: Local Planning for Terror and Disaster: From Bioterrorism to Earthquakes,*** L. Cole and N. Connell, eds., Wiley.

5.3 Federal Radiological Monitoring and Assessment Center (FRMAC)

The FRMAC is an interagency organization with representatives from various Federal, State, and local radiological response organizations. The purpose of FRMAC is to assist the State, local, and tribal governments in their mission to protect the health and well-being of their citizens by coordinating all Federal environmental radiological monitoring efforts and providing:

5.3.1 Verified radiation measurements
5.3.2 Interpretations of radiation distributions based on EPA, FDA, or local Protective Action Guidelines
5.3.3 Characterization of overall radiological conditions

5.4 Protective Action Recommendations (PAR)

State, tribal, and local governments are responsible for issuing and communicating protective actions to the public as they deem appropriate. DHS and the agency with jurisdictional authority support State, local, tribal and territorial governments by developing and delivering Federal advice to State, tribal, and local governments (*not* directly to the public). These Federal PARs may include advice and assistance on measures to avoid or reduce unnecessary radiation exposure to the public. This includes advice on emergency actions such as sheltering, evacuation, and use of pharmaceutical countermeasures, such as potassium iodide (KI). It also includes advice on long-term measures, such as restriction of food, temporary relocation, or permanent resettlement, to avoid or minimize exposure to residual radiation or exposure through the ingestion pathway.

6.0 Responsibilities

6.1 DHS

DHS will coordinate the overall Federal incident management response for nuclear incidents. Immediate action by DHS public affairs and other Federal, State, and local authorities is necessary to communicate health and safety information.

6.1.1 National Incident Coordination Conference Line (NICCL)

The NICCL is the primary interagency protocol for all departments and agencies involved in the coordinated Federal response to an IND, an RDD, or other radiological incidents. DOE, National Nuclear Security Administration (NNSA), DOD, FEMA, EPA, NASA, NORTHCOM, and other Federal public affairs personnel represent their agency on the NICCL to maintain liaison with the ESF #15 functions based on the nature of the radiological incident.

6.2 DOE and NNSA

DOE and NNSA facilitate the immediate and follow-on scientific support for

public affairs as the public messaging effort is critical to saving lives by directing the movement of people to safe areas. The National Atmospheric Release Advisory Center (NARAC), the DOE component of the IMAAC, maps the initial spread of contamination so emergency managers can decide what protective actions are necessary. As a follow-on to the initial NARAC projections, NNSA manages the FRMAC to monitor environmental radiation and provide maps for protection of the public. (See Appendix 2 for more information on the NARAC and FRMAC.)

6.2.1 DOE and NNSA public affairs may also be involved in preparing a Senior Energy Official (SEO) for a press conference along with the Secretary of Homeland Security following an IND/RDD.

6.3 DOJ/FBI

Under HSPD 5, the Attorney General, generally acting through the FBI, has lead responsibility for criminal investigations of terrorist acts or terrorist threats and for coordinating activities of other members of the law enforcement community to detect, prevent, preempt, investigate, and disrupt terrorist attacks against the United States.

6.3.1 A radiological terrorist incident may affect a single location, or multiple locations, each of which may require an incident response and a crime scene investigation simultaneously.

6.4 Domestic Nuclear Detection Office (DNDO)

Established by NSPD-43/HSPD 14, DNDO resides within DHS and reports to the Secretary of Homeland Security. DNDO integrates interagency efforts to develop nuclear detection capabilities, measures detector system performance, ensures effective response to detection alarms, advances and integrates nuclear forensics efforts, and conducts transformational research and development for advanced detection and forensics technologies. As part of the national effort to protect the nation from radiological and nuclear threats, the national office is staffed by representatives from several Federal Government agencies, and works closely with State and local organizations. DNDO retains expertise in nuclear detection and forensics operations and response, technical capabilities, and intelligence analysis. DHS, Office of Public Affairs is responsible to determine what detection information is released to the media. DNDO would support DHS Public Affairs, as needed, by providing publicly releasable information regarding nuclear detection and related issues.

6.4.1 DNDO is responsible for coordinating the nation's national technical nuclear forensics (NTNF) program, including planning and execution of pre-incident communications. In the immediate aftermath of a nuclear detonation the NTNF Ground Collections Task Force (GCTF), comprised of members of the Department of Justice (DOJ)/Federal Bureau of Investigation (FBI), the NTNF GCTF leader, and the

Departments of Energy (DOE), and Defense (DoD), would play a crucial role by collecting vital information and evidence at the incident site. Nuclear forensic analysis and evaluation of the collected materials would support attribution efforts, along with intelligence and law enforcement information. DNDO would support DHS Public Affairs, as needed, by providing publicly releasable information on the nuclear forensics program, including the NTNF GCTF. Such information would pertain to the general aspects of the program rather than information about the investigation itself, the release of which would be under the purview of the FBI as the lead agency for the investigation.

6.5 Radiological Web Information

6.5.1 Radiation and Radiological Emergencies

- Centers for Disease Control **http://emergency.cdc.gov/radiation**
- Department of Homeland Security **http://www.dhs.gov/dhspublic**
- NRC **http://www.nrc.gov/what-we-do/radiation/what-is.html**
- EPA **http://www.epa.gov/radiation/emergency-response-overview.html**
- National Alliance for Radiation Readiness **http://www.radiationready.org**

6.5.2 Radiation Protection and Measurement

- International Commission on Radiological Protection **http://www.icrp.org**
- National Council on Radiation Protection and Measurements **http://www.ncrp.com**

6.5.3 Health Effects of Radiation

- Health Physics Society **http://hps.org/publicinformation/radfactsheets/**
- Radiation Effects Research Foundation **http://www.rerf.or.jp**
- Radiation Emergency Medical Management **http://www.remm.nlm.gov**

Appendices

1 U.S. Nuclear Regulatory Commission
2 Department of Energy/National Nuclear Security Administration
3 Department of Defense
4 National Aeronautics and Space Administration
5 EPA Office of Air and Radiation

Appendix 1 to Annex N to Emergency Support Function #15 External Affairs
U.S. Nuclear Regulatory Commission (NRC)

References:
A. National Response Framework
B. National Incident Management System

1.0 Purpose

This appendix outlines the key elements to be used by the U.S. Nuclear Regulatory Commission's Office of Public Affairs in response to a significant incident which may affect public health and safety and involves a nuclear power plant licensee or any other facility or organization licensed by the NRC to use radioactive material.

2.0 Background

In response to a serious event involving an NRC licensee, NRC activates its Headquarters Operations Center in Rockville, Md., and one of its four Regional Incident Response Centers (Region I in King of Prussia, PA; Region II in Atlanta, GA; Region III in Lisle, IL; and Region IV in Arlington, TX). NRC's highest priority is to provide expert consultation, support, and assistance to the licensee and State and local public safety officials.

2.1 An Executive Team assembles in the Headquarters Operations Center to lead the response, obtain and evaluate event information and to assess the potential impact of the event. The Executive Team is typically headed by the NRC Chairman or a Commissioner acting as Chairman. NRC scientists and engineers analyze the event and evaluate possible recovery strategies. Meanwhile, other agency experts evaluate the effectiveness of protective actions recommended by the licensee, which may be implemented by State and local officials to minimize the impact on public health and safety and the environment.

2.2 If event conditions warrant, the NRC will dispatch a Site Team, consisting of technical experts and a Site Team Director, from the Regional Office to the site. Once the Site Team is in place, authority to manage event-related activities is turned over to that team. The Site Team provides a firsthand assessment of the situation and face-to-face communications with all participants. The Headquarters Operations Center provides round-the-clock logistical and technical support throughout the response.

2.3 As described in the Nuclear/Radiological Incident Annex to the National Response Framework, the NRC is the Coordinating Agency for events occurring at NRC-licensed facilities and for radioactive materials either licensed by NRC or under NRC's Agreement States Program. As Coordinating Agency, NRC has technical leadership for the Federal Government's response to the event. If the severity of an event rises to the level of General Emergency (the highest of the NRC incident severity categories), or is terrorist-related, DHS would assume coordination of the overall Federal response to the event, while the NRC would retain a technical leadership role.

3.0 PA Posture

The NRC Office of Public Affairs is responsible for keeping the public and the media informed about NRC's actions during an event. OPA's approach depends on the nature of the crisis and the potential impact on the public. Effective communications are achieved by providing accurate, timely and reliable information through a variety of communication channels.

3.1 It is intended that these communications should serve to:

- Convey the status of the crisis and our actions to protect people and the environment;
- Reduce uncertainty and dispel rumors in order to minimize counter-productive behaviors;
- Underscore NRC professionalism and credibility; and
- Reassure employees, Congress, the public and stakeholders that the situation is being handled appropriately.

3.2 Further, OPA uses these philosophies to guide its crisis response:

- Timely, accurate information is key to maintaining public trust and reducing possible health or safety consequences.
- Verified information must be released as quickly as possible, even if all the details are not yet known.
- Open and prompt information at the onset of a crisis protects the organization's credibility and creates a positive initial image.
- Erroneous information not corrected immediately can become "common knowledge" and almost impossible to refute later. Monitoring the media and responding rapidly to correct mistakes is vital.
- The concept of "people first" should motivate communication actions, including expressing concern for any victims or potential victims of the crisis.
- Incident information must be in simple language and can and should be repetitive as people under stress are not processing information as well as under normal circumstances. Repeating consistent messages and using multiple media (i.e. print, television, radio, social media and the Website), helps ensure the messages are heard and understood.
- There will be many "voices" in the media from the Federal, State, local government, the private sector, academia, etc. during an incident requiring a coordinated Federal response. NRC spokespeople must discuss only NRC-related issues with the media.
- When appropriate, an incident can be an opportunity to educate the public and the media about the NRC, its programs and responsibilities, and even nuclear and radiological subjects that might not otherwise draw attention.
- If the NRC makes a mistake at any time during the crisis, either in handling the situation or in conveying information, the mistake must be immediately acknowledged and corrected.

