

IS-250
Emergency Support
Function 15
(ESF15)
External Affairs

Participant Guide

FEMA Emergency Management Institute
Course #IS-250
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Welcome to Emergency Support Function 15 (ESF 15)

Course Overview

Introduction

Welcome to Emergency Support Function 15 Training

In this course, we will take a look at the key components of ESF 15. We will examine its structure, explore its roles and functions, and discuss the tools that can help federal, tribal, state, local and voluntary agency communicators work together more efficiently and effectively in responding to a crisis. At the completion of the course, we hope you will have a better understanding of how ESF 15 works at both the Headquarters and the Field levels.

Course Goal

The goal of this course is to provide basic training on the concept and practical application of the ESF 15 Standard Operating Procedures for all FEMA External Affairs staff (Public Affairs, Office of Legislative Affairs, Community Relations, Intergovernmental Affairs, International Affairs and Private Sector), regardless of duty station, as well as to staff in all other agency divisions and federal, tribal, state, local and Volunteer Organizations Active in Disasters (VOAD) partners.

Course

At the completion of this course, the participant will be able to:

Objectives

- Explain the purpose of ESF 15 and its relation to External Affairs and the National Response Plan (NRP).
- Understand the benefits of integrated and coordinated communications that are at the core of ESF 15.
- List the key methods of communication and the key tools used to ensure consistency in activation and communications.
- Describe the leadership structure of ESF 15 and the basic responsibilities of the seven components that comprise ESF 15.

Target Audience	<p>The course is intended as instruction for DHS/FEMA staff, other emergency support function representatives, and all federal agencies that are signatories of the National Response Plan (NRP).</p> <p>Additionally, it is offered to tribal, state, local and VOAD partners that may adopt the External Affairs/ESF 15 concept when responding to disasters or incidents of significance.</p>
How to Use This Guide	<p>This guide is intended for use with the video segments of the ESF 15 Independent Study course available through the Emergency Management Institute FEMA Independent Study website located at http://training.fema.gov/EMIWeb/IS/crsoffering.asp. Each module provides content in bold to emphasize the video materials and provide references for the user. The guide also provides additional information to clarify and enhance the participant's understanding of the video content. This includes examples, organizational charts and additional resources. Areas for participant notes are provided, as well as space to write questions that the participant may wish to ask the instructor during an optional post-course conference call with an instructor.</p>
Conference Call Registration	<p>To register for the optional post-course conference call session, log on to the course online and select Conference Call Registration on the left navigation bar. When you register online for one of the available conference call sessions, you will receive a confirmation page providing the conference call details. Please be sure to write this information down or print it for your session. Note that the number of participants is limited on each call, and registration is on a first-come, first-served basis.</p>
Contact Information	<p>If you have any questions regarding the course and materials, please email FEMA-ESF15emi-class@fema.gov.</p>

Evaluation and Course Credit To complete this course and receive credit, you must view all five video segments and complete the course final exam (link on the course page at <http://training.fema.gov/EMIWeb/IS/crs offering.asp>). You may download or print the course Participant Guide to use as a resource, and there is an optional post-course conference call with an instructor should you have any additional questions. You may also email an instructor at FEMA-ESF15emi-class@fema.gov with questions. Upon completion, you will receive a verification email which includes a link to print your course completion certificate. For questions regarding the exam or course credit, email Independent.Study@fema.gov.

Acronyms and Abbreviations The following acronyms and abbreviations are used in this course:

ASPA	Assistant Secretary for Public Affairs
DHS	Department of Homeland Security
DOE	Department of Energy
EAO	External Affairs Officer
ESF 15	Emergency Support Function 15
FBI	Federal Bureau of Investigations
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
HQ	Headquarters
IAP	Incident Action Plan
JFO	Joint Field Office
NICCL	National Incident Communications Conference Line
NOC	National Operations Center
NRC	Nuclear Regulatory Commission
NRCC	National Response Coordination Center
NRP	National Response Plan
NSSE	National Security Special Event
PFO	Principal Federal Official
SICCL	State Incident Communications Coordination Line
SOP	Standard Operating Procedures
USSS	United States Secret Service
VOAD	Voluntary Organizations Active in Disaster

Course Structure

Description	Approx. Time to Complete
Course Overview	Website: 10 minutes
Module 1: Introduction to ESF 15	Video: 7 minutes
Module 2: ESF 15 Activation	Video: 3 minutes
Module 3: ESF 15 Management	Video: 4 minutes
Module 4: ESF 15 Components	Video: 7 minutes
Module 5: ESF 15 Execution	Video: 4 minutes
Final Exam	Web: 15-25 minutes
MINIMUM TIME TO COMPLETE COURSE	Approx. 1 hour
Optional Post-Course Conference Call with the Instructor	Approx. 1 hour

MODULE 1: Introduction to ESF 15

Objectives

Upon completion of this module, the participant will be able to:

- Explain the purpose of ESF 15 and its relation to External Affairs and the National Response Plan (NRP).
- List at least three of the operational elements provided by ESF 15.
- Name the communication protocol used for the transmission of critical and timely incident information among federal, state, local and tribal authorities.
- Explain the phrase and ESF 15 policy: “Talk about what you know and do.”

Notes & Questions for the Instructors

MODULE 1: Introduction to ESF 15 (Cont.)

ESF 15 SOP: A National Model

Notes & Questions for the Instructors

- NIMS FY07: Compliant for Public Information**

Emergency Support Function 15 (ESF 15) is the means by which the federal government will conduct External Affairs operations in the event of a crisis as directed by the National Response Plan (NRP) and recognized by Congress and the White House. ESF 15 was created as a result of the NRP and is important in meeting the NRP’s mission:

To rapidly mobilize federal, state, and local authorities in order to coordinate, develop, and disseminate consistent and sustained public information and instructions during an incident of national significance or coordinated federal response.

