

CSEPP Public Affairs

PLANNING GUIDANCE

INTERACTIVE

COMPENDIUM WORKBOOK

User-friendly



CONTAINS
MULTIMEDIA
MATERIAL

INCLUDES

- TV ads
- radio spots
- sample news releases
- media material
- fact sheets
- posters
- newspaper inserts
- forms
- templates and more!

INDISPENSIBLE FOR

- ✓ Expanding community outreach
- ✓ Increasing media coverage
- ✓ Greater information accuracy
- ✓ Higher JIC efficiency



FEMA

Prepared for the
CSEP Program by





Instructions

This Workbook CD contains the following elements. There are no hyperlinks between them.

PDF *Main document PDF file (what you are reading now).*

There are also three kinds of supporting documents on the CD. They are listed in the text with their titles in *blue italics*. On the CD, they are organized within folders that are named and numbered to correspond to the sections of this main document.

PDF *Supporting documents in PDF format. They can be opened with Acrobat Reader (a free download from www.adobe.com). If you are reading this, Reader is already installed on your computer.*

Q *These documents are QuickTime multimedia files — audio for the radio spots and audio+video for the television spots. You must have QuickTime installed on your computer to see and/or hear these files. QuickTime is a free download from www.apple.com. Make sure your speakers are connected and your computer's sound is turned on.*

W *Microsoft Word files. They can be opened in Word and used as modifiable templates.*

PPT *PowerPoint presentation.*

AI **EPS** **JPG** **TIF**

Graphics files are provided in these formats, in addition to PDF. These can be imported into art editing and page layout programs. The icons indicate, left to right, Adobe Illustrator, Encapsulated PostScript, Joint Experts Photographic Group (also known as JPEG, a standard format for use on the Web), and Tagged Image Format.

You will also find website addresses within the text, typeset in [blue italics](#). Clicking on these will take you to those websites if you are connected to the Internet at the time.

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Introduction: A Guide to This Workbook

In this section:

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| A. | The Role of CSEPP Public Affairs |
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A. The Role of CSEPP Public Affairs

A crucial measure of any emergency preparedness program is the public's ability to respond to an emergency and its willingness to participate in decisions about public safety. In the Chemical Stockpile Emergency Preparedness Program (CSEPP), the responsibility for the community's ability to respond rests squarely on the shoulders of public affairs and community education staff.

An aggressive public information and education campaign is an essential part of an effective emergency preparedness program. Emergency public information identifies information that needs to be communicated to the public in the event of a chemical release and formulates a strategy for its rapid dissemination.

Before an emergency, community education raises public awareness of the hazards associated with a chemical stockpile and advises residents of actions they can take, both before and during an emergency, to reduce personal risks and protect property. Additionally, community education informs individuals of the progress of chemical destruction and reports if there is a reduction in the level of threat to the community.



Information during an emergency can be as critical to life and safety as food, water, shelter and medical care. The goal of CSEPP public affairs is to protect the lives of those in the community through the dissemination of accurate, timely and well-coordinated information. The importance of this effort cannot be overstated.

All phases of the community education and public information effort must fit with other elements of a community's emergency preparedness program. Decisions made through the CSEP Program that are incorporated into local emergency operations

planning will influence both the information needed by the public and the ways that information will be communicated. For example, the design of protective action and alert notification systems will directly affect the recommendations and instructions that will be included in public education and information materials, as well as the strategy for disseminating those materials.

The CSEPP public affairs program is fundamentally different from typical, non-emergency community education and public information efforts. The primary goal of the program is to minimize casualties in the event of a chemical release. Other public information activities, such as cultivating a positive public image for the program, are secondary and appropriate only insofar as they contribute to the overriding goal of protecting the community and saving lives.

Planning to address a potential chemical emergency will help provide the framework for development of a comprehensive, all-hazards public affairs program in CSEPP communities. At every stage in the design, implementation and execution of a public affairs program, strong support is required from management-level staff at federal, state and local CSEPP jurisdictions.

B. The Purpose and Rationale of the Workbook

The *CSEPP Public Affairs Planning Guidance Compendium Workbook* provides the local, state and federal public affairs officers (PAOs) and public information officers (PIOs) who make up the public affairs staff in CSEPP communities with a comprehensive guide to developing an effective community education and emergency public information program. The *Workbook* includes useful tools that will help in successful program development. It will be revised and reissued periodically with updated CSEPP public affairs information.

The *Workbook* is *interactive*, bringing together many of the documents needed by CSEPP public affairs staff. These documents may be reference documents providing detailed information, examples of work from around CSEPP communities or templates that can be used to create products for use by local agencies.

The *Workbook* features four general steps to take users through the process of developing a community education and emergency public information program. Steps one and two should be taken concurrently, and must be completed before steps three and four. Each step listed below refers to a section in the *Workbook*:

Step One:

Pre-incident Community Education: Public affairs staff will establish and implement a comprehensive program to educate members of the community, including the media, about the CSEP Program and prepare them to respond appropriately to an emergency.

Step Two:

Pre-incident Planning and Coordination: Public affairs staff will develop plans and initiate coordination to help all affected agencies respond to the informational needs of the community and media during and after an emergency, including production of necessary public information materials.

Step Three:

Emergency Public Information: Public affairs staff will implement the emergency public information program previously developed in Step Two, and distribute materials and ensure the success of the emergency public information effort.

Step Four:

Post-incident Information and Analysis: Public affairs staff will evaluate the success of the previous three steps after an emergency has occurred.

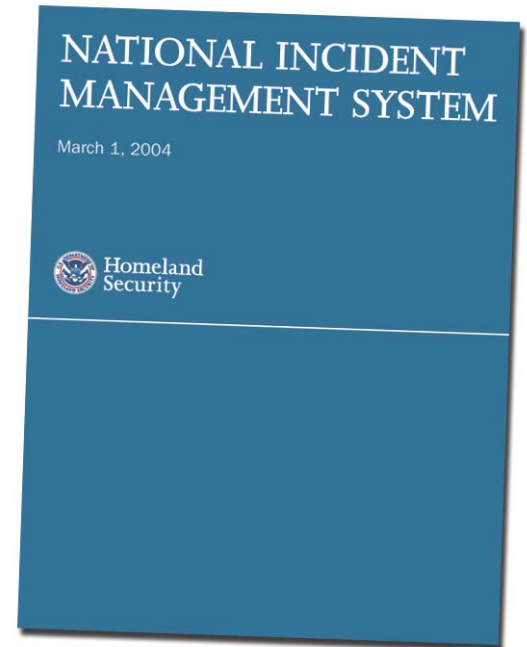
C. National-level Planning and Guidance Applicable to CSEPP Public Affairs

National Incident Management System

The National Incident Management System (NIMS) was developed by the Secretary of Homeland Security at the request of the president and issued March 1, 2004. NIMS integrates practices from all fields of emergency preparedness and response into a comprehensive national framework for incident management.

NIMS enables responders from any jurisdiction to work together more effectively and efficiently to manage emergencies, including events involving a chemical release. Under this new system, all public affairs activities, including community education and emergency public information, must be performed within the framework provided by NIMS. *In order to be eligible for federal preparedness funding, jurisdictions must be in full NIMS compliance by Sept. 30, 2006.*

*Department of Homeland Security
National Incident Management System Plan* 



National Response Plan

Issued December 2004, the National Response Plan (NRP) establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines — homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services and the private sector — and integrates them into a unified structure.

The NRP forms the basis of how the federal government coordinates with state, local and tribal governments and the private sector during incidents. The plan provides public affairs guidance in *Emergency Support Function #15 – External Affairs Annex* and the *Public Affairs Support Annex*.

Department of Homeland Security National Response Plan 

CSEPP Programmatic and Planning Guidance

Specific guidance has been developed for CSEPP program managers and planners responsible for preparing for a chemical stockpile emergency. The most recent guidance was issued May 17, 1996. A project to revise the guidance was initiated June 2004 and is scheduled for release September 2005.

As part of the revision, two separate documents will be produced. The first, “Programmatic Guidance,” will address existing CSEPP policies for inclusion in site preparedness and response programs. The second, “Planning Guidance,” will address planning considerations and identify key elements for inclusion in site plans. Both documents will include chapters specifically addressing public education and emergency public information.

Planning Guidance for the Chemical Stockpile Emergency Preparedness Program (May 17, 1996) [PDF](#)

Step One: Pre-incident Community Education

In this section:	
1.0	The Importance and Goals of Pre-incident Education
1.1	Coordination Among Agencies and Jurisdictions During the Community Education Phase
1.2	Development of Community Outreach Plan
1.3	Development and Production of Community Education Materials
1.4	Community Outreach Materials Library
1.5	Media Relations
1.6	Congressional Relations
1.7	Use of New Technologies

1.0 The Importance and Goals of Pre-incident Education

Successful public response to a chemical emergency ultimately depends upon people taking appropriate actions to protect themselves. Community members can protect themselves only if they understand what protective actions will be most effective and have the knowledge and motivation to implement those actions quickly.