4.0 Themes/Key Messages

4.1 The NRC is working with the facility operator (licensee), State and local officials, industry experts, and our Federal partners to bring this incident to a close as quickly as possible and to protect people and the environment.

4.2 The NRC is committed to keeping the public informed of the actions we are taking as this incident unfolds and will provide timely and accurate information primarily through the media and directly on our Web site, at www.nrc.gov.

4.3 We understand this situation may cause worry, but please stay calm and listen to instructions from your local officials if you are located near the site of the incident.

4.4 We have activated our headquarters' Operations Center and regional Incident Response Center and have a team of experts en route/onsite. (Specific NRC actions being taken, as appropriate.)

5.0 Media Interest

Any significant event involving nuclear or radiological material with a possibility of compromising public health and safety – whether terrorist-initiated or a safety system malfunction – will generate significant media attention requiring a coordinated Federal response and 24-hour-a-day media relations activities. Media attention will come from local, regional, national, and international news outlets and trade press. It can be anticipated that information on the incident will be disseminated via traditional print and broadcast media, as well as through new media channels, including Web sites, blogs, podcasts, electronic bulletin boards, e-mail, Twitter etc.

6.0 Media Outlets

NRC will release information to traditional media and new media outlets in order to ensure the timely, accurate dissemination of critical information related both to the safety implications of the event and the government's response.

7.0 Other Audiences

The NRC's Office of Congressional Affairs is responsible for communication with the Congress; other offices are responsible for communication with State, tribal, and local responders, the industry, and other stakeholders. The NRC may initiate a Public Inquiry Desk (either internal or through contract) to answer questions from the general public using materials and information developed by OPA.

8.0 PA Products

8.1 Press releases
8.2 Media interviews
8.3 Press conferences and teleconferences (alone or with other State, local, and Federal officials)

8.4 Blog posts
8.5 Twitter messages
8.6 YouTube videos
8.7 Fact sheets, backgrounders, and Qs & As
8.8 The Web site (including activation of the Emergency Event Web Page), Web casts, and streaming video
8.9 Response to inquiries (e-mail, phone)
8.10 Other tools as appropriate following resolution of the situation, including Op-Eds, trade press articles, public meetings, etc.

9.0 NRC Public Affairs Responsibilities and Staffing

9.1 HQ OPA Operations Center Team

During normal working hours, OPA's Director and another staff person move to the Public Affairs Liaison desk in the Operations Center immediately after it's activated and the Executive Team (ET) is called in. In this position, the OPA team assesses the situation, collects information, offers public affairs guidance to the ET, initiates press releases, obtains appropriate approvals before disseminating material, and schedules media briefings, as appropriate, using a phone bridge or the NRC News Center. OPA may also activate NRC's Emergency Event Web Page if the crisis warrants. The OPA team will also coordinate with the regions, as appropriate. A specially trained technical briefer will also support OPA efforts in the Operations Center.

9.2 HQ OPA News Center Team

When OPA, with ET approval, determines the News Center should be activated, at least one Public Affairs Officer and one OPA support person staff the News Center. Activation is recommended if it seems likely that a briefing will be needed and/or that the media are likely to arrive onsite. However, it is more likely that initial press conferences will be held at locations in Washington and supported by other Federal agencies, notably the Department of Homeland Security, or by the White House.

9.3 HQ Public Affairs Office Team

One secretary and at least two Public Affairs Officers remain in the Public Affairs Office to answer phones, maintain telephone logs, respond to incoming OPA e-mail, communicate with Federal partners and the regions, and manage the Emergency Event Web Page and agency social media sites. They are joined by one or more technical briefers and assisted by other pre-identified NRC staff who can augment the OPA professional staff in emergencies. (Note: Media monitoring would be done under an existing contractor with increased daily reports if necessary. A decision to activate an internal or external "call center" would have to be made if OPA is overwhelmed or expects to be overwhelmed by public calls.)

9.4 Regional Public Affairs Staff

Two regional PAO staff members are initially dispatched to the licensee's JIC or to another suitable local site. Other regions' public affairs staff may come to headquarters or be dispatched by the OPA Director to other locations as needed. Regional public affairs staff communicate regularly with HQ and coordinate release of information as appropriate. (Note: A technical briefer – an expert in either reactors or nuclear materials – is assigned to support OPA in each of these locations.)

9.5 Field Operations

As the focus of the event shifts from headquarters to the field, generally within the first 24–48 hours, a primary, high-ranking spokesperson will be designated to serve as the voice of the NRC. This spokesperson could be the Chairman, director of public affairs, regional administrator, or another knowledgeable individual experienced with the media. This individual will operate out of whatever location is most suitable and most accessible to the media. Additional NRC public affairs and administrative back-up from other regions and headquarters will also be dispatched to the field operations, depending on the scope of the event and the availability of space and resources. In a significantly large event, adjunct public affairs personnel will also need to be sent to the field.

<u>Appendix 2 to Annex N to Emergency Support Function #15 External Affairs</u>
Department of Energy/National Nuclear Security Administration (DOE/NNSA)

1.0 Purpose:
This appendix outlines the public affairs roles and responsibilities of the Department of Energy and National Nuclear Security Administration in response to significant radiological incidents.

2.0 Background
DOE/NNSA public affairs would coordinate the Federal response with DHS following radiological incidents involving materials in DOE custody such as:

2.1 Nuclear/radiological release at a DOE facility or involving DOE materials during the use, storage, and shipment of a variety of radioactive materials.

2.2 The shipment of spent reactor fuel.

2.3 The production, assembly, and shipment of nuclear weapons and special nuclear materials.

2.4 The production and shipment of radioactive sources for space vehicles.

2.5 The storage and shipment of radioactive and mixed waste.

3.0 Nuclear Weapons Incident Response Program
In response to an incident involving a nuclear weapon in DOE custody, DOE will be the coordinating agency. However, regardless of custody, DOE and DOD will conduct the response operation as partners. The NNSA Nuclear Weapons Incident Response (NWIR) Program serves as the Federal Government's primary capability for radiological and nuclear emergency response. The NWIR responds to all nuclear emergencies whether DOE is the Coordinating Agency or not. The NWIR provides emergency management, operations, support, and incident response to emergencies requiring DOE/NNSA expertise and technical assistance. Members of the program work as a team to respond with an effective range of technical and scientific capabilities to mitigate nuclear and radiological incidents worldwide. The NWIR provides core competencies in the following areas:

3.1 Knowledge of U.S. nuclear weapons, RDD and INDs with specific specialties in spectroscopy, nuclear device modeling, radiography and device diagnostics, and assessment technology

3.2 Technical operations (explosive ordinance disposal procedures and techniques for device access, disablement, render safe procedures, weapon recovery, stabilization and packaging for final disposition)

3.3 Technical support requirements (attribution, weapons effects, health and treatment

capabilities, and the radiological elements of consequence management)

3.4 Technical support for radiological monitoring and assessment, atmospheric modeling of radiological releases, and the medical effects of radiation exposure.

4.0 Policy

DOE/NNSA policy is to provide accurate, candid, and timely information to the public during all emergencies consistent with the requirements of the Freedom of Information Act and the Privacy Act in order to establish facts and avoid speculation. In situations involving classified information, DOE policy is to provide sufficient unclassified information to explain emergency response and protective actions required for the health and safety of workers and the public. Furthermore, under DOE policy, a DOE/NNSA public information officer will accompany the DOE/NNSA Senior Energy Official (SEO) to the accident site and be present in the Incident JIC.

5.0 NNSA Emergency Response Assets

There are numerous emergency response national assets that may gain the attention of the news media as the assets provide nuclear/radiological assistance in support of State and local agencies. Activation of these assets would occur following a major national or international nuclear or radiological accident or incident.

5.1 Radiological Assistance Program (RAP)

Maintained since the late 1950s, the RAP is designed to provide first-responder radiological assistance to protect the health and safety of the general public and the environment and to assist other Federal agencies, as well as State, tribal, local, and private individuals in the detection, identification and analysis, and response to events involving radiological or nuclear material. Deployed RAP teams provide field monitoring and assessment support. To provide a timely response capability, RAP is implemented on a regional basis. This regional coordination is intended to foster a working relationship between DOE radiological response elements and those of State, local, and other Federal agencies. RAP ensures a 24-hour response capability that can be deployed within 2 hours of the request for assistance. The response team(s) will be on the site of a radiological emergency within 6 hours of a request for assistance. The RAP response capability is self-sustained for the initial 24 hours of an emergency or until more permanent support is deployed to the emergency site. For additional information see http://www.nnsa.energy.gov/RAP

5.2 National Atmospheric Release Advisory Center (NARAC)

NARAC is the DOE component of the IMAAC. When a hazardous material is released into the atmosphere, the NARAC can model the probable plume pathway in time for an emergency manager to decide if taking protective actions are necessary. NARAC is located at Lawrence Livermore National Laboratory (LLNL), Livermore, California. NARAC provides world-wide centralized emergency response service. For additional information see http://www.nnsa.energy.gov/NARAC

5.3 Aerial Measuring System (AMS)

The AMS provides helicopters and fixed wing aircraft to respond to radiological emergencies. Personnel and equipment aboard these aircraft provide aerial radiological detection and aerial radiation surveys. Aircraft are located at Las Vegas, NV, and Washington, D.C. Additional capabilities are provided at the DOE Savannah River Site (SC) using site security helicopters and US Customs and Border Protection aircraft and by EPA aircraft flown out of the Dallas, Texas area (under a Memorandum of Understanding between NNSA and EPA). For additional information see http://www.nnsa.energy.gov/AMS