- A Possible Model for State External Affairs Operations**

- Greater Unity**

ESF 15 is NIMS FY07 compliant for public information and serves as a national model for External Affairs operations. States and local governments are encouraged to use the ESF 15 Standard Operating Procedures (SOP) as a guide to enhance or change their existing procedures for External Affairs. The hope is that one day all levels of government will operate External Affairs under the same procedures.

- National Training Program**

One way of reaching that level is the intensive national training program that is already underway.

MODULE 1: Introduction to ESF 15 (Cont.)

ESF 15 vs. External Affairs

- **The ESF 15 SOP specifies the doctrine and procedures for federal External Affairs during a coordinated response.**
- **ESF 15 is a designation or activation to support a response and recovery effort.**
- **External Affairs is an operational concept on which ESF 15 works.**
- **ESF 15 and External Affairs are guided by the same SOP.**

It is important to note that ESF 15 and External Affairs are the same thing procedure-wise -- they are *not* different concepts. When ESF 15 is activated, the External Affairs concept will be followed. When ESF 15 is not activated, the External Affairs concept will also be followed. The one major difference is that when ESF 15 is activated, the External Affairs response is typically bigger than if ESF 15 is not activated. That is why the External Affairs concept is scalable to meet the needs required.

What ESF 15 provides:

- **Support to the state, local and tribal communications efforts**
- **A unified federal External Affairs team**
- **A framework from which a coordinated External Affairs operation can be successful**
- **Supported leadership in the field**

ESF 15 provides a strategy that is integrated, comprehensive, and empowering.

Notes & Questions for the Instructors

MODULE 1: Introduction to ESF 15 (Cont.)

New Strategy: Comprehensive

Notes & Questions for the Instructors

- **Complete Coordination:**

ESF 15 is now comprehensive because it brings all of the External Affairs elements under one roof and by doing that, all of the elements can utilize the strengths of each other. **It provides complete coordination between:**

- **Joint Information Center**
- **Planning & Products**
- **Congressional Affairs**
- **State, Local and Tribal Affairs (Intergovernmental)**
- **Community Relations**
- **International Affairs**
- **Private Sector**

- **New Visual Emphasis**

The new program includes use of many more visuals, such as graphs, charts, photography/images, graphics, video, etc.

- **New Media Access Program – Transparency:**

- **Supports public confidence**
- **Supports *full* federal/state response effort**
- **Examples: Helicopter rescue crews, Urban Search & Rescue Teams, National Disaster Medical System**

The new media access program provides transparency that helps to build confidence with our external partners and leads to a more comprehensive informational plan for all of External Affairs.

For example, Congressional members will be able to see what the

MODULE 1: Introduction to ESF 15 (Cont.)

response is really doing; state and local officials will also be able to see the response. Internally, ESF 15 has led to a more comprehensive strategic plan in carrying out all of the functions of the different components and to do it in a coordinated manner by following one Standard Operating Procedure document that applies to all federal, state and local communicators.

It also includes:

- **Detailed Concept of Operations**
 - **Notice and No-Notice Events**
- **Strategic Messaging Component**
 - **Identify Issues and Messages**
 - **Develop a Comprehensive Outreach Approach**
- **Scalable Organizational Chart**
 - **Can Adjust to Size and Scope of Response**
- **Standard Operating Procedure Document**
 - **Working guide for all federal, state and local communicators**
- **National Training Program**
 - **Federal agencies, state communicators, other partners**
- **Ensures timely, accurate and coordinated communication to all stakeholders**

Notes & Questions for the Instructors

MODULE 2: ESF 15 Activation (Cont.)

Operational Authority

- **Coordinating Agency**
 - The **Department of Homeland Security (DHS)** has the primary authority over ESF 15; **Public Affairs** is the lead External Affairs component overseeing the implementation of ESF 15.
- **Primary Agency**
 - The **Federal Emergency Management Agency (FEMA)** is the primary agency to implement ESF 15 and will occupy many of the leadership positions in the field, particularly in the event of a natural disaster. In the event of terrorism, the U.S. Coast Guard and the FBI may have greater roles in implementing ESF 15.
- **Support Agency**
 - **All NRP signatory departments, agencies and organizations may be part of the External Affairs operation.**
When federal personnel are assigned to the ESF 15 field organization, they will conform to and support the SOP and other policies as directed by the PFO, FCO, and JFO SOP.

Notes & Questions for the Instructors

MODULE 2: ESF 15 Activation (Cont.)

Notes & Questions for the Instructors

The SOP may be modified to reflect the sensitivity of information distribution.

The FBI would play a major role in monitoring and controlling the release of sensitive information from a crime scene.

4) Radiological Incidents:

DHS will maintain overall authority of ESF 15, but the **Nuclear Regulatory Commission (NRC) and Department of Energy (DOE) are the coordinating agencies and will help with all ESF 15 activities.**

ESF 15 operations will most likely be overseen by FEMA unless the incident is related to terrorism and then protocols for that would apply.

External Affairs Officer (EAO) and Staffing Assignments:

The DHS Assistant Secretary of Public Affairs will always assign the ESF 15 External Affairs Officer (EAO). The type of incident, however, determines FEMA's responsibilities with regards to overseeing ESF 15. For example, after a terrorism event, a representative from the Coast Guard may be the ESF 15 EAO, because of their law enforcement and military authority.

In the case where an event is known, whether a natural disaster or an NSSE, the ESF 15 EAO may be pre-designated. During the 2006 Hurricane Season, the ESF 15 EAOs were pre-assigned for the five impacted regional areas.

In a no-notice event such, as an earthquake or terrorism event, a temporary ESF 15 EAO may be assigned primarily based on

MODULE 2: ESF 15 Activation (Cont.)

geography and their proximity to the event. In many cases this would be a FEMA Regional External Affairs Officer, or a Coast Guard Officer, whoever may be situated closer to the incident. Once a permanent ESF 15 EAO is named, that person would assume the field leadership role from the temporary EAO.

The ESF 15 EAO designation will be accompanied by a formal letter. In most cases, initial staffing of ESF 15 will be coordinated by DHS and FEMA HQ and then they would work with the ESF 15 field leadership to fill out the staffing. Key leadership positions within ESF 15 would be assigned by HQ and assigning the rest of the staff would be a combination of HQ and the field leadership.