For example, under certain scenarios, the time available to implement protective actions could be limited for people near the source of the chemical emergency. For these adjacent populations, evacuation, the most common and often most natural defense action, might not be prudent, making community education critical to their safety.

The fundamental goal of emergency preparedness is to minimize the number of casualties in an emergency. Proactive community education prior to an emergency accomplishes the following:

- ✓ Educating community members about the potential dangers posed by a chemical emergency and the steps they can take to protect themselves
- ✓ Encouraging people to take appropriate preparedness steps before an emergency
- ✓ Promoting quick and appropriate responses during an emergency
- ✓ Building the public's confidence and trust in the CSEP Program and its ability to respond effectively to any chemical emergency

Ensuring that all people living, working and traveling through a community at the time of a chemical emergency have access to the information they need to protect themselves is a complex and ambitious undertaking. It begins with a comprehensive community education program. Community education requires the use of strategies similar to those employed in other public awareness programs. In order to most effectively reach all areas of a community, public affairs staff must divide the community into target audiences based on the type of information required and on the audience's need for information to be presented in particular ways.

CSEPP public affairs then must develop public education strategies according to the information that will be presented to each audience and the method of presentation that will be most effective in communicating this information. Public affairs also must conceive, design and disseminate educational materials (brochures, television and radio spots, newspaper advertisements, public presentations, etc.). The entire process must be repeated periodically to ensure the messages are retained and understood.

All community education activities should be thoroughly coordinated so that all stakeholders are aware of the activities and have the opportunity to participate. Consideration must be given to significant program dates and milestones. Certain events at an Army installation or in the community should be anticipated and viewed as opportunities to reach target audiences. Examples include the installation of sirens, groundbreaking ceremonies for new buildings, milestones in the destruction program, public meetings, CSEPP exercises and lessons learned from hazardous materials incidents in other locations.

1.1 Coordination Among Agencies and Jurisdictions During the Community Education Phase

Interagency coordination begins during the community education phase. Each agency's or jurisdiction's procedures for disseminating pre-incident public information should be coordinated and made compatible with the procedures developed by all other stakeholders that may be affected by a chemical emergency. By working to coordinate community education efforts, public affairs not only ensures that the necessary information will reach the target audience, staff also are building relationships that will prove invaluable to a coordinated response to a chemical emergency, should one occur.

Each jurisdiction must first establish a public affairs operation, to include designated primary and alternate spokespersons. Spokespersons should be involved in all public affairs activities, including the coordination of outreach strategies with other jurisdictions and agencies. Other public affairs staff will be responsible for assisting spokespersons with necessary support. Once established, each jurisdiction's public affairs operation should be involved in proactive community outreach, coordination and public information activities.

Representatives from each jurisdiction's public affairs operation act as a permanent advisory and decision-making body, or working group, for all issues related to public information and education at the CSEPP site. Public affairs representatives also should be members of the site's Integrated Process Team (IPT). At the national level, the Public Affairs IPT is a body that includes public affairs representatives from all CSEPP sites, with the membership representing local, state and federal jurisdictions. The goal of the national Public Affairs IPT is to develop and implement comprehensive communications strategies so the public will act appropriately upon notification of an emergency at an Army installation.

For additional background information and supporting documents that address local and national CSEPP working groups, visit the CSEPP Portal at www.cseppportal.net. The CSEPP Portal is a password-protected website that is a resource for exchanging information and ideas among those working in the CSEP Program.

Public Affairs Integrated Process Team Charter 

Public Affairs Integrated Process Team Members 

Again, all public affairs activities, including community education and preparedness, must be performed within the framework provided by NIMS. Public information is an important component of NIMS, with an emphasis on close coordination among responding agencies. A unified, consistent, easily understood message can only be achieved when all stakeholders coordinate their efforts — both before an emergency in the community education phase and during an emergency in the response phase. NIMS provides a framework to make this possible. Detailed information about NIMS is available at the Federal Emergency Management Agency (FEMA) website, www.fema.gov/nims/.

National Incident Management System Capability Guidance 

 See **Section 2.10** for information about NIMS training

1.2 Development of Community Outreach Plan

The first goal of CSEPP public affairs is to develop a plan that will guide the organization as it educates the public about the Army installation, its activities and potential dangers faced by the community. This often is called a joint communications action plan or a community outreach plan. It summarizes all the efforts the organization will make to reach the community.

In April 2001, the national Public Affairs IPT finalized the CSEPP National Joint Communications Action Plan, which provides a process for communities to follow in developing community outreach plans. The process begins with identifying knowledge gaps, setting goals and metrics for outreach, evaluating and implementing outreach strategies and employing follow-up measurement to ensure campaign success.

The CSEPP National Joint Communications Action Plan provides guidelines for engaging the public in a nationally supported public awareness and readiness campaign executed by CSEPP public affairs staff at each local site. The core of the action plan is based upon a public awareness advertising campaign called “Ready, Set, Act!” (RSA). By using traditional marketing and advertising methods, CSEPP can best reach its audience with messages regarding safety awareness, planning and protective actions.

The action plan calls for an aggressive timeline to ensure the at-risk public at each CSEPP site is fully prepared in the event of a chemical emergency. Expect this type of large-scale communications program to take a year or two to enter the public mind and stimulate action. That timeframe may be shortened by increasing budgets and resources.

CSEPP National Joint Communications Action Plan 

The community outreach plan developed by each CSEPP community will guide the public affairs team through the process of identifying target audiences, identifying the information needed by each audience and developing the most effective method of reaching the audiences.

Identification of Target Audiences

Informational needs and communication methods cannot be selected with confidence until decision makers have considered critical characteristics of the affected public. Two types of characteristics are important in identifying target audiences:

- ✓ special needs regarding the ways in which information is presented
- ✓ special need for specific types of information

People who require that information be presented in specific ways include those with perceptual differences as well as transient populations and visitors who are not exposed to information provided through traditional channels. Groups to consider include special-needs populations such as the hearing- and visually-impaired, the mentally disabled, people who depend on critical support animals (e.g. seeing-eye dogs), non-English speaking populations, as well as migrant workers, tourists and other visitors.

Different segments of the community will need different types of information to guide their response. For example, different responses may be appropriate for people in different emergency planning zones, and people who are physically disabled may need certain specific information about the protective actions they should take and how to implement them. In some cases, people may require instructions for actions they should take that go beyond personal protection. An effective public education program will recognize varying informational needs within the community and pinpoint appropriate community-specific information targeted to all groups.

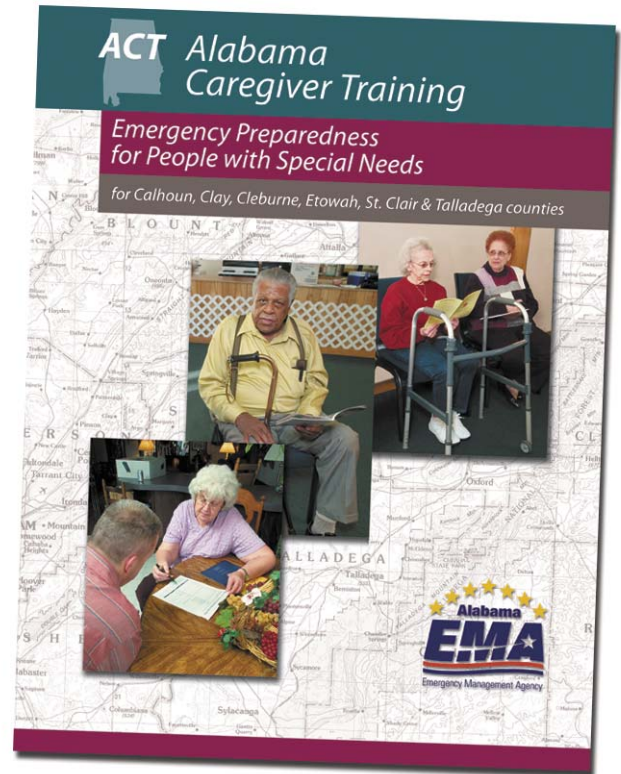
Public affairs can anticipate the following audiences to be represented in most CSEPP communities:

Internal audiences:

- ✓ Army, FEMA, states, cities, counties

External audiences:

- ✓ News media, including print, television, radio and online outlets
- ✓ Elected officials at the local, state and federal levels
- ✓ Geographic planning zones, including Immediate Response Zones (IRZs) and Protective Action Zones (PAZs)
- ✓ Significant linguistic groups other than English (with special attention for groups representing more than 1 percent of the total population in a given area)
- ✓ Residents with disabilities or special needs and their caregivers
- ✓ Business, industry and agriculture
- ✓ Schools



- ✓ Day care facilities
- ✓ Churches
- ✓ Other active community groups
- ✓ Tourists, migrant workers and other visitors to the community
- ✓ Universities and colleges with residents new to the community
- ✓ Transient populations

Each of these audiences, in addition to other audiences that may be unique to a given community, should be considered when developing a community outreach plan.