5.4 Radiation Emergency Assistance Center/Training Site (REAC/TS)

Formed in 1976, the REAC/TS has provided support to the DOE, the World Health Organization (WHO), and the International Atomic Energy Agency (IAEA) in the medical management of radiation accidents. REAC/TS operates the only Cytogenetic Biodosimety Laboratory (CBL) in the U.S. civilian community. The CBL can clinically determine dose levels for potentially exposed victims following a nuclear emergency. REAC/TS is a 24-hour emergency response program at the Oak Ridge Institute for Science and Education (ORISE). As such, it trains, consults, or assists in the response to all types of radiation accidents or incidents. The Center's specially trained team of physicians, nurses, health physicists, radiobiologists, and emergency coordinators is prepared around-the-clock to provide assistance at the local, national, or international level. Designated a WHO Collaborating Center in 1980, REAC/TS is recognized around the world for its expertise and is called upon to assist the global community in providing medical care to radiation accident victims, directly or indirectly as consultants. For additional information see http://www.nnsa.energy.gov/REACTS

5.5 Federal Radiological Monitoring and Assessment Center (FRMAC)

In the emergency phase of the response, the DOE/NNSA coordinates all Federal environmental radiological monitoring activities through the FRMAC. Early in the event, this coordination is provided by the Consequence Management Home Team (CMHT) via telephone bridgeline. The FRMAC is deployed from Las Vegas, NV, and will be fully functional within 24 hours of the event providing aerial and ground based environmental monitoring and assessment of data. FRMAC is responsible for providing a single source of quality controlled monitoring and assessment data to the lead Federal agency involved in the incident response. Once the immediate emergency is stabilized, DOE transfers responsibility for coordinating FRMAC actions to the EPA to continue long-term monitoring activities. For additional information see http://www.nnsa.energy.gov/FRMAC

6.0 DOE Personnel Operational Control

During an incident, the DOE Deputy Director of Communications will coordinate the deployment of DOE public affairs personnel to support a NJIC.

Appendix 3 to Annex N to Emergency Support Function #15 External Affairs
Department of Defense (DOD)

References:
A. National Response Framework (NRF)
B. JP 3-61 Public Affairs
C. DOD Instruction 3150.10 "DOD Response to US Nuclear Weapons Incidents"

1.0 Purpose

This appendix outlines the Department of Defense (DOD) public affairs response to the use of a radiological dispersal device (RDD), improvised nuclear device (IND) or a significant incident that may involve nuclear weapons in DOD custody.

2.0 Background

DOD will likely respond to an RDD or IND incident, but will not be the primary agency. DOD has significant capabilities that can be used in a radiological environment. As with any major DOD response, public affairs personnel will accompany the deploying forces, but will remain outside the hazard area. These personnel will coordinate public information activities specific to the military response and will work closely with an established JIC or ESF #15 entity. DOD will be the primary agency in the response to a DOD nuclear weapons incident. DOD will establish a JIC and encourage all supporting agencies to participate in the JIC.

3.0 Policy

The DOD policy for nuclear weapons incidents is contained in reference c. Generally, a incident involving a US nuclear weapons could be characterized as a relatively small radiological hazmat incident. However, any incident involving a nuclear weapon will be significant and will generate a substantial DOD response. Joint Publication 3-61 outlines DOD public affairs operations.

3.1. For nuclear weapons related events, the occurrence will be treated as an "incident" – an event involving a hostile act – until the FBI determines the event to be an accident. This determination will be make in-conjunction with interagency partners but with the responsibility for the decision residing with the FBI Special Agent in Charge. In accordance with Ref c., it is assumed that all US nuclear weapon incidents will be investigated as hostile acts until proven otherwise. An actual of attempted hostile act involving a US nuclear weapon in DOD custody may initially appear as a type of accident. A hostile act adds complexity to incident response operations due to the additional agencies participating in the response effort. It is assumed that eliminating a hostile act as a cause of the incident may take time.

3.2. The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats inside the United States, or directed at US citizens or institutions abroad, where such acts are within the Federal criminal jurisdiction of the United States, as well as for related intelligence collection activities within

the United States. The Attorney General generally executes this responsibility through the FBI.

3.3 DOD working in conjunction with interagency partners will manage the on-site response for events involving a DOD facility and the overall operational response for nuclear weapons or other radioactive material in DOD custody. If DOD has custody of the nuclear weapon at the time of the accident, DOD becomes the Coordinating Agency, regardless of custody; however, DOD will manage the response in partnership with DOE and the FBI. Although the DOD incident commander has overall responsibility and authority over activities occurring on property where DOD has exclusive jurisdiction, including establishing a National Defense Area (NDA), the FBI still has overall authority over the Federal law enforcement and investigative activities occurring in these areas. The involvement of the FBI as lead agency for criminal investigations of potential hostile acts necessitates incorporation of FBI functions into the overall incident management structure.

3.4 In the United States, its territories, or its possessions, DOD policy requires DOD incident communications to confirm the presence of nuclear weapons or radioactive nuclear components in the interest of public safety or to reduce or prevent widespread public alarm. Public authorities must be notified if the public is, or may be, in danger of radiation exposure or other danger posed by the weapon or its components.

4.0 Responsibilities

The Department of Homeland Security's Office of Public Affairs (DHS OPA) has primary responsibility for coordinating the Federal incident communication effort for domestic incidents. Except where DOD is the Coordinating Agency in a nuclear weapons incident, DOD will be a supporting agency.

4.1 The NICCL will serve as the primary coordination mechanism where agency public affairs responsibilities will be outlined. In a nuclear related event, the guidance and policy is expected to come from the highest levels.

4.2 DOD organizations responding to a nuclear relate incident will limit their public communication efforts to information regarding the military response, immediate public safety, or support of the primary agency messaging.

4.3 A nuclear weapons incident will likely involve classified information. DOD public affairs will practice "security at the source" to ensure no classified, sensitive, or privacy information is provided to the media or public.

<u>Appendix 4 to Annex N to Emergency Support Function #15 External Affairs</u>
National Aeronautics and Space Administration (NASA)

References:
A. National Response Framework (NRF)
B. Launch site emergency response planning document
C. National Aeronautics and Space Administration Headquarters Radiological Contingency Response Plan (by the Office of Security and Program Protection)
D. NPR 8715.3B National Aeronautics and Space Administration Launch Requirements

1.0 Purpose

This appendix outlines the National Aeronautics and Space Administration's (NASA's) public affairs and communications support of the launch of radioactive materials in quantities requiring development of specific contingency response plans and pre-deployment of resources as described by NASA requirements or specified in applicable interagency agreements.

2.0 Scope

NASA will establish a JIC for launches of radioactive materials in quantities requiring development of specific contingency response plans and pre-deployment of resources. The JIC is managed by NASA and supports the timely interagency coordination and distribution of information regarding any launch, ascent, or reentry accident affecting the mission.

3.0 Policy

3.1 Public information releases on the status and consequences of a launch vehicle accident and/or radiological emergency must be accurate, timely, and easily understood. Information disseminated to the public must be released from official government sources. Information must also be closely coordinated between the Federal, State, and local agencies as well as tribal governments involved in emergency responses and be released from official government sources.

3.2 The NASA-managed JIC provides the single, unified source of information for the news media and the public about Federal radiological response to a declared launch accident or radiological contingency.

3.3 A NASA launch is a highly public event scheduled many months or years beforehand. NASA and its core risk communications team will distribute factual information well in advance about the mission, its need for a radiological power source or payload, and its launch nuclear safety protocol. Information will be available to the general public and the media, using a variety of formats, venues, and interactive methods that leverage existing agency outreach programs and personnel.

4.0 Staffing

Each participating Federal agency and State and county organization will assign a Public Affairs Officer or designee to the JIC to act on behalf of their respective organizations as a single point of contact for interagency coordination of information.

4.1 All representatives of participating agencies and organizations will be physically collocated in one general work area (the JIC) for the purpose of coordination and discussion of any issues prior to the preparation of statements, releases, response, or briefing.

4.2 Minimum JIC Staffing

4.2.1 JIC Manager (NASA Headquarters PAO)
4.2.2 JIC Support Manager (Kennedy Space Center PAO)
4.2.3 Risk Communication Coordinator(s) (designated by NASA and DOE)
4.2.4 JIC social media representative (designated by NASA)
4.2.5 NASA External Relations representative to coordinate with the Department of State
4.2.6 Department of Energy public information office representative
4.2.7 Launch site State representative(s)
4.2.8 Department of Homeland Security/FEMA representative
4.2.9 Environmental Protection Agency representative
4.2.10 Department of Defense/United States Air Force representative
4.2.11 Brevard County representative

5.0 JIC Operations

5.1 Activation of the NASA JIC will occur as part of the overall radiological contingency implementation. The JIC will continue to operate until released by emergency operations management.

5.2 JIC operations will be governed by a coordinated and approved JIC Plan, developed specifically for each mission. This plan will describe in detail the coordination concurrence and approval process for JIC information releases.

6.0 NASA Public Affairs Launch Commentator

6.1 The designated NASA Public Affairs Launch Commentator has the responsibility for announcing initial public information concerning emergencies. The commentator will be authorized to use pre-coordinated, pre-scripted statements for specific contingency situations as directed by the JIC.

6.2 Initial launch commentary releases pertaining to radiological hazards following any declared launch accident or radiological contingency will include initial emergency instructions and advisories to news media, on-site personnel, and visitors to the launch.

Appendix 5 to Annex N to Emergency Support Function #15 External Affairs
Environmental Protection Agency Office of Air and Radiation

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)
C. ESF #15 SOP, Annex M
D. EPA National Approach to Response Crisis Communications Plan

1.0 Purpose

This appendix outlines the EPA public affairs response to a radiological incident where EPA may be the coordinating agency or support an interagency response.

2.0 Background

Under the NRF Nuclear/Radiological Incident Annex, EPA has roles as both a support agency and as a coordinating agency. EPA is the Coordinating Agency for emergencies involving a source or facility that is not licensed, owned, or operated by another Federal agency and for emergencies involving radiological releases outside the United States. EPA may be called in as a support agency for radiological incidents that involve materials licensed, owned, or operated by another Federal agency or an Agreement State.