Activation and Deployment Execution Checklists have been created to simulate a response and they can be used as guidelines to anticipate when things might happen. An example is provided on the next page.

Notes & Questions for the Instructors

Example: Activation and Deployment Execution Checklist

Action	Directed by – Additional Information
<input type="checkbox"/> Incident(s) occurs	Notification by NOC, NRCC, or other federal or state emergency operations center
<input type="checkbox"/> Activate and execute NRP ICEPP Protocols	DHS Assistant Secretary for Public Affairs
<input type="checkbox"/> DHS Ready Room activated	DHS Public Affairs
<input type="checkbox"/> Contact affected state(s), local(s), tribal or private sector communications counterparts <ul style="list-style-type: none"> ▪ Communications plans ▪ EAS ▪ Lead agencies ▪ PA support from federal counterparts ▪ JIC location (s) and co-location ▪ DSAT/PA plans ▪ ESF 15 deployment plans 	ESF 15 Director Participating state, local, or private sector counterparts
<input type="checkbox"/> ESF 15 is activated	DHS Assistant Secretary for Public Affairs
<input type="checkbox"/> PFO, FCO designated (time approximate)	Secretary of Homeland Security
<input type="checkbox"/> NICCL interagency call. Discuss: <ul style="list-style-type: none"> ▪ 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 ▪ HSAS or other declarations 	NICCL interagency participants DHS Assistant Secretary (or designate)
<input type="checkbox"/> Incident of national significance declared or being considered	Secretary of Homeland Security
<input type="checkbox"/> ESF 15 activation order distributed	NICCL and NRCC
<input type="checkbox"/> ESF 15 Operations Director designated	ESF 15 Director

This is an example of an Activation and Deployment Execution Checklist which outlines some steps of ESF 15 Activation and how they may occur. While this is subject to change based upon the incident, it is a helpful guide on identifying what needs to be done and in what order.

MODULE 2: ESF 15 Activation (Cont.)

ESF 15 Concept of Operations

In order for any ESF 15 activation to be successful, there has to be consistency in how it is carried out. That is what the Concept of Operations provides. It provides a unified planning component that brings unity of effort to all strategic communications planning and product development. Anyone designated in an ESF 15 leadership role should always carry a copy of the Concept of Operations with them.

- **Designed to be a daily working External Affairs guide for an impending event**
 - **Notice event:**
 - **7 days prior to the event through 5 days after**
 - **No-notice event**
 - **Begins at the time the event occurs**
- **Fully scalable and flexible with respect to the incident situation**
- **Creates a unified planning component that brings unity of effort to all strategic communications planning and product development**

The four major components of the ESF 15 Concept of Operations are:

- **Key Developments: What has been activated and deployed**
- **Messaging: What are the key messages to convey**
- **Products: What products need to be created, i.e. press releases, fact sheets, etc.**
- **Actions: What actions should be taken to support the response effort**

Notes & Questions for the Instructors

Example: First Page of a Concept of Operations (Notice Event)

D-7 through D-5 prior		
Key Developments	<ul style="list-style-type: none"> ▪ NRCC/RRCC activated ▪ VTCs initiated ▪ PFO, FCO and PFO Support Team alerted and deployed ▪ ESF-15 activated; ESF 15 officer designated by DHS OPA ▪ ESFs, ERT-N, HLT, FIRST, MERS, NDMS, US&R alerted, activated and deployed ▪ Federal departments/agencies review current alert posture and readiness of emergency personnel, teams and equipment ▪ Contacts initiated with federal, regional, state and local officials ▪ NRCC initiates pre-landfall effects and consequences modeling 	<ul style="list-style-type: none"> ▪ Teams (ERT-N, FIRST) deployed/on site to JFO location or designated staging area(s) ▪ Designated JFO facility set up ▪ Forward Operating Staging Areas, Logistics Staging Areas and Operational Staging Areas identified
Messaging	<ul style="list-style-type: none"> ▪ Monitoring storm track/development ▪ Working closely with potentially impacted states to initiate readiness actions ▪ Identify roles & responsibilities -- federal/state/local 	<ul style="list-style-type: none"> ▪ Continue to monitor storm track/development ▪ Initial federal movements in support of response, working in roles/responsibilities ▪ Coordination with potentially impacted states, tribal, as well as county, parish and municipal governments and associations (with state approval) ▪ Individual preparedness actions
Products	<ul style="list-style-type: none"> ▪ Talking points (NRCC/FEMA OPA) ▪ Congressional Advisories (FEMA OLA) 	<ul style="list-style-type: none"> ▪ Press Release (NRCC, include RRCC in coordination) ▪ Talking points (NRCC in coordination with RRCC) ▪ Congressional Briefing Materials (NRCC/FEMA OLA) ▪ Congressional Advisories (FEMA OLA) ▪ B-roll/photo of logistics centers/commodities movements/team deployments/staging areas (RRCC) ▪ ESF 15 Update (NRCC lead)
Actions	<ul style="list-style-type: none"> ▪ Participate in VTCs ▪ Staff NRCC and RRCC(s) as required 	<ul style="list-style-type: none"> ▪ Regional PIO call(s) to state PIOs to determine resources support (broadcast, translation, media monitoring, staff, joint briefing

Emergency Support Function 15 (ESF 15)