Strategic Identification of Informational Needs of Target Audiences

The development of a solid position statement is important when identifying the type of information to be presented through community education. A position statement helps public affairs and stakeholders focus on essential issues, keeping them “on message” so that the central issues remain clear.

The position statement guides public affairs in determining what information to include in the course of the campaign. If at some point during the campaign the message gets off track, the position statement can be used to return the campaign to the key messages originally identified. This will help to ensure a clear, concise and consistent message that the target audiences will understand and retain easily.

CSEPP position statements vary only slightly from community to community. These key messages to be communicated during the community education phase should focus on the information that residents need to protect themselves and their families during a chemical emergency. Other messages, such as program milestones and community exercises, should serve primarily as opportunities to reinforce lifesaving messages, and secondarily as opportunities to keep the public updated on progress at the Army installation.

The key to an effective position statement is to organize and reduce important information to a few essential words. The recent “Are You Ready?” and “Ready, Set, Act!” campaigns are examples of the power of clear position statements.

The position statement must be consistent throughout the information communicated to all the target audiences. CSEPP public affairs must identify and customize the specific information presented to each audience, preferably with the help of representatives of that audience. Informational needs that are common to all audiences can be addressed in general public education materials. Population-specific materials or presentations can be developed to meet the specific needs of other groups.

In general, three basic types of information may be included in the community education program:

- ✓ General educational information
- ✓ General public information
- ✓ Protective action instructions

General educational information should *inform* the public of the nature of the hazard posed by chemical stockpile storage and destruction programs. General public information should *explain* the role of emergency management and the

preparedness capabilities and safety measures in place at the stockpile and the destruction site. Together, they serve to increase credibility, foster confidence, and encourage the public to implement appropriate protective actions when required.

The most critical information tells the public how it can be protected from a chemical release. Protective instructions address actions to be taken before, during and after a chemical emergency occurs. Messages disseminated at the time of an emergency must be consistent with previous public information (see [Step Three: Emergency Public Information](#)).

Representatives from each site need to discuss how information about non-chemical stockpile hazards should be addressed as part of the community education program. Information about an all-hazards approach to emergency preparedness is available at the Department of Homeland Security website, www.ready.gov/.

Are You Ready? An In-depth Guide to Citizen Preparedness 

Strategic Identification of Methods of Communication

There are numerous methods for conveying messages to identified target audiences, including print and electronic media, special-purpose publications, “niche” markets, and community organizations such as churches and schools. In determining the best means of communicating with an audience, program planners should consider:

- ✓ The information to be communicated to that audience
- ✓ Group characteristics that may indicate that a particular method is likely to be more effective in reaching the audience.

If possible, the selection of methods should be made in consultation with representatives of the target audience. Use more than one communication method for each target audience to reinforce the message and increase the credibility and retention of information. Consider the many methods CSEPP public affairs staff utilize to reach out to the community:

- ✓ Written material: news releases, op-eds, pamphlets, comic books, instructional booklets, flyers, newsletters, direct mail
- ✓ Visual media: videos, slide shows, exhibits/displays
- ✓ Specialized media: signs, bulletin boards in public spaces, stickers, magnets, calendars, telephone book inserts
- ✓ Television/radio: news and public affairs programs, public service announcements, video news releases, special news programs



- ✓ Newspaper ads and feature stories
- ✓ Websites: information should be available online and made accessible to all people (see note about Information Accessibility in Section 2.3)
- ✓ Community outreach and information centers
- ✓ Public presentations and speaking engagements
- ✓ Materials and activities for schoolchildren such as field trips, coloring books and games
- ✓ Placemats for restaurants and inserts in hotel and motel rooms
- ✓ Special events that involve the community at-large, such as fairs, sporting events and safety weeks

Keep in mind that special-purpose publications (e.g. pamphlets and brochures) will likely play an important role in community education. Such publications offer an opportunity to provide detailed information that focuses specifically on emergency preparedness related to the chemical stockpile.

Consider the possibility of using more than one such publication for each target audience. It may be advisable, for instance, to devote one pamphlet to protective action instructions and to provide one or more additional publications containing background information on the nature of the chemical hazard and the emergency preparedness program.

Working with the media offers CSEPP public affairs an opportunity to reach a large audience quickly and to work with news outlets that would cover a chemical emergency. By working proactively before an emergency occurs, public affairs can build the relationships, trust and credibility with the media that will prove invaluable during an emergency response.

Qualities of Each Medium Fact Sheet (Courtesy of NHTSA/DOT) [PDF](#)

👉 See [Section 1.5](#) for guidance about working with the media.

Special Events and Milestones

In crafting an outreach plan, special care should be taken to involve the community in program milestones and accomplishments. Anticipate and use certain events at the Army installation and in the community as opportunities to educate the public and communicate the CSEPP message.

For example, installation of emergency sirens in the community provides an opportunity to educate the community about protective actions in the event of activation of the Emergency Alert System (EAS). This milestone may also be publicized as an accomplishment that will foster trust in the CSEP Program. Groundbreaking ceremonies for new buildings or milestones in the destruction program may serve the same purpose. Other examples of significant events that provide an opportunity for dialogue with the public include public meetings, hazardous materials releases in other locales, and training and exercises conducted by the CSEPP community.

Since these events provide the chance to convey the lifesaving messages at the core of community education, include them in the community outreach plan.

Once target audiences, information products and communication methods have been identified, the community outreach plan developed by public affairs must be validated by appropriate CSEPP community decision makers.



1.3 Development and Production of Community Education Materials

Guidelines for the Production of the Community Education Materials

While a few guidelines are appropriate regarding the format and style of pre-incident educational materials, this information is largely subjective and judgmental in nature. In general, questions regarding format and style can be decided by applying two guiding principles.

- 1 The *first principle* of community education is to increase the likelihood that individuals will take appropriate actions to protect themselves in the event of a chemical release. Protective action instructions must be the central point of the program. Other types of information, such as descriptions of the threat and emergency preparedness measures, must support the single overarching goal of promoting public action.
- 2 The *second principle* is that all materials must be clear, accurate and consistent, and conveyed in a professional, authoritative manner. Because the chemical stockpile hazard and the associated emergency response programs are complex, great care must be taken to avoid inconsistencies in the descriptions of these programs.

The following guidelines should help public affairs staff to develop community education materials that support these two principles:

- ✓ Involving members of the target audience is crucial when producing outreach materials. This helps ensure the message conveyed will be absorbed and retained by the target audience and provides valuable insight into the most effective methods of disseminating information.
- ✓ If feasible, professionally conducted surveys and focus groups should be used to determine the informational needs and abilities of the target audiences. Assistance may be available from public affairs colleagues, state offices or the national Public Affairs IPT.
- ✓ All products should support the position statement formulated at the beginning of the community education effort. Protective actions must be the focal point in all community education material. Other information may be included, but only insofar as it supports the campaign's position statement.
- ✓ Vocabulary should be simple and appropriate to the audience, and sentences should be brief and concise.
- ✓ All materials should match the comprehension level of their respective target audiences. This requirement presents a challenge, since it means that complex issues must be described in simple terms. Ideally, the education and comprehension level of each audience can be determined through research, polling of state and local organizations, or analysis of census data. In the absence of such data, public education materials should be designed for a grade 5–6 reading level. An alternative strategy would be to develop public information materials that are tiered to reach a variety of reading levels.

Did you know?

For maximum penetration of an idea or campaign, communicators should design their materials for a 5–6 grade reading level.

- ✓ Specific information that must be communicated to all people in the IRZ and PAZ includes the following:
 - A statement of purpose for each publication or presentation, including date of issue and name of issuing agency.
 - A clear description of notification methods, including how the notifications will be made. The materials should indicate what recipients can expect to hear or see and in what order notifications are made. Recipients should also be told where to turn for additional instruction during an emergency, including any radio or television stations participating in the EAS.
 - Instructions on the implementation of protective actions must list steps in priority order. Publications containing this information should include a highly visible statement advising the recipient to save the document for use during an emergency (even though public affairs contingency planning should assume that the information will not be accessible in an emergency). All materials and information developed and disseminated must be in compliance with protective action guidance developed for the CSEP Program.
 - If sheltering has been identified as a possible protective action, materials should inform recipients of step-by-step actions they should take to achieve the protection offered by this option (e.g. closing and sealing doors and windows, turning off ventilation systems).
 - If evacuation has been identified as a possible protective action, evacuation routes and the location of reception centers and shelters should be indicated, using both maps and written directions. Information also should include critical items to be taken when evacuating.
 - In many instances, it will be necessary to explain both sheltering and evacuation procedures for residents, regardless of the recommended protective action. When evacuation is recommended, there may be individuals unable to evacuate who must shelter. When sheltering is recommended, there will be a time when the shelter order is lifted and residents may then be told to evacuate the area.
 - Descriptions of pre-incident steps that recipients can take to increase the effectiveness of protective actions or to minimize the time required to implement them (e.g. development of a household emergency plan, pre-positioning materials for sealing a room, pre-packing an evacuation supply kit).
 - Local emergency management notification of any special needs that must be addressed. Consider use of a pre-paid, tear-off postcard or, in the case of booklet-type publications, a bound and stapled pre-paid mailing card.
 - An emergency assistance telephone number and instructions for its use. (This depends on whether the local emergency plan calls for an emergency telephone number or makes other provisions.) Public and media telephone numbers for use during emergencies should be distinguished from information numbers to be used during non-emergency times. At least one

Telecommunications Device for the Deaf (TDD) should be installed by each jurisdiction to permit hearing-impaired people with such devices to communicate with officials.