2.1 EPA Office of Air and Radiation (OAR)

The EPA OAR develops national programs, technical policies, and regulations for controlling air pollution and radiation exposure.

2.2 Radiological Emergency Response Team (RERT)

As one of EPA's special teams, the RERT supports Federal, State, tribal, and local agencies responding to radiological incidents and emergencies. The RERT provides technical advice, monitoring, sampling, data assessment, and cleanup assistance. These services focus on minimizing threats to public health and the environment. Along with the technical experts and specialized equipment, the RERT has Public Information Officers (PIOs) specializing in radiological incident communications.

3.0 Policy

During an incident requiring a coordinated Federal response, EPA retains full responsibility for incident communication programs and policies related to its activities. EPA will implement an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public during an incident as outlined in EPA's National Approach to Response Crisis Communications Plan. EPA will contribute to the overall unified message of the response and support external affairs activities identified in the ESF #15 Annex of the NRF.

4.0 EPA Public Affairs Response

4.1 ESF #15 Staffing

EPA, through its field and regional incident management structures, will support the interagency effort under ESF #15 by providing the media and the public with information on EPA's response activities. During a radiological incident requiring a coordinated Federal response, EPA PIOs working in the NJIC will help address on all issues raised to the JIC including those related to environmental or EPA-specific matters.

4.2 Addressing Public Concerns

In the event of a radiological incident, EPA will make every effort to provide the media with information on Agency actions and data so that the media can report them fully and accurately to the public. EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident. EPA's Office of External Affairs (OEA), in coordination with the Office of Environmental Information (OEI), the DHS Web team, and the relevant regional Public Affairs Directors and Headquarters program offices, will develop and maintain one web site to keep the public informed of the incident status. All approved content and data will be posted to the Web site as quickly as possible. Phone lines will be established with a published number for public inquiries.

<u>Annex O to Emergency Support Function #15 External Affairs</u>
NTSB Transportation Investigations

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)

1.0 Purpose

This annex outlines the roles and responsibilities of the National Transportation Safety Board and public affairs procedures regarding transportation incidents. Under Federal law, the National Transportation Safety Board is responsible for investigating and determining the probable cause of every civil aviation accident in the United States (including accidents involving certain public use aircraft, such as those owned by State and municipal governments).

1.1 The Board also investigates major accidents in the other modes of transportation – rail, highway, marine and pipeline. **Historically, the NTSB has been the lead Federal investigating agency for such major surface transportation accidents as maritime oil spills, train derailments, and bridge collapses.**

1.2 ESF #15 may or may not be activated following an incident requiring an NTSB investigation. Regardless of ESF #15 activation, NTSB retains the lead for all public affairs activity involving their investigative role.

2.0 Mission

The NTSB is an independent Federal accident investigation agency. Since its creation in 1967, the Safety Board's mission has been to determine the probable cause of transportation accidents to formulate safety recommendations to improve transportation safety.

3.0 Procedures for Major Accidents

3.1 The NTSB will send several public affairs officers (PAOs) to accompany an investigative Go-Team to the scene of a major accident to facilitate information dissemination. Usually, one of the five Presidentially appointed Board Members also accompanies the team and serves as the principal on-scene spokesperson. However, a senior career investigator, designated as Investigator-in-Charge (IIC), leads the Go-Team.

3.2 While the Board's investigative team will include representatives from other agencies and organizations (FAA, airline operator, airplane/engine manufacturer, etc.), only the Board will release factual information on the progress of the investigation.

3.3 A command post is established at the crash site, usually in a nearby hotel. On-scene public affairs operations are organized from the Command Post.

3.4 Media briefings are often held at Reagan National Airport, before the Go-Team's departure, and on arrival at the accident site. On-scene, the Board strives to conduct two press conferences a day, one mid- to late-afternoon and the other in the evening following the daily progress meeting held by the investigative team.

3.5 The Board's spokespersons discuss factual, documented information. They do not provide any analysis, nor speculate as to the significance of any particular piece of information. The NTSB will not announce the cause of an accident while on-scene; indeed, the cause may not be determined for 12 to 18 months after the accident.

3.6 The NTSB also will not release the identities of victims or survivors of accidents. The transportation company involved or the local medical authorities generally release such information. If conditions permit, NTSB PAOs will attempt to bring the news media to the accident site (using a pool arrangement if it is a large group), keeping in mind limitations posed by physical and biomedical hazards.

3.7 The Board maintains a public affairs presence at an accident scene for as long as circumstances warrant, usually 3 to 7 days. After that, information is released from the public affairs office in Washington, D.C.

3.7.1 There are occasions when multiple agencies, particularly State and local agencies, are involved in some aspect of the post-accident scene. For example, police are responsible for public safety, State transportation officials are responsible for arranging alternative transportation opportunities, the medical examiner is responsible for victim identification, etc. Each agency has its need to conduct press conferences. Although the NTSB does not conduct joint press conferences once the investigation starts to move ahead, it is willing to work with all other agencies to arrange press conference schedules so as not to interfere with each other.

3.8 After the team has left the accident scene, the fact-gathering phase of the investigation continues. During this phase, the Board may hold a public hearing. At that time, a public docket is opened and a series of detailed factual reports are released, which become the basis for the analysis to come.

3.9 The final report of a major accident investigation – containing the Board's findings, a probable cause determination, and safety recommendations – is adopted by the five-member Board at a public meeting held in Washington, D.C.

4.0 Federal Bureau of Investigation

4.1 Federal law provides that, "If the Attorney General, in consultation with the Chairman of the Board, determines and notifies the Board that circumstances

reasonably indicate that the accident may have been caused by an intentional criminal act, the Board shall relinquish investigative priority to the Federal Bureau of Investigation." The Board then ceases all media activity with regard to the accident and operates in support of the FBI as requested. This provision was employed on September 11, 2001.

4.3 Until such time that a criminal determination is made, the NTSB retains primacy in every civil aviation accident investigation, and every surface transportation accident investigation in which it has asserted jurisdiction.

Annex P to Emergency Support Function #15 External Affairs
Agriculture and Food

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)

1.0 Purpose

This annex outlines the public affairs roles and responsibilities of the U.S. Department of Agriculture (USDA) and the Department of Health and Human Services **(**HHS)/Food and Drug Administration (FDA) in response to an incident requiring a coordinated Federal response involving agriculture and food systems.

2.0 Background

Agriculture and food incidents will require a coordinated external affairs response when public health, animal health, food production, aquaculture, livestock production, plant health, wildlife, soils rangelands, and agricultural water supplies are affected.

3.0 Policies

3.1 USDA and HHS/FDA

USDA and HHS/FDA, acting under their own authorities, lead public affairs efforts for agricultural and food incidents that occur due to natural causes.

3.1.1 USDA

USDA public affairs have lead for issues dealing with the following:

- Safety and security of **meat, poultry,** and **processed egg products** through the USDA/Food Safety and Inspection Service (FSIS).

- **Nutrition assistance**, including determining nutrition assistance needs, obtaining appropriate USDA foods, arranging for the transportation and delivery of the USDA foods, and authorizing Disaster Supplemental Nutrition Assistance Program (D-SNAP) benefits through the USDA/Food and Nutrition Service (FNS)

- **Animal and plant disease and pest response,** which includes response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation through the USDA/Animal and Plant Health Inspection Service (APHIS)

- **National forests and domestic rangelands incident response** through the USDA/Forest Service (FS)

- Disaster impacts on the **marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products,** through the USDA/Grain Inspection, Packers and Stockyards Administration (GIPSA)

- **Producer and rancher assistance,** which includes low-interest loans to rebuild the infrastructure and supply seed and start-up livestock, and the conservation reserve program to enable farmers and ranchers to restore buffers, trees, and other natural resources that protect water and wildlife through the USDA/Farm Service Agency (FSA)

- The **safety and well-being of household pets** by coordinating (with FEMA and other organizations) the provision of rescue, care, shelter and other essential services to individuals with household pets or service animals through the USDA/APHIS.

- The **safety and well-being of exotic animals** housed USDA APHIS regulated facilities as mandated by the Animal Welfare Act.

- **Rural utilities and rural housing assistance,** which includes essential public facilities and services as water and sewer, electric and telephone systems, housing, health clinics, emergency service facilities, and economic development throughout rural America through the USDA/Rural Development (RD).

- **Support of multi-institutional Ag homeland security networks, including the Extension Disaster Education Network (EDEN).** EDEN is a network of personnel and a database of research-based educational materials which deal with all phases of disasters. When one state has a particular need, EDEN delegates from other states provide previously developed resources that were proven successful in similar events. EDEN is led and funded through the USDA/National Institute of Food and Agriculture (NIFA).

- Along with FDA, USDA is designated Sector Specific Agency (SSA) for the Food and Agriculture Sector. In this capacity, USDA engages with State, Local, Tribal, and Territorial partners through the Government Coordinating Council (GCC) and the private sector through the Sector Coordinating Council (SCC). These councils provide a mechanism for communication, coordination, and outreach on issues related to national preparedness, including response activities.

3.1.2 HHS/FDA

HHS provides leadership by ensuring the safety and security of food, animal feed, food-producing animals, animal therapeutics, and dietary supplements. HHS, through the CDC and in coordination with the States,

develops and implements surveillance systems to monitor the health of the human population.

- HHS, through FDA, has statutory authority for all domestic and imported food except meat, poultry, and egg products not regulated by USDA which include: dried, frozen, or liquid eggs, with or without added ingredients.

- In addition FDA is responsible for hard cooked eggs, in-shell pasteurized eggs and shell eggs (except for grading, which is USDA's responsibility). FDA also has statutory authority for animal feed and for the approval of animal drugs intended for both therapeutic and non-therapeutic use in food animals as well as household pets and service animals.)

- FDA is responsible for protecting the public health by ensuring the safety, efficacy, and defense of our Nation's food (human and pet) and animal feed supply. FDA assists and supports the HHS in public health- and medical-related efforts to prevent, respond, mitigate, and recover from an incident.