<p>Actions (Cont.)</p>	<ul style="list-style-type: none"> ▪ Develop staffing plan for ESF 15 JFO/coordinate ESF 15 lead staffing with DHS OPA (FEMA OPA – HQ and Regional PIO) ▪ Deploy surge support to RRCC(s) and NRCC <ul style="list-style-type: none"> ○ (2) DAEs to RRCC (Regional PIO) ○ (2) DAEs to NRCC (FEMA HQ OPA) ▪ Provide staffing charts (NRCC, RRCC, teams, etc.), conference call/daily schedule, etc. to HQ and Regional external affairs leads ▪ Review/update ESF-15 distribution lists (NRCC) ▪ Regional PIO call(s) to state PIOs ▪ HQ to call OFA Public Affairs leads (USACE, GSA, SBA, Red Cross, others as required) ▪ Assess media access opportunities ▪ Work with NRCC on pre-impact effects/consequences modeling to begin emergency communications contingency planning ▪ FEMA OLA to call OFA Congressional Affairs as needed or required ▪ FEMA OLA to contact potentially impacted Capitol Hill offices ▪ FEMA OLA to send out Congressional Advisories to Capitol Hill offices and cc Regions for distribution to State/district offices 	<ul style="list-style-type: none"> coordination) – joint with ESF 15 EAO if applicable ▪ Initiate daily ESF 15 leadership coordination call with WH Comm, DHS OPA, ESF 15 Ops Director, ESF-15 NRCC, Regional EAO/RRCC and forward deployed staff (DHS) ▪ Hold daily internal coordination call with FEMA PIOs, CR, IGA and CA (Also include international and DHS private sector as needed) – determine multilingual, state needs, special needs, etc. (FEMA OPA) ▪ Hold daily coordination calls with CR Management Cell Lead (HQ CR) ▪ Initiate NICCL call (Include FEMA HQ Senior Staff Rep on call) ▪ Request surge account funding/issue task order against Broadcast Ops BPA for satellite truck/video crew support and against Translation Services BPA for multilingual support (FEMA OPA) ▪ Initiate Media Access Coordination to include response teams, commodities, and asset deployments) (FEMA OPA) ▪ Coordinate with NRCC language for public affairs support in mission assignments (NRCC) ▪ Coordinate with Recovery on shelter registration support (if applicable) ▪ Ship video/photo equipment to established location for deployed staff (FEMA OPA) ▪ Identify studio/feed capability for deployed staff to transmit images/video (FEMA OPA) ▪ Regional Congressional Affairs to contact potentially impacted state/district Congressional offices ▪ FEMA OLA to provide DC Congressional briefings as requested. ▪ FEMA OLA to send out Congressional Advisories to Capitol Hill offices and cc Regions for distribution to state/district offices
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Determinations: NHC liaison, Public Affairs support required for Mission Assignment language

This is the first page of the actual Concept of Operations for a notice event. It is subject to variation based upon the type and size of an incident, but contains items that may need to be implemented. One of the key aspects of this is that each of the four components helps to drive the others, i.e. key developments help drive the messaging which results in product development, etc.

MODULE 2: ESF 15 Activation (Cont.)

Daily Communications Operations

One of the key aspects of the ESF 15 SOP and its protocols is how daily communications within External Affairs will be conducted on a daily basis. There are four main ways that daily communications are conducted:

- **National Incident Communications Conference Line (NICCL)**
- **State Incident Communications Coordination Line (SICCL)**
- **Daily Events Schedule**
- **Daily Communications Summary**

National Incident Communications Conference Line (NICCL):

The NICCL was created to be a single source of coordination for DHS with all other federal agencies. It can work as a call-in conference or it can work as an open line that can be monitored 24/7 for the exchange of information and updates. It is primarily for federal-to-federal information sharing but may also include communicators from the primarily impacted states and local communities.

State Incident Communications Coordination Line (SICCL):

The SICCL serves primarily to bring states together to share information and discuss issues that have an affect on all of them following an event. This line is typically used during a multi-state disaster or, as with Hurricane Katrina, when there are states working in support of other states even though they might not be physically affected themselves.

Notes & Questions for the Instructors

MODULE 2: ESF 15 Activation (Cont.)

The SICCL is not a 24/7 line but a scheduled conference call that can be set-up as needed to address any issues. The format is similar to the NICCL call where the ESF 15 EAO will give a brief report and then participating states will discuss their activities and issues. It also helps states remain engaged in the process and participate in decision-making.

Notes & Questions for the Instructors

Example: Notional Daily Event Schedule
(Modify as necessary)

Time	Event	Action
0500	Secretary DHS News Summary Prepared	NOC
0600	News summary distributed by JIC	JFO JIC
0630	JFO Operations Briefing	Key personnel, ESF 15 Coordinator
0730	ESF 15 Senior Leadership Meeting	ESF 15 Leadership Cadre
0800	ESF 15 Core Group Conference Call (1)	Director, ESF 15 Coordinator, Other key reps
0930	Federal Strategic Comms Conf Call	White House, Director, Cabinet ASPAs, ESF 15 Coordinator
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	Congressional Brief	DHS CA, ESF 15 Coordinator
1400	State Community Relations Conf Call (5)	DHS PA, ESF 15 Com Rel, 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

The Daily Event Schedule is created to keep track of all of the calls, meetings and events that are taking place over a given day. This is an example of what one would look like. In a large event, the ESF 15 EAO has a responsibility to participate in many of the calls and meetings, so you can see the need to have a strong supporting staff as well. A Daily Event Schedule should be kept and shared with all ESF 15 components and Headquarters.