- Description of plans for transporting people without access to private transportation and students in schools and day care facilities.
 - Explanations of the significance and effectiveness of emergency procedures and protective actions. This is particularly important in instructions concerning school children and personal property.
 - Educational information on the sources, health effects and treatment related to chemical agents, including the nature of the hazard, range of possible emergencies, potential consequences, risk and geographic distribution of the threat.
- ✓ Promotional material may be included if it enhances the lifesaving information or helps to foster trust and community support of the CSEP Program.
 - ✓ All public education materials should be translated into a non-English language if the non-English-language speaking population of the community exceeds 1 percent of the population of an IRZ or PAZ county. If the minority language population in the IRZ or PAZ counties does not exceed 1 percent and no foreign language materials are provided, other educational efforts must be made.

Examples include conducting periodic public meetings in the minority language with the cooperation of minority language community members; providing qualified translators at public meetings conducted in other languages; and establishing agreements with language banks to answer inquiries made by minority language speakers. (*Note:* The 1 percent figure above refers to one non-English language; it is not a cumulative figure of all non-English languages.)

Information Accessibility

The life-critical nature of CSEPP public information demands that it reach the widest possible audience. Public affairs has an obligation to ensure that everyone has equal access to information. The following guidelines apply to all community education and emergency public information materials:

- ✓ All online content must conform to the standards established by the Center for Information Technology Accommodation, in the U.S. General Services Administration's Office of Government-wide Policy. This provision is explained in Section 508 of the Rehabilitation Act. More information, training and resources are available online at www.section508.gov.
- ✓ Typography should be legible and easy to read.
- ✓ Document layout should be easy to follow from paragraph to paragraph and from page to page.
- ✓ Photographs, maps, charts, graphics and other artwork should be presented in ways that consider the needs of visually-impaired individuals.

- ✓ Jurisdictions must install at least one TDD so that hearing-impaired people with access to a TDD may communicate with the jurisdiction. A dedicated telephone line for the TDD must be installed and efforts made to publicize the telephone number alongside the publication of the agency's conventional telephone number(s).

Repetition and Revision of the Community Outreach Effort

Unless the entire community outreach effort is repeated, the chance of the public retaining the information and using it appropriately is significantly lessened. Each jurisdiction must establish procedures to coordinate and repeat its community education campaign. If major program changes occur, the entire community education effort must be revised and repeated to ensure the most accurate information is available to the public.

1.4 Community Outreach Materials Library

CSEPP public affairs may review the following materials to see what has worked in other communities and find useful ideas for outreach efforts in their own communities. Many of these materials are collected on CSEPP Hotline, a password-protected website at www.csepp.anl.gov/. A resource for the CSEPP public affairs community, CSEPP Hotline also provides a collaborative technological platform for development of a Joint Information System and Virtual Joint Information Center.

Sample Community Outreach Efforts

- ✓ A sample 13-month campaign can be found on CSEPP Hotline in the “Best Practices” folder, under “Media Campaigns” and then “Umatilla.”

- Go to CSEPP Hotline: www.csepp.anl.gov/

- ✓ **“Ready, Set, Act!” Week**

RSA Week Calendar

RSA Week Full-color Poster

RSA Week Full-color Poster Green

RSA Logos     

PDF

- ✓ **Schools Campaign**

Your Schools and CSEPP Tabloid Insert 1

Your Schools and CSEPP Tabloid Insert 2

Your Schools and CSEPP Tabloid Insert 3

Your Schools and CSEPP Tabloid Insert 4

Your Schools and CSEPP Tabloid Insert 5

Your Schools and CSEPP Tabloid Insert in Spanish

Coloring and Activity Books

PDF

- ✓ **“Are You Ready?” Multimedia Spots**

Are You Ready? Radio Spot 1

Are You Ready? Radio Spot 2

Are You Ready? Radio Spot 3

©

Are You Ready? Radio Spot 4

Are You Ready? Radio Spot 5

Are You Ready? Radio Spot 6

Are You Ready? TV Spot 1

Are You Ready? TV Spot 2

Are You Ready? TV Spot 3

Are You Ready? TV Spot 4

Are You Ready? TV Spot 5

Are You Ready? TV Spot 6

Q

✓ **Sample Brochures and Newsletters**

CSEPP Brochure 2000 PDF

Emergency Alert System Frequently Asked Questions PDF

Emergency Alert System Labels and Magnets W

Example of CSEPP Community Newsletter PDF

✓ **Sample Fact Sheets**

AEGL Fact Sheet 1 W

AEGL Fact Sheet 2 PDF

Blister Agent Fact Sheet W

Chemical Exposure Fact Sheet PDF

CSEPP Community Fact Sheet

Decontamination Fact Sheet

Emergency Levels Fact Sheet

Emergency Planning Fact Sheet

W

Emergency Zones and Sectors Definitions PDF

Evacuation Fact Sheet

Evacuation Kit Fact Sheet

Exercises Fact Sheet

Family Emergency Plan Fact Sheet

Health Effects Fact Sheet

Immediate Response Zones Fact Sheet

Joint Information Center: Reporter's Source Fact Sheet

Joint Information Center Fact Sheet

Mustard Exposure Fact Sheet PDF

Nerve Agent Exposure Fact Sheet PDF

Nerve Agents Fact Sheet W

W

- On-post Residents Fact Sheet*
- Protective Action Zones Fact Sheet* } **W**
- Protective Measures Fact Sheet*
- Public Warning Systems Fact Sheet* **PDF**
- Ready, Set, Act Fact Sheet*
- Shelter-in-Place Fact Sheet* } **W**
- Shelter-in-Place Kit Fact Sheet*
- Warning Systems Fact Sheet*
- Zones Map Example* **PDF**

✓ **Sample Posters**

- Are You Ready? Poster*
- CSEPP and Schools Poster*
- Emergency Management Agency Contacts Poster*
- Evacuation Poster*
- Know Your Zones Poster* } **PDF**
- SIP Poster*
- SIP Poster 2*
- What is CSEPP? Poster*
- What is EMA? Poster*

✓ **Sample Pre-incident News Releases and Media Material**

- Sample Media Contact Sheet*
- Media Advisory: Destruction of Weapons to Begin*
- News Release: 50 Percent Milestone*
- News Release: Agent Alarm No Danger*
- News Release: Depot Project Update*
- News Release: Lab Worker Causes Alarm* } **PDF**
- News Release: Safety Record*
- News Release: Siren Test*
- News Release: Small Fire*
- News Release: Treaty Inspection*

✓ **Sample EAS Announcements**

- Accidental EAS Activation* **PDF**

✓ **Sample Special Needs Outreach**

- Special Needs Fact Sheet 1* **PDF**
- Special Needs Fact Sheet 2* **PDF**

1.5 Media Relations

Even though media have already been identified and addressed as a major target for community outreach, extra attention must be paid to the relationship between the CSEP Program and local, regional and national media. Media serve as important partners, and their involvement and buy-in are critical to the dissemination of timely and accurate lifesaving information.



To effectively build and maintain this relationship, CSEPP public affairs must establish procedures for providing the media with ongoing information about emergency preparedness events and activities. Media should be briefed on emergency plans and provided updated information concerning chemical agents, the destruction program and points of contact for public affairs staff.

Furthermore, exercises should be recognized as opportunities to educate the media and develop the relationships that will prove invaluable in an actual emergency

response. If media relations are good and the media have had positive experiences with the CSEP Program, reporters will be more apt to cover issues fairly.

Fostering trust with the media can pay big dividends. An agency that has earned the respect of the media for its responsiveness and forthrightness is less likely to be the subject of a negative story that does not accurately reflect the agency's point of view. It is important to remember that public affairs and media share the same responsibility to get timely and accurate information to the public. If reporters are viewed as partners rather than adversaries, a mutually beneficial relationship can be established.

The following tips will help form a partnership with the media:

- ✓ Get to know the journalists in the community personally. Editorial boards and roundtable discussions offer the opportunity to begin a dialogue with the reporters who cover issues related to the CSEP Program. Periodic meetings also will help public affairs staff and reporters get to know each other better.
- ✓ Be knowledgeable of reporters' needs, including the types of information they are interested in and their deadlines.
- ✓ Generally, it is better to provide too much information than too little. At the same time, do not saturate media outlets with non-newsworthy material.
- ✓ Public affairs can be seen as an authoritative resource by staying informed of happenings around the Army installation and the CSEPP community. The goal is to have media rely upon CSEPP for its routine newsgathering. By proactively providing information, an agency is more likely to have its message accurately communicated.