3.2 Department of Justice and the Federal Bureau of Investigation (DOJ/FBI)

A terrorist attack on agriculture or food may initially be indistinguishable from a naturally occurring event. Several days could pass before food, medical, or agriculture authorities suspect an attack has taken place. Criminal intent may not be apparent until some time after illnesses are recognized. Once a public health, food, or agriculture incident occurs (or becomes known) due to a biological, chemical, or radiological agent, or if there are indications that disease may not be the result of natural causes, the DOJ/FBI must be notified. Due to the criminal nature of the attack, the FBI will assume the public affairs lead for the investigation and work closely with the FDA Office of Criminal Investigation.

3.3 Department of the Interior (DOI)

The USDA Forest Service, as the ESF #4 lead, works with DOI to manage and coordinate wildland firefighting operations. DOI assumes full responsibility for fighting wildfires burning on lands within its jurisdiction. USDA and DOI provide firefighting assistance to other Federal land management organizations as requested under the terms of existing agreements and the NRF. USDA and DOI will coordinate public affairs activities with the National Interagency Fire Center (NIFC) in Boise, ID.

3.4 Department of State (DOS)

A food or animal health incident could take place as a result of international trade. The USDA will coordinate with DOS, HHS, and the Department of Commerce public affairs to release information regarding food safety or international trade with another nation as this information could have an effect on the economy.

4.0 Laboratory Testing

The news media will likely focus on the results of laboratory testing of contaminated food and infected animals and plants. Depending on the agency responsible for the laboratory testing, USDA or HHS/FDA/CDC public affairs would have the lead for dissemination of these results to the media and general public. The networks involved include the Food Emergency Response Network (FERN), the National Animal Health Laboratory Network, the National Plant Diagnostic Network and the Laboratory Response Network (LRN). The responsible Federal agencies (USDA and HHS) oversee operations of networks. Each of these networks is represented on the Integrated Consortium of Laboratory Networks.

5.0 Concept of Operations

5.1 USDA Public Affairs Operations

USDA's Office of Communications (OC) will provide communications policy direction, review, and coordination of all information programs; maintain the flow of information; and lead communications coordination efforts between USDA agencies and mission areas to the mass communication media, State and local governments, and the public.

5.1.1 In the event of an agricultural or animal health emergency that is national in scope, OC, with support from USDA agencies, will conduct operations from a USDA JIC. And should the incident require a coordinated Federal response due to a natural or man-made disaster, OC will participate in the designated U.S. DHS NJIC during the emergency.

5.1.2 Under the ICS, OC will assign a public information officer (PIO) to support the incident command structure. OC would also assign a PIO to the National Joint Information Center and/or a Joint Field Office. The PIO represents and advises the Incident Command on all public information matters relating to management of the incident. The PIO handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, particularly regarding information on animal health and food safety and protection.

5.1.3 The PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the JIS. In a large-scale operation, the on-scene PIO serves as a field PIO with links to the JIC, which is typically collocated with the Federal, regional, State, local, or tribal emergency operations center responsible for primary incident coordination. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with private-sector and nongovernmental organizations.

5.2 USDA Response to a Major Incident

5.2.1 Intergovernmental/stakeholder outreach

- Internal USDA conference call with USDA agency PA/mission areas
- Federal interagency conference call (WH, HHS, Department of the Interior, DHS, DOS)
- Intergovernmental conference call with local/State governments (including animal health, human health, homeland security, and natural resources)
- Stakeholder conference call with industry groups
- Congressional conference call or personal visits

5.2.2 Media outreach

- Conduct press conference with HHS, State rep, and other relevant officials to discuss animal, food, and/or human health implications, actions being taken, guidance for the public
- Issue news release
- Issue media advisory listing available resources (b-roll Beta tapes, still photos, Qs & As, fact sheet, updated sound bites via the Web)
- Establish media briefing schedule to ensure predictable, established lines of communication with reporters to provide updates on management of the outbreak
- Distribute Qs & As and fact sheet and post on the Web site
- Provide b-roll tapes upon request
- Post still photos on the Web site (lab testing/inspectors at processing plant)
- Offer updated sound bites via the Web site
- Monitor media 24/7 to promptly correct misinformation

5.2.3 General public outreach

- Distribute PSAs containing key messages to radio stations
- Post downloadable PSAs on USDA Web site

5.3 FDA Office of External Affairs Incident Response

FDA is responsible for protecting the public health by ensuring the safety, efficacy, and defense of our Nation's food (human and pet) and animal feed supply. FDA assists and supports the HHS in public health- and medical-related efforts to prevent, respond, mitigate, and recover from an incident.

Non Stafford Act Case Study: 2010 Salmonella Outbreak in Fresh Eggs

- *Beginning in late May, the FDA, the CDC, and state public health partners began investigating a slowly increasing multistate increase of Salmonella Enteritidis infections, and by late July had traced the outbreak back to two large farms in Iowa producing tainted eggs. Approximately 2000 cases of infection were related to this outbreak.*
- *In August 2010, FDA recalled an unprecedented 500 million fresh eggs because of salmonella contamination.*
- *FDA and CDC are traditional communication partners in foodborne illness outbreaks. Both organizations' PIOs were in constant contact on epidemiological data, regulatory actions and messaging to the public. FDA led daily coordination calls from May to August with Federal and State public health PIOs to review daily plans and events, discuss regulatory communications leads and to share public messages.*
- *Communications regarding the historic egg recall quickly expanded to include:*
  - *USDA Food and Nutrition Service (FNS) – eggs in school lunches*
  - *FDA and USDA Food Safety & Inspection Service (FSIS) - powdered eggs in processed food production*
  - *USDA Agricultural Marking Service (AMS) – on-farm egg graders*

5.3.1 Ensure the safety and defense of food in coordination with other responsible Federal Agencies (e.g., USDA); in cooperation with State, tribal, territorial and local officials, assess whether food manufacturing, food processing, food distribution, food service, and food retail establishments in the affected area are able to provide safe and secure food.

5.3.2 In cooperation with Federal, State, tribal, territorial and local officials, ensure the proper disposal of contaminated products and the decontamination of affected food facilities in order to protect public health.

5.3.4 In cooperation with State, tribal, territorial and local officials as well as the food industry, conduct trace backs or recalls of adulterated products.

5.3.5 Issuing safety alerts, health information advisories, warnings, advice and guidance to consumers and industry.

6.0 Coordination

6.1 USDA/FDA State Communications

The State communications officials in the affected State(s) will be notified first. USDA OC, in cooperation with agency and interagency public affairs staff, will hold conference calls with communicators from State Departments of Agriculture, Health, Homeland Security, and Natural Resources when needed to coordinate and disseminate information regarding the situation. FDA External Affairs may also initiate calls with stakeholders, including state health and (depending on circumstances) agriculture counterparts, in coordination with USDA OC/relevant agencies.

6.2 NICCL

USDA and FDA headquarters will represent their agency on NICCL calls during incidents and will maintain liaison with the ESF #15 function at DHS Public Affairs.

Annex Q to Emergency Support Function #15 External Affairs
Staffing and Deployments

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)
C. FEMA Incident Management Handbook

1.0 Purpose

This annex outlines staffing and deployment policies and procedures to ensure that there are a sufficient number of external affairs personnel ready to deploy to fill critical ESF #15 staff positions following an incident. (Appendix 1 to Annex X provides the ESF #15 Leadership Roster.)

2.0 Staffing External Affairs Leadership Positions

An incident requiring a coordinated Federal response will require external affairs personnel to fill ESF #15 leadership positions over an extended time period. Additionally, the nature of the incident may call for personnel with a variety of external affairs skills and experience from numerous departments and agencies.

2.1 Terrorist Incidents

The FBI, ATF, CBP, ICE, USCG, and other law enforcement PIOs are well suited to serve as either the External Affairs Officer or Deputy External Affairs Officer due to their knowledge and background in law enforcement and terrorism.

2.2 Natural Disasters

Numerous Federal departments and agencies have deployed to support the emergency response following hurricanes, forest fires, floods, and other U.S. natural disasters. FEMA has the primary responsibility for leading and coordinating the Federal Government's disaster response efforts. Many other Departments and Agencies have a significant external affairs support role.

2.3 Public Health Incidents

Public Affairs personnel from HHS agencies including OASPA, OASPR, CDC, and FDA, would be called on to fill ESF #15 leadership roles for public health emergencies.

2.4 Aircraft Incidents near Military/Civilian Communities

Many unforeseen incidents may require a rapid response from Department of Defense, U.S. NORTHCOM, the FAA, TSA, and the NTSB. Incidents such as civilian or military aircraft crashes in (or near) military and civilian communities may call for a military public affairs officer to rapidly deploy to lead ESF #15 in an incident JIC.

3.0 Responsibilities

3.1 DHS Public Affairs

Following an incident, the DHS Director of Incident Communications may request Federal department and agency volunteers to immediately deploy to help form a Unified Coordination staff or an incident JIC. Volunteer public affairs personnel from State and local authorities in non-affected jurisdictions will be considered for assignment. Costs for deployment of these personnel will be covered by parent departments or agencies.

3.2 FEMA External Affairs

FEMA PIOs frequently deploy in support of natural disasters and incidents requiring a coordinated Federal response. Due to the limited size of FEMA regional external affairs staffs, additional external affairs personnel and disaster assistance employees are often needed to staff JICs for more than 30 days.

3.2.1 FEMA Reservists

FEMA reservists are intermittent employees that are called up to deploy to fill long-term Unified Coordination staff and JIC positions following incidents. Reservists are hired under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

3.2.2 Automated Deployment Database (ADD)

Reservists are recruited, selected, trained, deployed, and managed by regional cadre managers with support and oversight by HQ-based national cadre managers. Considered national assets, reservists make themselves available through the Automated Deployment Database (ADD) system to staff all types of disasters, wherever and whenever they occur within U.S. jurisdictional borders.