Example: Daily Communications Summary

<p>HURRICANE KATRINA Daily Communications Summary Emergency Support Function 15 – External Affairs</p>
<p>DISASTER RECOVERY UPDATE – KEY MESSAGES</p>
<ul style="list-style-type: none"> ▪ Many thousands of homes in Mississippi are damaged or destroyed. ▪ Over a quarter million houses in New Orleans and surrounding parishes are no longer fit to live in. ▪ Hundreds of thousands of people from across this region will need to find longer-term housing. <p>Secretary ----- has directed that a Housing Task Force be established to bring together the many agencies and partners that are needed to plan and implement a creative and viable strategy that will help those displaced by Hurricane Katrina rebuild their communities and their lives.</p> <ul style="list-style-type: none"> ▪ The Housing Task Force includes hands-on experts from FEMA, private sector contractors, and partners from the U.S. Department of Housing and Urban Development, the U.S. Army Corps of Engineers and the American Red Cross. ▪ The Housing Area Command is working closely with Governors -----, ----- and -----, Mayor ----- and the state and local officials to ensure that the solutions developed meet the state and local priorities and plans for rebuilding their communities, both in the near and long term. <p>One priority is to meet immediate needs by providing short term housing for the first responders and workers who will rebuild these communities, and interim housing until those displaced by Katrina can return home.</p> <ul style="list-style-type: none"> ▪ This is a Herculean task, and every available alternative, including creative options for immediate housing, is on the table. ▪ Two cruise ships are docked in New Orleans providing housing to thousands of emergency workers who are rebuilding this city.
<p>TODAY'S EVENTS</p>
<p>Homeland Security Secretary ----- was in Mississippi.</p>
<p>Education Secretary ----- was in Houston, Texas. Contact -----</p>
<p>Treasury Secretary ----- visited an IRS call center in Atlanta which has been handling calls for FEMA. Contact -----</p>
<p>3 p.m. EDT - Katrina Federal Joint Field Office (JFO) briefing in Baton Rouge, La.</p>

Another important communications tool is the Daily Communications Summary, an example of which is provided above. The summary is produced in the field and with DHS and FEMA HQ input and is distributed by DHS Public Affairs. It reviews key messages, events, reports, facts and statistics for the day. This document also looks at the next day's events, schedule, and agency activities; and it reviews headlines and news clips of the day to follow what others, particularly the media and congressional members, are saying. This is important to help spot trends in coverage and the tone of the coverage.

MODULE 2: ESF 15 Activation (Cont.)

This is a very valuable tool that is distributed both internally and to external response partners so that they can have a general sense of what is happening, what is being said, and what is important for citizens to know. The summary typically comes out at the end of the day.

MODULE 3: ESF 15 Management

Objectives

Upon completion of this module, the participant will be able to:

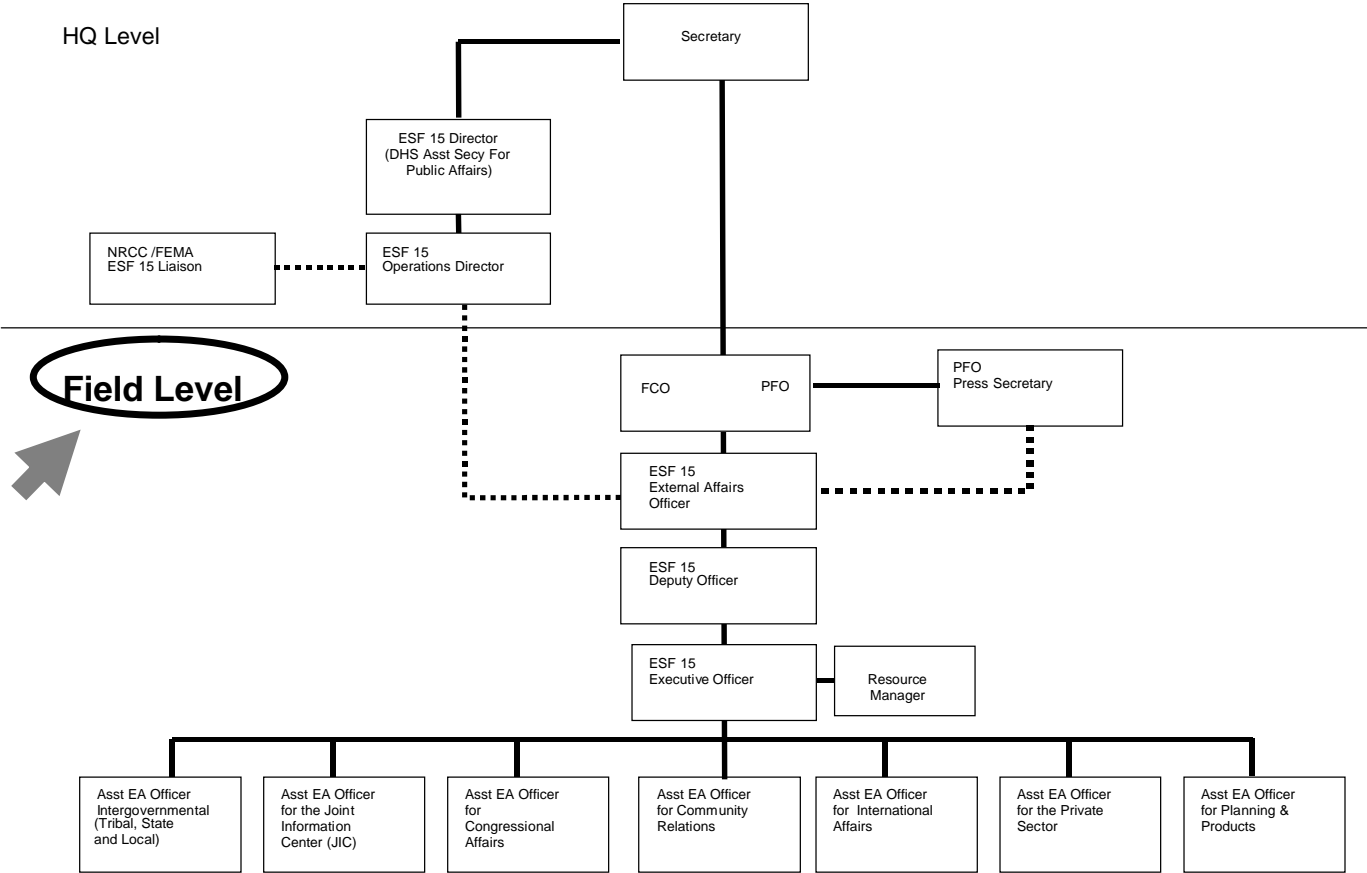
- Explain the primary roles and responsibilities of headquarters leadership within ESF 15.