- ✓ Do not be afraid of bad news. In general, it is best to deal quickly and completely with bad news. Do not leave anything for the media to uncover after the opportunity for full disclosure, and never lie. By responding to bad news in a fair and balanced way, media coverage will likely follow suit.
- ✓ Use the op-ed as a tool to help frame an agency's message about a specific issue. For example, an op-ed is an effective way to clarify information about a controversial issue or to disagree with someone's reasoning or conclusions. An op-ed can expand the reach of an agency's position, especially if the article appears in a publication with broad readership. Also, it is a good way to reach community leaders, who are apt to read newspaper editorials and op-eds.
- ✓ Always follow through on promises to provide information to media, no matter how insignificant the request may seem. Return telephone calls and e-mails quickly. Reporters will remember and respond positively to an agency's level of professionalism.
- ✓ If a reporter asks a question for which the answer is not known, say so. Never guess. Take the time necessary to find out the answer and then provide the information as quickly as possible.
- ✓ Remember that being fair to reporters increases the chances of reporters being fair in return. Equal access to information is critical to foster trust within the journalistic community. Do not offer "scoops" in the hopes of garnering favorable coverage. It is best to work under the same code of ethics to which the media subscribe.

👉 See [Section 2.10](#) for information about media relations training.

1.6 Congressional Relations

An important responsibility of CSEPP public affairs is maintaining relationships between the CSEP Program and the congressional offices representing the community. Public affairs must establish procedures for providing congressional members and their staffs with regular, ongoing information about emergency preparedness events and activities. It is important that this function be coordinated with and approved by senior decision makers in each of the jurisdictions within the CSEPP community.

Many of the strategies and techniques used in media relations apply to working with congressional offices, with one major difference. Congressional members and their staffs not only have informational needs as members of the community, but they have a duty to be informed about the Army installation as the lawmakers who provide oversight and determine funding and resource support for the CSEP Program. Good relations with congressional offices not only help to reach wider audiences within the community, they also are critical to the success of the entire CSEP Program.

👉 See [Section 2.10](#) for information about the [FEMA Congressional Liaison Field Guide](#).

1.7 Use of New Technologies

New technologies being developed today provide exciting and creative methods for enhancing community education. Digital media are cheaper to produce. More people rely on the Internet for their news and information. In a world of new information opportunities, CSEPP public affairs should be innovative in its approach to community education.

For example, all materials developed as part of the community education phase should be made available online. Online presentations make it easy to customize information to the needs of each target audience. Automatic e-mail updates are an efficient, convenient way to keep the public informed about developments and events surrounding the CSEP Program. Use computer-based interactive materials to provide vital preparedness information to households. This format also provides the opportunity to reach schoolchildren with innovative interactive games.

This list of technological options is by no means exhaustive. Public affairs should access technology in ways that will help community education, while also looking for ways to better share and coordinate information internally, especially when multiple offices and field locations are involved.

The Pre-incident Planning and Coordination section has more information about employing new technologies in responding to emergencies, including training opportunities in the use of handheld and wireless technology.

Step Two: Pre-incident Planning and Coordination

In this section:	
2.0	The Goals of Pre-incident Planning and Coordination
2.1	Public Information Systems
2.2	Coordination Among Agencies and Jurisdictions During the Planning and Coordination Phase
2.3	Development of the Joint Information System
2.4	Development of the Joint Information Center
2.5	Functions of the Joint Information Center
2.6	Development of Emergency Alert System Plan
2.7	Development of Emergency Public Information Plan
2.8	Production of Emergency Public Information Materials
2.9	Library of Pre-scripted Emergency Public Information Materials
2.10	Community Training and Exercises

2.0 The Goals of Pre-incident Planning and Coordination

Before an emergency occurs, communities must consider what information the public will need and develop strategies for disseminating that information quickly. Planning and coordination provides the groundwork for emergency public information and ensures that the goals of minimizing casualties and property damage are met.

The first goal of Pre-incident Planning and Coordination is to prepare all CSEPP partners for a coordinated public information effort in response to an emergency. To do this, all agencies must prepare their staffs and gather resources in a manner consistent with NIMS and the National Response Plan, so that their organization's efforts dovetail with other partners.

For this to happen, all participating agencies must work together to develop a unified, coordinated public information system. This network of agencies, with its common resources and agreed-upon procedures, is called a Joint Information System (JIS). Establishing a JIS can only be achieved through effective pre-incident planning and interagency coordination. When successfully implemented, a JIS addresses the emergency public information needs of the community.

2.1 Public Information Systems

NIMS standard incident command structures are based on three key organizational systems: the Incident Command System (ICS); Multiagency Coordination Systems; and Public Information Systems. Public Information Systems address the processes, procedures and systems for communicating timely and accurate information to the public and the media during emergency situations.

Under ICS, the PIO represents and advises the Incident Command on all public information matters relating to the management of the incident. The PIO handles public and media inquiries, emergency public information and warnings, rumor

control and media monitoring. The PIO fulfills all functions required to coordinate and disseminate accurate and timely information related to the incident, particularly regarding public health, safety and protection. The PIO also is responsible for coordinating public information at or near the incident site and serves as the on-scene link to the JIS and the Joint Information Center (JIC).

During emergencies, the public may receive information from a variety of sources. The JIC provides a location for organizations participating in the management of an incident to work together to ensure that timely, accurate, easy-to-understand and consistent information is disseminated to the public. The JIC includes representatives from each organization involved in the management of an incident. In large or complex incidents, JICs may be established at various levels of government. Those involved in disseminating emergency public information must communicate and coordinate with each other on an ongoing basis via the JIS.

Departments, agencies, organizations or jurisdictions that contribute to joint information management do not lose their individual identities or responsibility for their own programs or policies. Rather, each entity contributes to the overall unified message.

2.2 Coordination Among Agencies and Jurisdictions During the Planning and Coordination Phase

Pre-incident planning and coordination takes place concurrently with community education. Progress made by the public affairs staff of all CSEPP agencies during community education will help to streamline planning and coordination efforts. The same group identified by each agency to coordinate community education will work to coordinate and plan the emergency public information efforts.

CSEPP public affairs operates under the NIMS framework. During pre-incident planning and coordination, public affairs will develop public information materials, processes and strategies that will guide the community through an emergency response. Close coordination among agencies is of the utmost importance to achieve unified, consistent messages that are easy for the public to understand.

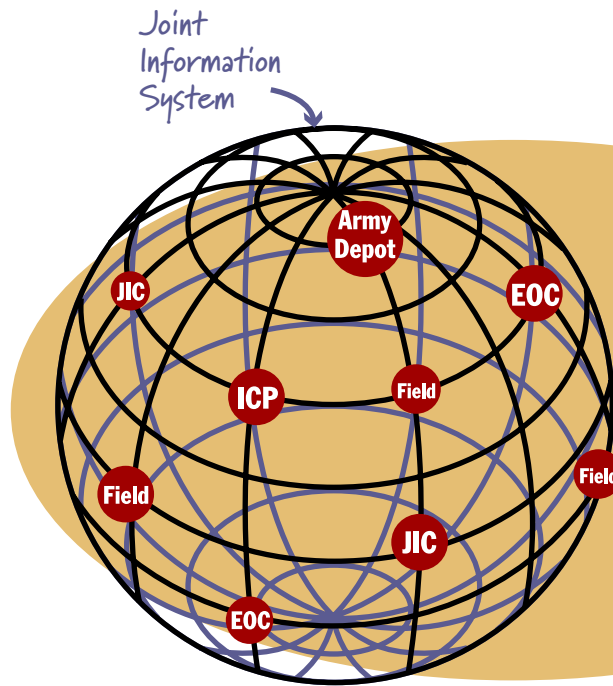
National Incident Management System Capability Guidance 

 See **Introduction Section C** and **Section 1.1** for information about NIMS.

The NIMS structure enhances the ability of other agencies to respond in a mutual-aid capacity. The Emergency Management Assistance Compact (EMAC) is a multi-state agreement detailing the procedures for supplying mutual aid during a disaster. To date, 48 states, the District of Columbia and Puerto Rico are members of the compact. Further highlighting the importance of NIMS compliance, EMAC may be activated during a chemical emergency. More information is available on the website of the National Emergency Managers Association at www.emacweb.org.

Emergency Management Assistance Compact Coordinators 

2.3 Development of the Joint Information System



Joint Information System (JIS):

A unified, coordinated public information network with common resources and agreed-upon procedures that links participants through technological means when geographical restrictions, incident management requirements and other limitations preclude physical attendance at a central location.

With the variety of agencies and jurisdictions likely to be involved in responding to a chemical emergency, careful coordination among agencies will take time and effort to develop and implement. The components of a JIS must be put into place before an emergency occurs. This includes the plans, protocols and structures used to provide information during incident operations, and encompasses all public information efforts related to an incident, including those undertaken at federal, state, local, tribal and private organization levels.