3.2.3 Functions

Reservists may only be used to perform disaster-related work, defined as specific disaster, emergencies, projects, or activities of a non-continuous nature. Disaster managers in the field, region, or at HQ identify their staffing needs and create deployment orders per current deployment policies, procedures, and protocols. Once identified, these orders are immediately transmitted to the ADD system for deployment execution by the Deployment Unit under the auspices of the Disaster Workforce Management Section, Disaster Operations Directorate, DHS/FEMA.

3.3 Federal Department and Agency Public Affairs

All Federal department and agency public affairs offices are strongly encouraged to develop plans, policies, and procedures to rapidly deploy personnel immediately following natural disasters and other incidents requiring a coordinated Federal response. Federal department and agency public affairs offices should develop and maintain national deployment rosters to give public affairs personnel maximum deployment predictability. Such rosters may be

forwarded to the DHS Director of Incident Communications for coordination purposes as they are updated.

4.0 Training

Given the activities and responsibilities under ESF #15, personnel must be trained in order to lead an ESF #15 staff. All personnel reporting to the Unified Coordination, including those in leadership positions, must understand a JIC and other ESF #15 component structures, be able to execute NIMS and NRF principles, and have completed mandatory Independent Study courses offered on the FEMA Emergency Management Institute Web page (IS-100, IS-200, IS-700, and IS-800 [or agency equivalent training on the NIMS and NRP]). Members are also encouraged to complete IS-300, IS-400, and any additional ICS position-specific training. For more information about training, see Annex Y.

5.0 Federal Deployment Teams

Some departments and agencies deploy pre-identified personnel regularly in response to a crisis**.** While most deployment teams do not have an allocation for an external affairs or public affairs position, most teams require public affairs reach back support. Some of the Federal Government's deployment teams that would require public affairs support are:

Lead Dept./Agency	Team	Capability
FEMA	Incident Management Assistance Teams There are three National IMATs (N-IMATs): N-IMAT White: N-IMAT Blue and N-IMAT Red. There are regional IMATs for each FEMA Region (R-IMAT).	N-IMAT -Readily deployable -Of the 26 designated members there is 1 external affairs position R-IMAT Located within the FEMA region and contain one external affairs position.
HHS/ASPR	Incident Response Coordination Team	Deploys following the identification of a public health emergency to assess HHS long- and short-term requirements and response. A public affairs staff member may deploy with the IRCT and serve as the public affairs advisor to the Senior Health Official and their IRCT staff
HHS/ASPR	National Disaster Medical System (DMAT, IMSuRT, NVRT, DMORT, NMRT)	NDMS teams of medical providers deploy to an impacted area to augment state and local healthcare providers and veterinarians, support patient evacuations from affected to unaffected areas of the country, and support the local coroner in victim identification
HHS/PHS		U.S. Public Health Service officers will deploy on teams to augment

Lead Dept./Agency	Team	Capability
HHS/CDC HHS/CDC	Public Health Teams Advisory Team for Environment, Food, and Health CDC Deployment Teams	state and local public health offices Team includes representatives from EPA, the Department of Agriculture (USDA), the Food and Drug Administration, the Centers for Disease Control and Prevention, and other Federal agencies. Provide specific disease-related advice to State/Local health officials
EPA	Environmental Response Team (ERT) Radiological Emergency Response Team (RERT) National Decontamination Team (NDT) National Criminal Enforcement Response Team (NCERT)	ERT- Deploys to emergencies to deal with human health and environmental impacts of terrorist attacks RERT- Responds following the release of radioactive materials to provide technical advice, monitoring, sampling, and cleanup assistance NDT-Provides decontamination expertise of chemical, biological, and radioactive contaminants NCERT-Provides law enforcement support for contaminated sites linked to terrorism or environmental crimes
NTSB	Investigative Go-Team	See Annex O. Investigative team that deploys to civil aviation accidents and major accidents in the other modes of transportation – rail, highway, marine, and pipeline. The number of team members varies based on the circumstances of the accident and public interest.
National Guard Bureau	Public Affairs Response Cell	May consist of PAO, journalist, and/or broadcast capability to advise State PAOs and assist with managing/capturing national media coverage.
USCG	Public Information Assist Team (PIAT)	Emergency public information during oil spills, natural disasters, domestic terrorism events, exercise participants
FBI	Media Fly Team	Consists of one to eight public affairs specialists that deploy upon the activation of FBI incident teams
DOE/NNSA	Nuclear Incident Response Team (NIRT) [consist of the:]	FRMAC's public information officer will deploy with a response team

Lead Dept./Agency	Team	Capability
	Federal Radiological Monitoring and Assessment Center (FRMAC) Aerial Measuring System (AMS) Accident Response Group (ARG) National Atmospheric Release Advisory Center (NARAC) Radiation Emergency Assistance Center/Training Site (REAC/TS)	

Annex R to Emergency Support Function #15 External Affairs
Digital and Social Media

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)

1.0 Purpose

This annex outlines the plan for Federal departments and agencies to use digital, social, web-based and other interactive communications with the public during incidents requiring a coordinated Federal response.

2.0 Concept of Operations

Official websites, blogs, photos, videos, social media sites, text messages (SMS), and smartphone applications are effective tools to advise and inform the public if used in a coordinated, strategic, and timely manner, and should be used in concert with other non-digital communication channels.

2.1 As digital and technology solutions continue to grow and evolve, the concepts, principles, and guidelines in this Annex should carry over to any digital communication channel.

2.2 All content, messaging, and communication channels should be accessible to populations with access & functional needs and populations with Limited English Proficiency (LEP), and should be coordinated and thoroughly aligned with Products and Planning and Joint Information Center appropriately. In a Unified Coordination staff, the Digital Communications Specialist sits in the Creative Services Unit in Products and Planning. If there is only a Joint Information Center (JIC), then the Specialist sits in the JIC.

3.0 Digital Communications Channels

Once the ESF-15 Operations Director is identified, the respective agency and their communication channels are the lead.

3.1 USA.gov

For prolonged national level incidents or incidents where multiple Federal departments are involved, the primary portal website will be USA.gov, operated by the General Services Administration (GSA). This site will serve as a portal to the lead agency and other agencies that are communicating incident specific information. The following is not meant to provide an exclusive list of channels, and the focus should be on the underlying principles and guidelines:

3.2 Department and Agency Websites

Agencies should follow these guidelines for the best way to support the response and recovery efforts:

4.3.1 Ensure your website and blog are up to date with the latest information regarding the incident.

4.3.2 Stay within agency mission lanes when commenting or creating content about the incident.

4.3.3 Ensure that information being provided is accessible and in the proper format.

4.3.4 Cross-link to other agencies' content that would be beneficial for your audience.

3.3 Department and Agency Social Media Sites

Agencies should always use pre-established accounts during an incident because the account already has an established base of users and level of trust with social media users.

3.3.1 The lead agency's social media accounts shall provide information and amplify information being provided by other agencies. Other agencies shall provide mission specific information and point back to the lead agency accounts or, if applicable, the incident specific account.

3.3.2 Before launching new accounts for a particular incident, answer the following questions:

- Will the response and/or the recovery be prolonged?
- Will there be confusion between this new account and existing accounts?
- Who will manage the new account after the incident?
- Is there a specific regional or language social media site or network that represents the audience impacted by the incident?

3.3.3 Agencies should follow these guidelines for the best way to support the response and recovery efforts and engage audiences:

- Ensure your social media sites have up to date messages regarding the incident.
- Stay within your agency's mission lanes when commenting or creating content about the incident.
- Respond to questions or inquiries from social media users or direct them to the appropriate agency.
- Ensure that information being provided is accessible and in the proper format.
- Cross-link to other agencies' social media sites that are involved with the incident.

5.0 Messaging and Distribution

As noted in concept of operations, content and messaging should be coordinated and thoroughly aligned with Products and Planning and Joint Information Center appropriately. Posting important, accurate, and timely content is the most important component of any Web and social media operation. When it comes to digital communication channels, agencies should follow these guidelines for the best way to support the response and recovery efforts and engage audiences:

5.1 As with all messaging during a Federal response, content should be actionable information to promote public safety and should include "asks" to the public to rebroadcast the content and share it with others who they know may be affected by the incident. It should be encouraged to share the content thru both social media channels and non-social media channels.

5.2 Core content and messages should be posted on the agency's website or blog and the social media channels; content posting should not be restrictive to only one social media site or digital communication channel, and as required by law, content and messages must be provided in accessible formats.

5.3 The preferred content on social media sites are updates that are easy to read and comprehend in an easily digestible format, preferably with actionable public safety information.

5.4 All Federal, State, Tribal, and local partners should amplify messaging on their accounts as appropriate. All private sector entities, including but not limited to, associations, businesses, non-profits, and educational institutions, should also amplify messages through their channels, as they may have followers that are impacted by the incident.

6.0 Social Media Monitoring and Reporting for Situational Awareness

Monitoring publicly available content across online channels is as important as posting information, and agency policies and procedures should be followed as it relates to monitoring social media.

6.1 Department and Agency Operation Centers

During an incident, Watch Officers should monitor publicly available social media sites for situational awareness, and should search on appropriate keywords, hash-tags, and other search terms on digital channels to find information for situational awareness.

The Department does not endorse any non-government websites, companies or applications. The concepts presented in this annex are applicable for any social media site or digital communication platform.

5.1.2 Watch Center should not create new social media accounts or publish messages, as this is the responsibility of External Affairs. They should

follow their agencies' rules, policies, and procedures as to what capacity they authorized to use approved applications and platforms.

6.2 Products and Planning and Joint Information Centers

The Digital Communications Specialist should monitor for messages sent from the public directly to the agency social media accounts. If incorrect information is discovered the specialist should notify the AEPP so corrected information can be incorporated into the communications plan.

6.3 Technology Volunteers

When appropriate, agencies should utilize technology volunteers as support and follow agency policies and procedures. Copyrighted content and the public's right to privacy should be adhered to at all times.