Notes & Questions for the Instructors

ESF 15 Organizational Chart for Single State Events

In order to understand ESF 15 Operations, you should have knowledge of the organizational structure of ESF 15. On the next page is an organizational chart for a Single State event. There are two components: a Headquarters (HQ) Level and a Field Level (where most of the actions take place). The Secretary of the Department of Homeland Security is the person in charge of a catastrophic event. The lead person for External Affairs is the External Affairs Officer (EAO) at the Field Level. Each of the components within External Affairs has a separate lead on this level as well.

ESF-15-FieldLevel



MODULE 3: ESF 15 Management (Cont.)

ESF 15 Headquarters Leadership

- **ESF 15 Director**
 - **For all incidents involving ESF 15, the DHS Assistant Secretary for Public Affairs (ASPA) will assume overall leadership of this function.**
 - **ESF 15 DHS Component Directors will coordinate as necessary with the ESF 15 Director.**

- **ESF 15 Operations Director**
 - **During incidents of national significance, DHS may retain control over this function. In those incidents where FEMA has a lead role, this function will be assigned to FEMA and would typically be assigned to the Director or Deputy Director of Public Affairs.**
 - **In the event of terrorism or pandemic, another agency could be assigned this position;** in these instances, the Secret Service or Coast Guard Director of Communications could be named as the Operations Director.
 - **Coordinates with DHS Component Directors and staffs**
 - **Provides direction, oversight and coordination to the ESF 15 External Affairs Officer**

- **ESF 15 External Affairs Officer (EAO)**

The ESF 15 External Affairs Officer oversees all ESF 15 operations in the field. They work directly with the PFO and FCO and also work closely with the ESF 15 Director and Operations Director. THE EOA is directly appointed by the ESF Director.

- **Appointed by the ESF 15 Director**
- **Also known as ESF 15 Coordinator**

Notes & Questions for the Instructors

MODULE 4: ESF 15 Components

Objectives

Upon completion of this module, the participant will be able to:

- Describe the seven components of ESF 15 in the field and their roles within External Affairs.

ESF 15 Components

The key to the success of ESF 15 Field Level Operations are the seven components:

- **Planning and Products**
- **Joint Information Center**
- **Congressional Affairs**
- **Community Relations**
- **State, Local and Tribal Affairs (Intergovernmental)**
- **International Affairs**
- **Private Sector**

This module will provide an overview of each component, their purpose, and their organizational structure when applicable.

Notes & Questions for the Instructors

MODULE 4: ESF 15 Components (Cont.)

Planning and Products

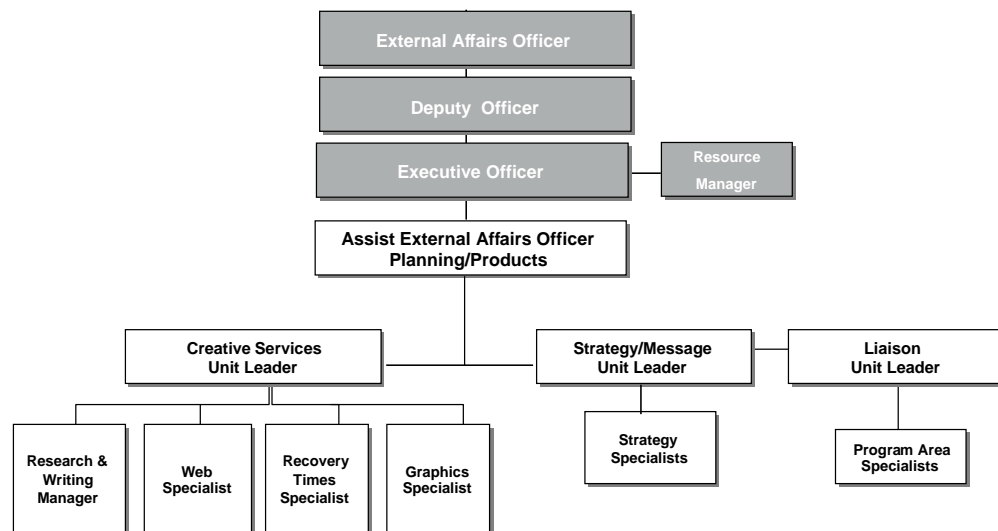
Notes & Questions for the Instructors

Planning and Products is the newest component and perhaps the least known of the components.

- **Central point for the development of written External Affairs products and internal communications products**
- **Through unity of effort, centrally directs and develops all strategic planning and messaging from the Joint Field Office**
- **Liaisons provide a coordinated communication link with key program areas and other entities involved in the recovery**

Planning & Products Organizational Chart

ESF 15 PLANNING & PRODUCTS



MODULE 4: ESF 15 Components (Cont.)

Joint Information Center (JIC)

- JIC established to support and assist in the coordination of federal, state, local, tribal and private sector incident communications with the public
- Central point for coordination of incident information, public affairs activities and media access to information regarding the latest developments
- Location of media center for press briefings

Notes & Questions for the Instructors

Media Guidance

ESF 15 provides for new media guidance.

- Through policy established by the ESF 15 Director, federal field response personnel are authorized to speak to the media within the scope of their assigned duties and knowledge
- *“Talk about what you know and do”*
- Questions about policy and national decisions are beyond the scope of this and should be referred to an ESF 15 authorized spokesperson
- NOT an authorization to solicit interviews or pitch stories

Media Access Program

- Provides transparency for the media by allowing them to view response operations with response teams first-hand (builds public confidence)

MODULE 4: ESF 15 Components (Cont.)