Key elements of JIS planning include:

- ✓ Interagency coordination and integration
- ✓ Developing and delivering coordinated messages
- ✓ Support for decision makers
- ✓ Flexibility, modularity and adaptability

In establishing a JIS, each jurisdiction that is part of the emergency response network should be identified and their respective responsibilities noted, including the types of information each would provide. Each jurisdiction's procedures for disseminating public information should be coordinated and made compatible with the procedures developed by all other jurisdictions that may be affected by a chemical emergency. Specific methods for exchanging information should be established, with multiple points of contact and means of communication. It also should be determined whether the jurisdiction will assign a spokesperson to the JIC.

Partnership and teamwork are central to achieving the JIS mission and implementing successful public affairs strategies. By integrating public information activities among jurisdictions and with other private-sector and nongovernmental organizations, the JIS allows for accurate and coordinated emergency information to

be provided almost immediately. The JIS recognizes that Army and other federal and state public affairs staff may be unable to report to the JIC, or that more than one JIC may be established. The JIS allows public affairs staff to communicate effectively and make joint announcements as if located in the same facility.

CSEPP public affairs planning should provide for jurisdictions to train and exercise in the JIS structure as often as possible. The JIS should be activated in emergencies whenever feasible so that even in limited responses, it becomes a familiar tool for public affairs staff, emergency responders and the media. At the same time, glitches in procedures and protocols can be identified and fixed.

☞ See Section 2.10 for information about Joint Information Center/System training.

2.4 Development of the Joint Information Center

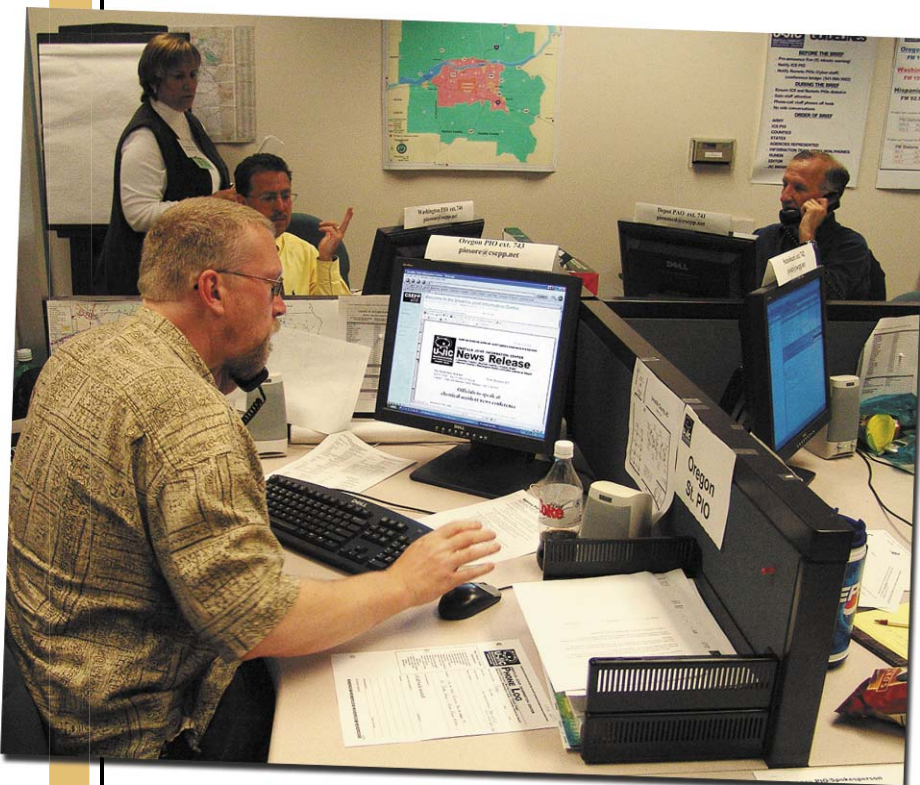
All JIS partners must develop a JIC plan as part of their Emergency Response/Operations Plan. The plan must be put together in coordination with all affected jurisdictions, state emergency management officials and the Army installation. The JIC plan should include operating procedures, organizational structures, position descriptions and memoranda of understanding/agreement that guide participation during the response and recovery phases.

The plan should cover responsibility for activation and deactivation of the JIC and anticipate staffing, equipment and supplies needed for rapidly processing emergency public information. The JIC should be located in a safe, secure area outside of the IRZ and should be large enough to accommodate all anticipated staff, visitors and media. Planning should include situations in which the primary JIC facility cannot be occupied and an alternate JIC will be necessary.

Planning for the JIC should assume that not all representatives will be able to gather in one location. The JIS should be used to coordinate information activities among the primary JIC and other locations where public affairs staff will be working,

including additional JICs established by other responders. Adequate telephone, radio and computer linkage among facilities is critical. Information sharing will ensure consistency of official information, enhance credibility, and encourage greater public understanding and support.

Planning should provide for jurisdictions to train and exercise in the JIC structure as often as possible, including cross-training in specific JIC functions. Along with the JIS, the JIC should be activated in emergencies whenever feasible so that even in limited responses it becomes a



familiar tool for public affairs staff, emergency responders and the media. Planning should also address surge situations where staffing, facilities, equipment and other resources may be inadequate to meet the needs of the public or the media.

Sample Joint Information Center/System Plan 1
Sample Joint Information Center/System Plan 2
Sample JIC MOA
CSEPP MOA-MOU Guide

} PDF

Site Planning and Security

Once all affiliated agencies have been gathered under the umbrella of the JIS, the physical location of the JIC must be arranged and a memorandum of understanding/agreement signed with the site operator. The building must meet certain standards, in terms of space and supporting infrastructure. At a minimum, the JIC must satisfy the following criteria:

- ✓ The JIC should be located outside the IRZ, so that all members of the JIC and the media may perform their work without being threatened by the chemical emergency.
- ✓ Size should be based on the maximum number of public affairs, congressional and legislative affairs personnel, visitors and media representatives expected in the JIC.
- ✓ Work areas for public affairs staff and the media should be separated to protect privacy and ensure the coordinated release of all information, with room for adequate on-site security.
- ✓ The JIC must have a conference area large enough to accommodate all anticipated media and other participants for news conferences and briefings.
- ✓ The JIC must have an area where media can conduct interviews with spokespersons.
- ✓ Planners must arrange for the JIC to support a telephone bank, with sufficient space for staff to receive calls from the public and the media. This includes rapid activation of telephone lines in the building.
- ✓ There should be sufficient electrical power and outlets to satisfy the surge from computers, lights, cameras, microphones, radio equipment, fax machines and other equipment. The power supply should have built-in redundancy in case of a power outage.
- ✓ Parking must be sufficient for the expected maximum number of JIC staff and visitors, including room with overhead clearance for news vans and trucks.
- ✓ Restrooms and other facilities must be sufficient for the expected maximum number of staff and visitors.
- ✓ The JIC staff must be provided with food and beverages.

Logistics and Equipment

It is unlikely the JIC will be fully functional and operational before an emergency occurs. Participating agencies must supply equipment and resources to bring the JIC to full operational levels upon activation. As part of the overall JIC plan, agencies

must detail which equipment will be permanently stationed at the JIC and which equipment will be brought to the JIC upon activation.

At a minimum, the activated JIC must be equipped with the following:

- ✓ Adequate, reliable and redundant communication links with the Army installation's Emergency Operations Center (EOC) and the community EOCs of affected jurisdictions
- ✓ Pre-produced smartbooks (Web-based, if participating in a virtual JIC)
- ✓ Some form of internal and external status board
- ✓ Computers with Internet access and e-mail capability for all staff
- ✓ A pre-produced website (set up, but "dark") ready for emergency situations, with information ready for broadcast
- ✓ Incoming and outgoing fax machines and telephone lines
- ✓ Telephone lines for JIC personnel, with voicemail and transferring capabilities
- ✓ Cellular phones for all JIC staff
- ✓ Public information telephone numbers and a TDD line
- ✓ Printers and copiers sufficient for JIC staff
- ✓ A podium with a public address system and mult-box for microphone plug-ins
- ✓ Television sets outfitted for both cable and broadcast
- ✓ Videoconferencing equipment
- ✓ Video cameras and still cameras
- ✓ Food and water for 72 hours
- ✓ Bulletin and message boards
- ✓ Office furniture and supplies
- ✓ Equipment for mobile JIC, if applicable
- ✓ Sample Smartbook (www.csepp.net/jic)

Redundancy must be built into all aspects of JIC logistics in the event of a large-scale emergency or secondary incident that may affect the JIC, its equipment or staff.

Activation and Deactivation Protocols

Protocols must be established that provide clear authority and responsibility for partial and full JIC activation. Partial JIC activation will take place when it is apparent to the Army and/or the affected jurisdiction(s) that an incident or emergency has occurred that will create significant public interest or concern. Activation of the JIC should occur on a timely basis following an emergency. If it is a large event, or an event that threatens the physical location of the JIC, protocols must be established for the activation of multiple and/or alternate JICs.

Notification procedures for JIC activation must be developed to detail which representatives from affiliated agencies will be contacted. Care should be taken by each agency to develop its own protocols for internal notification, as well as staffing patterns and alternate position designations. JIC deactivation may only take place once the public's informational needs have been fully satisfied. Public affairs will advise designated decision maker(s), who will make the final determination to deactivate the JIC.