6.4 Reporting

Agencies should ensure that any and all reports follow their agencies' legal, privacy, and records management rules and appropriate Standard Operating Procedures, and should always take into account copyrighted content and the public's right to privacy. All reporting shall focus on what has occurred during an incident and should not focus on opinions being expressed by individuals. Social media should not be the only source of information and information gathered should not be used without corroborating sources.

<u>Annex X to Emergency Support Function #15 External Affairs</u>
Administration and Logistics

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)
C. FEMA Incident Management Handbook
D. ESF #5 Standard Operating Procedures

1.0 Purpose

This annex outlines information and procedures concerning administration and logistics requirements and operations support for the ESF #15 organization.

2.0 Requirement

External affairs operations *are* mission-essential tasks, and they must be afforded a high priority by the Unified Coordination when establishing basic operational capabilities. Infrastructure and supporting capabilities to deliver lifesaving and life-sustaining communications must be established in a timely manner. For example, this includes telephones (coordination and communications), televisions (media monitoring), and satellite support (to disseminate lifesaving and life-sustaining information). **If the ESF #15 team does not have these and other basic tools, external affairs operations cannot be successfully executed.**

3.0 Responsibilities

3.1 Emergency Support Function #5 Emergency Management Support

In accordance with the NRF, the ESF #5 staff establishes required field facilities, supplies, and equipment to support ESF #15.

3.2 ESF #15 External Affairs (EA) Officer

Upon designation and activation of ESF #15, the ESF #15 EA Officer will assess initial logistical requirements necessary in establishing operational capabilities in the Unified Coordination staff (and JIC). The ESF #15 EA Officer will work closely with the ESF #15 Deputy, ESF #15 Executive Officer, ESF #15 OD, assistant external affairs officers, and Unified Coordination staff to ensure that initial requirements are identified in a timely manner and action is taken to address shortfalls where they exist. **This information should be provided by ESF #15 to the Unified Coordination Group Scoping Meeting.** If the nature of the incident requires, the ESF #15 EA Officer should identify an ESF #15 Resource Manager.

3.3 ESF #15 Resource Manager (ESF #15 RM)

If assigned, the ESF #15 RM will report to the ESF #15 Deputy and supervise all related activities in this function. This will include office space and equipment needs, JIC support, and coordination with Unified Coordination staff elements.

The RM will coordinate directly with the ESF #15 staff and Unified Coordination Logistics and Finance and Administration staffs as necessary.

4.0 Personnel and Staffing Coordination

The RM will maintain close coordination with the ESF #15 OD, ESF #15 Deputy, ESF #15 Executive Officer, component directors, and interagency and State and local public affairs counterparts to ensure that appropriate staffing is provided for the ESF #15 organization.

Appendix 1 to Annex X to Emergency Support Function #15 External Affairs
ESF #15 Leadership Roster

EMERGENCY SUPPORT FUNCTION #15 – INCIDENT LEADERSHIP STAFFING						
INCIDENT SITE & SITUATION:						
POSITION	**ASSIGNED**	**DUTY**	**E-MAIL**	**OFF PHONE**	**CELL**	**OTHER INFO**
ESF #15 NATIONAL LEADERSHIP						
Director						
Private Sector						
Cong Affairs						
Intergovernmental Affairs (IGA)						
Community Relations						
Operations Director						
JOINT FIELD OFFICE LEADERSHIP						
FCO						
Unified Coordination ESF #15 LEADERSHIP CADRE						
External Affairs Officer						
Press Secretary						
FCO Liaison Off						
Asst EA Off-PS						
Asst EA Off-CA						
Asst EA Off-IGA						
Asst EA Off-CR						
Asst EA Off-JIC						
Asst EA Off-PP						
Spokesperson						
FEMA Regional EA						
IMAT EAO						

Annex Y to Emergency Support Function #15 External Affairs
Training

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)
C. Interagency Integrated SOP
D. EMI Curriculum Management System Guidebook
E. Homeland Security Exercise Evaluation Program

1.0 Purpose

This annex outlines necessary training for ESF #15 staff personnel and training requirements for Federal, State, local, territorial, and tribal counterparts.

2.0 Training and Objectives

2.1 Director's Perspective

Training is critical to the success of ESF #15 in support of the FCO and Unified Coordination staff. We recognize that personnel assigned to the ESF #15 team are proficient in their functional areas. But integrating these different component players in one team to achieve unity of effort is the larger requirement. To this end, pre-incident training builds teamwork, expertise, and confidence that the ESF #15 staff will be successful during an incident requiring a coordinated Federal response or major incident. **Training will be a fundamental building block of the ESF #15 operation.**

2.2 ESF #15 Training Program Responsibilities

2.2.1 Program Direction, Oversight, Coordination

DHS Office of Public Affairs

2.2.2 Program Support (Materials and Course Development)

FEMA Office of External Affairs, Disaster Operations Division, in coordination with Emergency Management Institute (EMI)

2.3 ESF #15 Training Program Objectives

2.3.1 ESF #15 Leadership Cadre is fully prepared to assume assigned positions when directed and in support of the FCO and Unified Coordination staff.

2.3.2 ESF #15 staff is prepared for duties within the organization and in support of the FCO and Unified Coordination staff.

2.3.3 Federal interagency ESF #15 deploying leadership and staff are fully prepared to assume assigned positions.

2.3.4 State, territorial, and tribal counterparts have awareness of ESF #15 functions and integration within the JIS and ICS.

3.0 Training Program Requirements

ESF #15 staff training requirements are detailed in Appendix 1 and discussed in the following paragraphs. These requirements are based on existing and planned resources.

4.0 Training Resources

Summarized below are training resources and supporting details.

4.1 Recommended Online Courses

The below courses are recommended for all ESF #15 leadership and staff personnel. Information on enrollment is at FEMA.GOV.

4.1.1 IS-29. Public Information Officer Awareness
4.1.2 IS-100. Introduction to Incident Management
4.1.3 IS-200. Incident Command System
4.1.4 IS-650 Building Partnerships with Tribal Governments
4.1.5 IS-700.a. National Incident Management System (NIMS)
4.1.6 IS-702. NIMS Public Information Course
4.1.7 IS-800.b. National Response Framework (NRF)
4.1.8 IS-250. ESF #15/External Affairs
This course provides basic training on the concept and practical application of the ESF #15 Standard Operating Procedures to support Federal domestic incidents requiring a coordinated Federal response. The course is designed for all External Affairs staff (Public Affairs, Office of Legislative Affairs, Community Relations, Intergovernmental Affairs, and Private Sector), regardless of duty station, as well as to staff in all other agency divisions and Federal, tribal, State, local, military, and voluntary agency partners.

4.2 EMI Training Courses

Both resident and condensed field versions of External Affairs courses have been developed to train leadership and functional staff in the tasks associated with their assigned positions. A complete list of EMI courses and their schedules is located online at: http://training.fema.gov/EMICourses/ Some of the key ESF #15/EA courses are listed below:

4.2.1 Policy, Procedure and Practice for External Affairs (E-750, 751, 752 & 753)

This comprehensive orientation course is designed to provide the knowledge and tools necessary to support ESF #15 operations. When all four sections are taken together, the course includes classroom training overview, an internship, and a capstone exercise.

4.2.2 ESF #15 Component Basic Courses

Basic courses are available for all ESF #15 components, to provide participants information on their primary function, role and responsibilities. The courses are approximately 20 hours each and are often coupled with the Policy, Procedure and Practice course described above. The basic courses include: Community Relations (E-277); JIC/P&P (E-249); Private Sector (E-738); Congressional Affairs (L-368); Intergovernmental Affairs (L-788); Video Production (L-768) and External Affairs Resource Support (E-766). Additional training courses are also under development for the Tribal Liaison, and several P&P positions (including the EA Reports Specialist and Limited English Proficiency Specialist).

4.2.3 External Affairs Operations Courses (E-762, 763, 764, & 765)

The EA Operations Course series is a functional exercise designed to establish a learning environment for players to exercise operational plans, policies, and procedures during an activation of ESF #15 in a Unified Coordination staff. To conduct an effective exercise, subject matter experts such as FCOs/SCOs and other emergency management leadership may take part in exercise conduct and evaluation. Each course number corresponds with the leadership level within ESF #15 that participants are exercising (i.e. those participating in E-762 are exercising as specialists, E-763: managers, E-764: Assistant External Affairs Officers, E-765: EAOs).

4.2.4 ESF #15 Leadership Courses-EAO (L-767), Assistant EAOs (L-748)

These courses are developed to provide participants, who are experienced ESF #15 staff, with skills on managing programs, leading people and working collaboratively to serve in ESF #15 leadership roles.

4.2.5 Practical Application for Enhancing ESF #15 Interagency Collaboration (L-747)

This course provides participants with a chance to demonstrate/enhance skills working within the ESF #15 environment. Attendees will participate in an exercise stressing interagency collaboration.

4.2.4 State & Local Public Affairs Courses (G-289 Public Information Officer Awareness; G-290 Basic Public Information Officer; G-291 Joint Information System/Joint Information Center Planning for tribal, state and local PIOs; E-388 Advanced PIO Course; E-389 Master PIO Course)

ESF #15-specific training is incorporated into the Master PIO course offered at EMI.

4.3 Field/Just In Time Training

Along with the EMI courses outlined above, there are also scalable versions of this information to be delivered to a wide-variety of audiences, including just-in-

time training in the field. Trainings can be delivered face-to-face, via webinar, or video-teleconferences.

4.4 Exercises

Personnel at all levels within the Federal, State, local, territorial, tribal, and private sector participate in homeland security and all-hazards exercises. Many of these are conducted on a national scale, such as the National Level Exercise series. These exercises provide a superb means to train personnel on ESF #15 procedures and respective staff assignments. DHS will use this SOP as the primary planning document for all exercises.