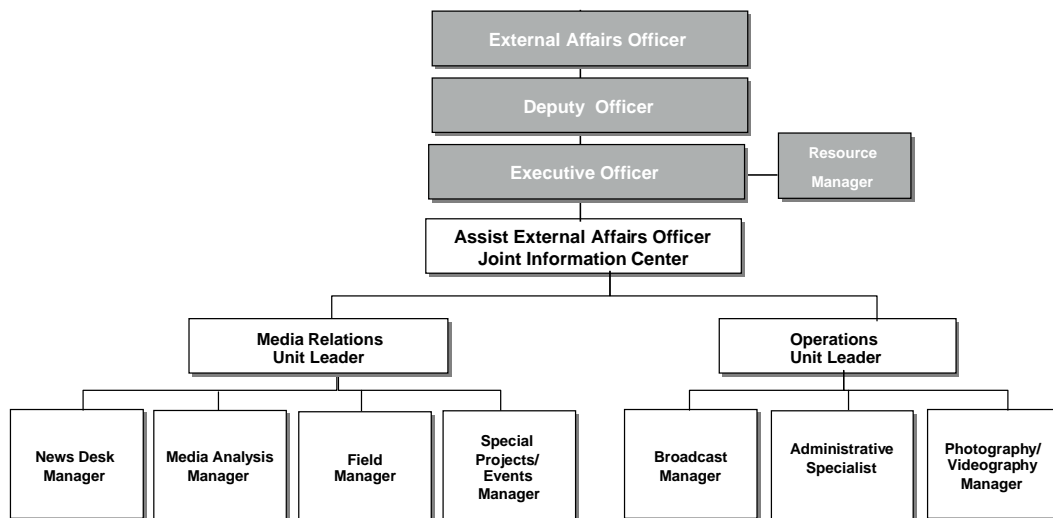
Restrictions may apply when national security, law enforcement, privacy and safety might be compromised and media must follow strict guidelines so as not to interfere with operations.

- Similar to “embedding” but typically shorter than the days or weeks normally associated with media embeds

ESF 15 emphasizes using visuals over words to demonstrate what is being done to assist citizens during the crisis, including use of satellite imagery, GIS products (maps and charts), and video.

Notes & Questions for the Instructors

Joint Information Center Organizational Chart



MODULE 4: ESF 15 Components (Cont.)

Congressional Affairs

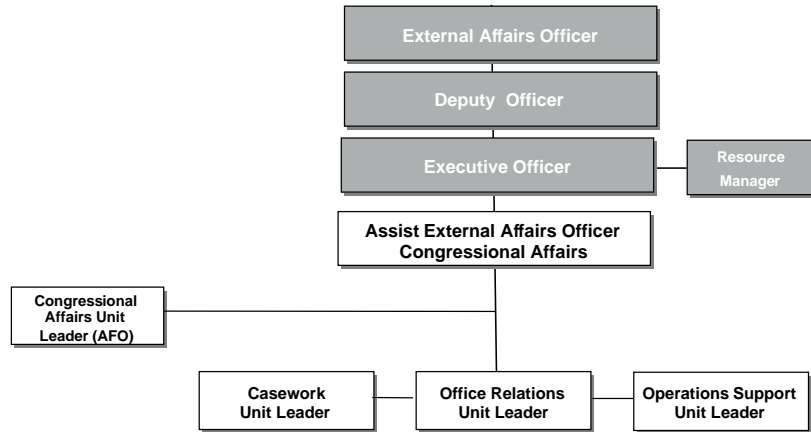
Congressional Affairs serves as the primary point of contact for all Congressional situations at the JFO. Members of Congress have a right to know what affects their constituency and developing the trust of Congressional offices is essential to building a positive and credible relationship. The goal of Congressional Affairs is to be a credible and reliable source of information. The mission of Congressional Affairs is to contribute to the well-being of the nation following an incident by coordinating a proactive and continuous dialogue between the federal efforts and the Congressional delegation of the affected area.

- **Coordinates the exchange of information between DHS, FEMA, Members of Congress and their staff**
- **Responds to Congressional inquiries and casework**
- **Arranges for Congressional site visits to help Members understand the federal/state/local response and recovery process**
- **Develops Congressional Affairs strategy for outreach and incident-specific objectives**

Notes & Questions for the Instructors

Congressional Affairs Organizational Chart

ESF 15 CA Organization



MODULE 4: ESF 15 Components (Cont.)

Community Relations

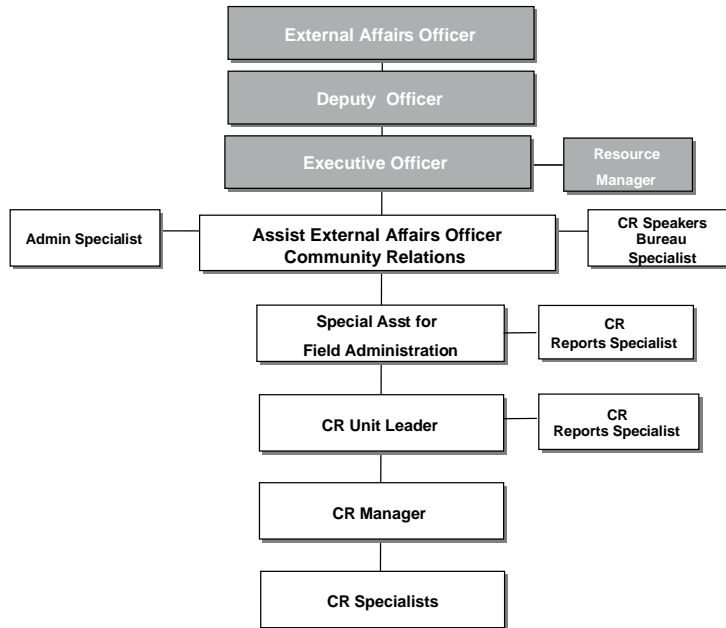
Community Relations personnel work closely with disaster victims and community leaders to establish confidence in the emergency management system. They establish an early presence at the disaster site to assess and communicate critical needs. They are highly skilled in explaining the disaster relief process and programs, and set realistic expectations to limit misunderstandings about the disaster assistance process and to ensure them that disaster assistance is being delivered as soon as possible. Community relations also employ a culturally diverse staff to ensure they are able to communicate, in different languages, the disaster process and to promote efficient and equitable disaster assistance for all communities and applicants.