Blank Call-Down Roster 

Alternate, Mobile and Virtual JICs

Planners must take into consideration events that would make the primary JIC inaccessible or otherwise unworkable. In such cases, an alternate JIC must be established quickly, with a rapid transfer of equipment and supplies to the back-up site. The alternate JIC must also be available on short notice. At a minimum, stand-by telephone lines should be available to permit immediate activation of the back-up facility. Other equipment may be transferred from the primary JIC.

Pre-incident preparation should include identification of an alternate JIC location in case the primary facility cannot be occupied. A mobile JIC equipment package can serve to fulfill this requirement, or be used to augment the primary JIC or a JIC at another CSEPP site. This flexibility is inherent in the ICS structure that is part of NIMS. Plans for a virtual JIC that link all participants through technological means (as outlined by the National Response Plan) will offer greater flexibility and expanded resources for potential 24-hour staffing. This in turn will reduce the need for volunteers in most CSEPP JICs and provide for CSEPP-trained public affairs staff to assist during any chemical emergency.

CSEPP Hotline (www.csepp.anl.gov/) is designed to be a collaborative technological platform for support of a virtual JIC. Through CSEPP Hotline, members of the CSEPP public affairs community can communicate with each other from remote locations during exercises and emergency events. There is an area on the website for each JIC to store the plans, procedures, checklists, smartbooks and other emergency response materials that colleagues will need to provide off-site help. There is also a real-time chat function that supports live audio and video communication and an area for uploading and downloading documents.

The national Public Affairs IPT is currently in the process of finalizing guidance regarding the development and use of alternate, mobile and virtual JICs.

CSEPP Hotline Fact Sheet 

2.5 Functions of the Joint Information Center

The JIC is responsible for gathering, producing and disseminating information, and for conducting field operations. For each function, management of information is critical. This section provides an overview of the key steps involved in information management, followed by the presentation of a model NIMS-based JIC using three primary JIC functions: Information Gathering and Production; Information Dissemination; and Field Operations.

Because of the many duties CSEPP public affairs staff must perform during an emergency response, it is suggested that each participating JIC organization provide additional trained personnel to assist in the JIC. Personnel may be drawn from various agency administrative support staff. Additionally, many organizations have information technology staff with considerable skill in website design, video production and digital imaging.

With all JIC functions, staff should maximize the use of technology-assisted communications. For example, it is possible to send information from the field with a personal digital assistant (PDA) that is connected to a cell phone in order to communicate with personnel at the JIC, update an agency website and send information directly to media. Such versatility can enable communicators to conduct briefings and news conferences, use “e-spokespersons” by posting messages on a website, and send fact sheets, interactive maps, pictures and short video clips.

Information Management

Within a JIC, information is considered a tangible commodity. In a real sense, information is the “fuel” that runs the engine of the JIC. Without information, the JIC cannot move; with too much information, the JIC will falter. Successful information management depends upon seven steps:

Step 1: Gather

A JIC must gather information from as many sources as possible. When information comes to the JIC, it must be collected in an organized way. This requires trained, experienced staff that can look at information and put it into a useful form.

Step 2: Analyze

Information arrives from multiple sources and must be verified and analyzed. Information analysts will spend much of their time evaluating incoming information and deciding which pieces are critical to internal and external

audiences. Analysts must also share information with the JIC staff responsible for producing informational products.

Step 3: Organize, Write, Produce

The public needs information presented in a useable form, organized by category, priority and value. In the early stages of an emergency, a “one sheet” concept can be used in which one sheet of paper is maintained with critical information listed in bullet format. Public information also is produced in other forms, such as maps, pictures and videos.



Step 4: Review

A quick yet thorough review of all information to be released is an essential part of the information management process. Reviewers should look for inconsistencies, inaccuracies, clarity and completeness. Most important, reviewers must coordinate with all agencies that have information to be released.

Step 5: Document

Proper documentation is mandatory for all ICS/NIMS functions, including public information. In order to resolve a miscommunication or dispute, or in the case of litigation, decisions and activities must be documented. This may mean each supervisor maintains a personal log. It may also mean that dates, times and notes from certain actions are kept for each shift. At the end of each shift, supervisors must file the proper documentation.

Step 6: Disseminate

JIC staff must use every means available to provide prompt information to those who need it, in the proper format. Dissemination also must include internal audiences involved in the response.

Step 7: Monitor

Monitoring the media is a crucial function of the JIC. Ideal candidates for this job are experienced former reporters, producers, editors and public affairs professionals. Staff must know what to watch and listen for, and spot issues and inaccuracies that could cause problems for people in affected areas, as well as for emergency officials.

Model Joint Information Center

Lead Incident Public Information Officer

The Lead Incident PIO is charged with ensuring that timely, accurate and appropriate information reaches the public, partner agencies and other constituent audiences. Under the ICS framework, the Lead PIO should be the lead public information representative from the lead response agency, and is responsible for coordinating public information at or near the incident site and serving as the on-scene link to the JIS and JIC. The Lead PIO provides overall direction for the JIC and makes policy decisions while advising the Incident Commander about public information strategies. The Lead PIO also advises command staff regarding the public affairs implications of decisions and identifies constraints on the release of incident information.



Information Gathering and Production Group

In a chemical emergency, the JIC serves as the primary information resource for the public and the media. The information the JIC gathers and produces will help guide the community through the response, recovery and mitigation phases of an emergency. The Information Gathering and Production Group is responsible for the development of all written, print, photographic, audio, video and Web-based material for use by the JIC and partner agencies.

A key responsibility is monitoring newspapers, television and radio broadcasts, and the Internet to ensure the accuracy of reports. To gather and produce accurate and timely information, mechanisms must be in place for CSEPP public affairs staff to receive information directly from the scene, participating EOCs and the media. The JIC must also ensure a coordinated and prompt transfer of information from the various command posts. Information must then be packaged into meaningful, useful products for the public.

There are *four units* within the Information Gathering and Production Group: *EOC/ICP, Research and Writing, Audio-Visual Support* and *Information Analysis*.

1 — EOC/ICP

The EOC/ICP Unit consists of staff assigned to EOCs or Incident Command Posts with the task of gathering approved, relevant information from sources in those locations while also sharing outgoing public information from the JIC. Much of the intelligence and on-scene information gathered by the JIC comes from this unit, which reports to the JIC and does not interact with the media. A primary task is fostering relationships with other areas of the emergency response. The unit must operate with the approval and support of EOC Directors and the Incident Commander.

2 — Research and Writing

The Research and Writing Unit is responsible for developing written material on assigned topics. The unit's work may include research and aggressive information gathering from multiple sources. It identifies information needed for news releases, talking points, EAS messages, media advisories, fact sheets and daily updates. Members of this unit should be capable of producing requested written material within time and format specifications. The unit also coordinates with other areas of the JIC to streamline and disseminate information, coordinate approvals for outgoing products and develop public information strategies. Depending on the needs of the local population, materials must be translated into languages other than English. The unit must maintain an accurate, chronological log of products released to the public.

Information Review and Sign-off Sheet

3 — Audio-Visual Support

The Audio-Visual Support Unit provides assistance by developing audio, video and digital images that further communications with the public and the media. Staff in this unit must be highly skilled in graphic design, photography and videography. They must also exhibit skill in coordinating with other areas of the JIC. The unit works closely with the Briefing Unit to prepare visuals and handouts for distribution to the media at news conferences and briefings.

4 — Information Analysis

The Information Analysis Unit is responsible for coordinating and analyzing information from media monitoring reports, Telephone Unit, Field Operations Group and other sources. The goal is to ensure that lifesaving information is reaching the public, with key messages understood, rumors identified and errors corrected. All incoming information must be analyzed to develop a coherent picture of the efficiency and success of the public information

effort. The unit identifies media misinformation and story “skewing” toward unwanted or misleading angles. The unit must also anticipate and identify emerging rumors circulating in the public and suggest strategies to address and correct these situations. This unit works closely with the Media and Rapid Response Unit.

Fact Finding Form
Media Monitor Sheet
Media Monitoring Report
Rapid Response Request } **W**

Information Dissemination Group

Information Dissemination helps to keep the community informed through news conferences and briefings, on-camera interviews, written news releases, fact sheets, website communications and telephone calls to the public and the media. Spokespersons should concentrate on issuing protective action recommendations and other lifesaving information. In disseminating information, staff should be mindful of the various rules, regulations and guidelines that govern handling information in the context of disclosure requirements, privacy laws, and standards for liability and public review.

Staff must have the authority to release verified and approved information. Procedures must address the required coordination of information among public affairs representatives before its release and any division of responsibilities among representatives for the release of specific types of information. Agencies and their spokespersons should only speak about subjects under their direct authority and responsibility. Before its release, information must be coordinated among each agency’s public affairs staff and shared with partner agencies. This reduces the potential for the release of conflicting or erroneous information.