4.5 Real-World Training

Real-world events, and those that directly result in activation of ESF #15, provide an equally valuable opportunity for training of leadership and staff personnel. ESF #15 leadership should actively consider deploying available personnel to real-world incidents, if conditions permit, for training purposes. This should be coordinated with the FCO and Unified Coordination staff.

4.6 Interagency Coordination

Interagency meetings, such as the Incident Communications Public Affairs Coordination Committee (ICPACC) meeting and related events will be used to discuss ESF #15 processes, teamwork, and training needs. DHS OPA will coordinate the meeting program in conjunction with other department and agency hosts.

4.7 Basic Guidance for Public Information Officers (PIOs/National Incident Management System [NIMS] – FEMA 517/November 2007)

This guidance document was developed in coordination with Federal, State, tribal, territorial and local Public Information Officers (PIOs). The goal of this publication is to provide operational practices for performing PIO duties within the ICS. It offers basic procedures to operate within the JIS and establish an effective JIC – including integrating with Federal support and ESF #15.

Acronyms and Key Terms

AAR	After Action Report
ADD	Automated Deployment Database
AEAC	Assistant External Affairs Officer for Congressional Affairs
AECR	Assistant External Affairs Officer for Community Relations
AEIC	Assistant External Affairs Officer for the Joint Information Center
AEIG	Assistant External Affairs Officer for Intergovernmental Affairs
AEPP	Assistant External Affairs Officer for Private Sector
AFP	Aviation Force Package
AMS	Aerial Measuring System
AMS	Agricultural Marketing Service
ANG	Air National Guard
APHIS	Animal and Plant Health Inspection Service
ARG	Accident Response Group
ARNG	Army National Guard
ASD/PA	Assistant Secretary of Defense- Public Affairs
ASPA	Assistant Secretary for Public Affairs
CA	Congressional Affairs
CAD	Congressional Affairs Division
CARE	Community Assessment, Reporting, and Evaluation
CAT	Crisis Action Team
CBL	Cytogenetic Biodosimety Laboratory
CBO	Community Based Organization
CBOC	Community Based Outpatient Clinic
CBP	Customs and Border Protection
CBRN	Chemical, Biological, Radiation, Nuclear
CDC	Centers for Disease Control and Prevention
CERFP	CBRN Enhanced Response Force Package
CI/KR	Critical Infrastructure/Key Resources
CG OPS	Coast Guard Operations
CJCS	Chairman of the Joint Chiefs of Staff
CMHT	Consequence Management Home Team
CNGB	Chief of the National Guard Bureau
COOP	Continuity of Operations
COP	Common Operating Picture
COTRS	Contracting Office’s Technical Representatives
CR	Community Relations
CS&C	Cybersecurity and Communications
DCE	Defense Coordinating Elements
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DHS/IP	Department of Homeland Security Office of Infrastructure Protection
DIRS	Disaster Information Reporting System
DMAT	Disaster Medical Assistance Team
DNDO	Domestic Nuclear Detection Office
DOD	Department of Defense
DOE	Department of Energy

DOI	Department of Interior
DUA	Disaster Unemployment Assistance
D-SNAP	Disaster Supplemental Nutrition Assistance Program
EA	Emergency Authority
EAD	External Affairs Director
EAO	External Affairs Officer
EAS	Emergency Alert System
EDEN	Extension Disaster Education Network
EMI	Emergency Management Institute
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ERT	Environmental Response Team
ESF	Emergency Support Function
ET	Executive Team
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FDA	Food and Drug Administration
FECC	Federal Emergency Communications Coordinator
FEMA	Federal Emergency Management Agency
FERN	Food Emergency Response Network
FISMA	Federal Information Systems Management Act
FMS	Federal Medical Station
FNS	Food and Nutrition Service
FOG	Field Operations Guide
FRMAC	Federal Radiological Monitoring and Assessment Center
FS	Forest Service
FSA	Farm Service Agency
FSIS	Food Safety and Inspection Service
FTSF	Federal Team Staging Facility
GCC	Government Coordinating Council
GETS	Government Emergency Communications Service
GFP	Ground Force Package
GIPSA	Grain Inspection, Packers, and Stockyards Administration
GSA	General Services Administration
HHS	U.S. Department of Health and Human Services
HRF	High Readiness Force
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
ICCT	Incident Community Coordination Call
ICP	Incident Command Post
ICPACC	Incident Communications Public Affairs Coordination Committee
ICS	Incident Command System
IGA	Intergovernmental Affairs
IIC	Investigator In-Charge
IMA	Individual Mobilization Augmentee
IMAAC	Federal Interagency Modeling and Atmospheric Center
IMAT	Incident Management Assistance Team
IND	Improvised Nuclear Device
IOF	Interim Operating Facilities

IRCT	Incident Response Coordination Team (HHS)
ISB	Incident Support Base (FEMA)
ISAC	Information Sharing and Analysis Center
JFHQ	Joint Force Headquarters
JFO	Joint Field Office
JIC	Joint Information Center
JMD	Department of Justice Management Division
JTF	Joint Task Force
LEP	Limited English Proficiency
LEP/ACN	Limited English Proficiency and Additional Community Needs
LNO	Liaison Officer
LRN	Laboratory Response Network
LTRC	Long-Term Recovery Committee
MOTR	Maritime Operational Threat Response
NAD	North Atlantic Division (USACE)
NARAC	National Atmospheric Release Advisory Center
NARP	Nuclear Weapon Accident Response Procedures
NBEOC	National Business Emergency Operation Center
NCC	National Coordinating Center
NCC	National Contact Center
NCCIC	National Cybersecurity and Communication Integration Center
NCERT	National Criminal Enforcement Response Team
NCIRP	National Cyber Incident Response Plan
NCP	National Contingency Plan
NCS	National Communications System
NCSD	National Cyber Security Division
NDA	National Defense Area
NDMS	National Disaster Medical System
NDRF	National Disaster Recovery Framework
NDT	National Decontamination Team
NGB	National Guard Bureau
NGB-PASP	National Guard Bureau Personal Assistance Program
NIC	National Incident Commander
NICC	National Infrastructure Coordination Center
NICCL	National Incident Communications Conference Line
NIFA	National Institute of Food and Agriculture
NIFC	National Interagency Fire Center
NIMS	National Incident Management System
NIMS/ICS	National Incident Management System/ Incident Command System
NIPP	National Infrastructure Protection Plan
NIRT	Nuclear Incident Response Team
NJIC	National Joint Information Center
NNSA	National Nuclear Security Administration
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NORAD	North American Aerospace Defense Command
NPPD	National Protection and Programs Directorate
NPS	National Park Service
NRC	Nuclear Regulatory Commission
NRCC	National Response Coordination Center (FEMA)
NRF	National Response Framework

NRT JIC	National Response Team Joint Information Center
NRP	National Response Plan
NRT	National Response Team
NSSE	National Special Security Event
NSTAC	National Security Telecommunications Advisory Committee
NTAS	National Terrorism Advisory System
NTNF GCTF	National Technical Nuclear Forensics Ground Collections Task Force (DNDO)
NTSB	National Transportation Safety Board
NWIR	Nuclear Weapons Incident Response
OASPA	Office of the Assistant Secretary of Public Affairs (HHS)
OASPR	Office of the Assistant Secretary of Public Relations (HHS)
OASD	Office of the Assistant Secretary of Defense (DOD)
OAR	Office of Air and Radiation
OC	Office of Communication (White House or USDA)
OD	Operations Director
OE	Office of Electricity Delivery and Energy Reliability (DOE)
OEA	Office of External Affairs
OEC	Office of Emergency Communication (DHS)
OEI	Office of Environmental Information (EPA)
OPA	Office of Public Affairs
OPM	Office of Personnel Management
ORISE	Oak Ridge Institute for Science and Education
OSD	Office of the Secretary of Defense
OSLTF	Oil Spill Liability Trust Fund
PAD	Public Affairs Division (FEMA)
PAO	Public Affairs Officer
PARC	Public Affairs Response Cell
PA	Public Affairs
PAR	Protective Action Recommendation
PDA	Preliminary Damage Assessment
PFO	Principal Federal Official
PICCL	Private Sector Incident Communications Conference Line
PIO	Public Information Officer
POC	Point of Contact
PP	Planning and Products (ESF #15)
PSA	Public Service Announcement
PSD	Private Sector Division (FEMA)
PSMA	Pre-Scripted Mission Assignment
PSO	Private Sector Office
PPD	Presidential Policy Directive
RAP	Radiological Assistance Program
RDD	Radiological Dispersal Device
REAC/TS	Radiation Emergency Assistance Center/ Training Center
RERT	Radiological Emergency Response Team
RFO	Recovery Field Office
ROE	Rights of Entry
RRCC	Regional Response Coordination Center
RRT	Regional Response Team
RTMG	Resource Support Manager
SAC	Special Agents In-Charge
SAD	State Active Duty

SAMHSA	Substance Abuse and Mental Health Services Administration
SBA	Small Business Administration
SCC	Sector Coordinating Councils
SCO	State Coordinating Officer
SEO	Senior Energy Official
SHARES	Shared Resources
SHO	Senior Health Official
SICCL	State Incident Communications Conference Line
SIOC	Special Incident Operations Center (FBI HQ)
SITREP	Situation Report
SME	Subject Matter Expert
SOC	Secretary's Operations Command (HHS)
SONS	Spill of National Significance
SOP	Standard Operating Procedures
SPEEDI	System for Prediction of Environmental Emergency Dose Information (Japan)
SSA	Sector Specific Agency
UCG	Unified Coordination Group
US-CERT	U.S. Computer Emergency Response Team
USACE	U.S. Army Corps of Engineers
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSTRATCOM	United States Strategic Command
UPAR	Unit of Public Affairs Representatives
VA	Veterans Affairs
VAL	Voluntary Agency Liaison
VOAD	Voluntary Organizations Active in Disaster
VTC	Video Teleconference
WHO	World Health Organization
WPS	Wireless Priority Service
WMD-CST	Weapons of Mass Destruction Civil Support Team

ESF #15 SOP NOTES