- **Provides field outreach to disaster victims and community leaders about federal and state recovery programs**
- **Multilingual capabilities help reach out to communities that may not be in the traditional information chain**
- **Implement the Speakers Bureau to coordinate public presentations and briefings**
- **Put a face on federal and state assistance**

Notes & Questions for the Instructors

Community Relations Organizational Chart

ESF 15 CR ORGANIZATION



MODULE 4: ESF 15 Components (Cont.)

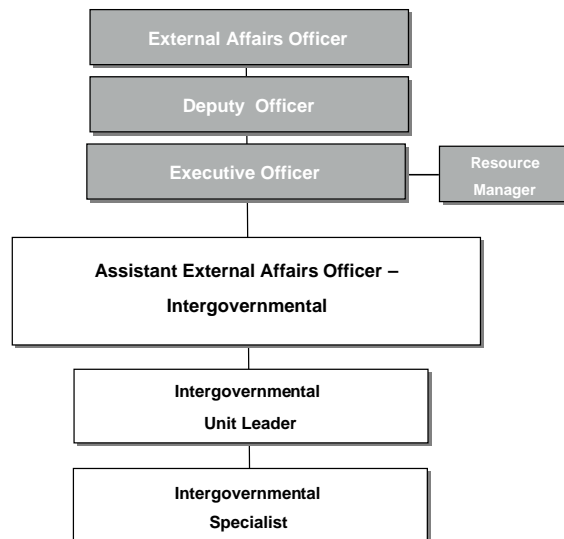
Intergovernmental: State, Local and Tribal Affairs

Notes & Questions for the Instructors

- Establishes effective working relationships with state, tribal, country, parish and municipal governments and agencies representing these governments
- Creates and maintains open, two-way lines of communication between these groups and FEMA and other federal agencies

Intergovernmental (State, Local & Tribal Affairs) Organizational Chart

ESF 15 IGA ORGANIZATION



MODULE 4: ESF 15 Components (Cont.)

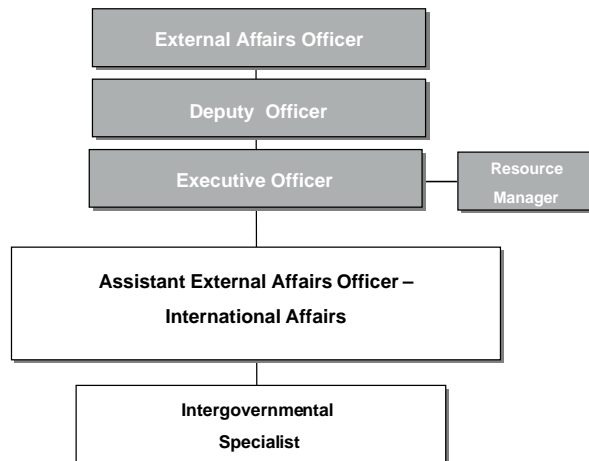
International Affairs

- Coordinates all foreign delegation visits by providing informational briefings and site visits to impacted areas
- Liaises with the Department of State on all international activities including donations of goods and services
- Assists with the coordination of foreign press working with the Foreign Press Center at the Department of State

Notes & Questions for the Instructors

International Affairs Organizational Chart

ESF 15 INTERNATIONAL AFFAIRS ORGANIZATION



MODULE 4: ESF 15 Components (Cont.)

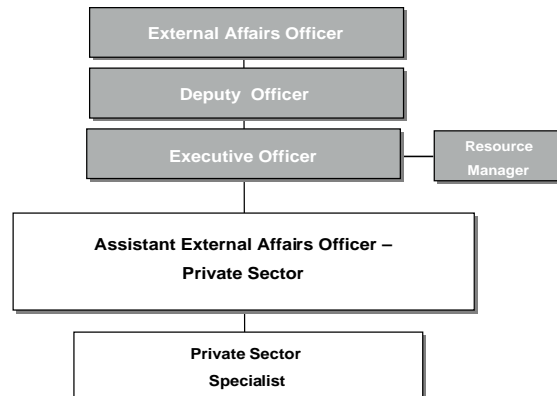
Private Sector

- Responsible for coordinating with established business networks and industry-specific related groups, such as the U.S. Chamber of Commerce, other national networks, and state and regional networks
- Identifies issues that directly affect the private sector and the business community
- Coordinates with businesses to reach out to employees on recovery programs
- Coordinated by DHS

Notes & Questions for the Instructors

Private Sector Organizational Chart

ESF 15 PRIVATE SECTOR ORGANIZATION



MODULE 5: ESF 15 Execution

Objectives

Upon completion of this module, the participant will be able to:

- List the four phases of ESF 15 execution and explain when each phase begins
- Describe the primary actions that occur in each of the four phases of ESF 15 execution

Notes & Questions for the Instructors

Execution Phase and Action Chart

The Execution Phase and Action Chart below shows you how all of the components and the concepts we have discussed work together for an ESF 15 execution. The Awareness and Readiness phases occur before an event (hence they would apply to “notice” events). The Response and Recovery phases occur after an event occurs (“notice” and “no-notice” events). Once the Recovery phase begins, we have a fully functioning Emergency Support Function (ESF) 15 operation, which includes fully integrated external communications.

Execution Phases & Actions – Key Actions

Awareness

- **ESF 15 Activated**
- State and local contact – planning initiated
- Concept of Operations activated

Readiness

- **ESF 15 Leadership cadre deployed; ESF 15 functions activated**
- Proactive state, local, federal communications plan developed
- Primary messages:
 - Final preparedness actions/self sufficiency for up to 72 hours
 - Supporting state and local instructions pertaining threat/issue instructions (evacuation and sheltering)
 - Defining the federal response.

Response

- **Unified state, local, federal response picture**
- Media access with responders, visuals, transparency in operations
- Primary messages:
 - Life saving and life safety information
 - Federal support and capabilities being provided to state and local
 - Establish realistic expectations for FEMA and other federal assistance programs

Recovery

- **Fully integrated external communications effort thru ESF 15**
- Identify and amplify recovery priorities
- Primary messages:
 - Support state recovery efforts
 - Demonstrate and show recovery and support materials
- Proactive, consistent information on federal