There are *four units* within the Information Dissemination Group: *Media and Rapid Response, Briefing, Telephone* and *Electronic Support*.

1 — Media and Rapid Response

The Media and Rapid Response Unit provides information directly to the media. The unit arranges for media access to field locations and facilitates interview requests with decision makers. Within the JIC, the unit functions as an intelligence-gathering body, contributing valuable insight regarding the

concerns and interests of the media. The unit will act to address identified issues of concern. Rapid response may take many forms, such as a news release, a call to a reporter or a live interview. In some instances, rapid response can resolve issues before they appear in the media.

2 — Briefing

The Briefing Unit prepares and conducts regular news conferences and briefings to ensure that critical emergency information is provided on a timely basis. The Briefing Unit may consist of several people who work together to prepare the briefing facility, arrange for speakers and follow through with outstanding media needs. The JIC should conduct regular news conferences and briefings to keep the media informed of updated or changing activities and to communicate additional instructions to the public. A format for new conferences and briefings must be agreed upon in advance by JIC partners. For all sessions, the JIC should produce and distribute a media kit with background material and information relevant to the chemical emergency.

News Conference and Spokesperson Preparation PDF

3 — Telephone

The Telephone Unit answers calls from the public and the media about the emergency. Some telephone numbers in the JIC should be dedicated solely to inquiries from the general public and others for inquiries from the media. The telephone numbers should be publicized in news advisories and releases. Call takers should receive specialized training to deal with members of the public and the media. The unit leader should review calls for trends or concerns to be brought to the attention of the Information Analysis Unit.



4 — Electronic Support

The Electronic Support Unit uses all available technology to enhance the dissemination of information to the public. This unit creates and maintains public and media websites, and posts data, images and video to the sites. The unit also monitors web server traffic and creates reports on how many people are using the site, where they are viewing the site from and which information seems to be of most use. The unit coordinates the mass dissemination of information via fax and e-mail.

Field Operations Group

Public affairs staff operating in the field are an essential element of the JIC. Field Operations provides face-to-face contact with the public, special interest groups, public officials and other VIPs, and gives crucial support to the media at high-profile sites in the field. Field staff provide intelligence about what is happening in the community, identify information gaps and report rumors and misinformation. Because of their remote locations, field officers require significant resource and information support from the JIC. A group leader facilitates support and coordinates field movements.

Field staff are the public face of emergency response. In the aftermath of an emergency, reporters and members of the public will often remember the contact they had with field officers. Field staff must be highly trained, experienced and sensitive to the needs and perceptions of the public and the media. They must link with other agency public affairs representatives at shelters, hospitals and schools to maintain the flow of accurate information.

There are *three units* within the Field Operations Group: *Community Relations*, *Media Field* and *VIP*.

1 — *Community Relations*

The Community Relations Unit helps to coordinate outreach to groups of people united by a common interest. Examples include business owners, chambers of commerce, unions and church groups. The unit also works with residents who have been forced out of their homes and into shelters, ensuring they have clear and accurate information about the emergency and its effects. This helps to control the spread of rumors and misinformation while reassuring those who have been severely affected.

2 — *Media Field*

The Media Field Unit must move quickly into areas affected by an emergency. Using local knowledge and expertise and with a firm understanding of the issues related to the emergency and the needs of the media, the unit gives interviews and provides background information and informational products.

3 — *VIP*

The VIP Unit works as a liaison between the JIC and anyone with influence who is concerned about the unfolding emergency, including congressional members and staff, other legislators and representatives from governmental agencies. The unit works to ensure that VIPs have the information they need to make decisions and educate others, while building positive relationships with these community leaders.

JIC Facilities Liaison

The JIC Facilities Liaison reports to the Lead Incident PIO and is responsible for the JIC facility and its operation. The liaison keeps the JIC running from a logistical standpoint and provides support to the Lead Incident PIO, agency public affairs staff, group leaders and all JIC functional areas.



JIC Organizational Chart 

 See Section 2.10 for information about Joint Information Center/System training.

2.6 Development of Emergency Alert System Plan

The FCC established the EAS in November 1994. The EAS replaced the Emergency Broadcast System and its predecessor CONELRAD as a tool to warn the public during emergencies. Working through the state, the system will interrupt selected radio, television, cable stations and satellite companies with emergency messages about significant threats.

The EAS provides the front-line notification to residents that an emergency has occurred, and voice-capable sirens make it possible for emergency managers to communicate directly with the public. Plans must be made before an emergency occurs dictating when and how the EAS will be activated. It is imperative that public affairs involve broadcast media outlets in the planning and coordination of EAS activation, ensuring their assistance in the broadcast of emergency messages.

Because of the confusion and panic caused by an unnecessary activation of the EAS, strict procedures must be developed to ensure that the system is only activated in a real emergency. Authorization protocols should dictate who may activate and deactivate the system.

During the planning and coordination stage, CSEPP public affairs must develop pre-scripted, pre-tested messages for transmission via the EAS. By developing these messages before an emergency occurs, valuable time is saved in the immediate aftermath of an event. These messages notify the public that an emergency has taken place and advise them of protective actions that must be taken. EAS messages will also tell residents when it is time to stop protective actions. CSEPP personnel can help to ensure the success of the EAS plan by regularly testing and exercising all EAS systems.

2.7 Development of Emergency Public Information Plan

Identification of Target Audiences

During pre-incident planning and coordination, CSEPP public affairs must plan to meet the needs of the same target audiences identified during community education. Planners should note that, ideally, target audiences will not be receiving emergency public information for the first time during an emergency. During the community education phase, community members should be sufficiently educated so as to be aware of the kinds of information they will receive during an emergency and how they will be notified.

Several circumstances must be considered when planning for emergency public information: geographic proximity; effects on business, industry and agriculture; special needs within the population; effects on institutions such as schools, hospitals, day care facilities and jails; and the needs of non-English speakers.

A person's proximity to the Army installation where chemical agent is stored is the single most important factor when planning for emergency communication. Depending upon the physical location of a residence, business or other facility, residents may be asked to shelter-in-place, evacuate, ventilate or take no action. For this reason, geographic planning zones must be identified and specific messages must be developed to communicate protective actions to people in these zones. Residents in the IRZ and the PAZ may be instructed to respond differently to a chemical emergency.

Certain businesses, industries and agricultural interests may be affected in ways different from the general population. Managers of food and water supplies, for instance, should develop procedures to protect their facilities and the populations they serve in case of a chemical emergency. CSEPP public affairs has the responsibility to alert and advise managers of business, industry and agriculture so they can initiate protective actions that take into account workers, inventories and public responsibilities.

CSEPP Public Affairs must consider the special needs of the disabled and their caregivers. For example, the JIC must have a TDD installed in order to communicate with hearing-impaired individuals. Institutions such as schools, hospitals, day care facilities and jails must be prepared to protect the people for which they are responsible, and CSEPP public affairs staff must help with special protective action instructions during a chemical emergency. Finally, if a linguistic minority population exceeds 1 percent of the overall population, all messages must be prepared in that language and plans for their broadcast or transmission must be made.



Identification of Methods of Communication

Planners must develop procedures to make all emergency messages available through a variety of reliable sources. This will help to ensure that residents from each target audience receive the exact information they need when they need it to take appropriate protective actions.

The EAS provides the community with the initial warning that a chemical emergency has occurred and conveys the first protective action instructions. The system also will be used later to advise residents when the threat to the community has passed. In many communities, the new technology provided by Reverse 911 offers another opportunity to get protective action recommendations and other emergency information directly to residents. The messages developed for Reverse 911 may be the same as those developed for the EAS.

For most residents, the media will be the main source of information about a developing emergency. Radio and television broadcast media, in particular, will help to convey EAS messages and provide residents with much of the latest emergency information. The emergence of Internet media offers another avenue for planners to get emergency information directly to the public. Print media, together with broadcast and online outlets, eventually will be the public's primary source for complete information after the emergency has moved into the recovery phase, or during an extended emergency response.

Recent technological advances provide additional opportunities for communicating emergency messages directly to the public. Public affairs should be creative in finding ways to convey emergency information to the many residents who spend their days connected to wireless phones, pagers, personal digital assistants and computers. The future will likely see the regular use of e-mail, weblogs, instant messaging, websites and other mechanisms to disseminate information to target audiences. CSEPP jurisdictions should include plans to post all emergency information and protective action recommendations to the Internet.

Identification of Information to be Communicated

The emergency public information plan developed by CSEPP public affairs must identify the kinds of information that will be communicated to each target audience and the method of dissemination. In general, there are three kinds of emergency public information: protective action recommendations, information about the cause of the emergency, and information about response and recovery activities. *Section 2.8* offers guidance on the production and distribution of all emergency public information materials.

Development of Emergency Public Information Plan

Each community must develop a plan summarizing what information will be communicated to which target audience, and the best possible method of conveying this information. The emergency public information plan details procedures for disseminating protective action recommendations to ensure that each message will be issued at the earliest possible moment. Procedures must be consistent with alert and notification procedures naming outdoor siren/voice units and indoor alerting devices as the primary means of delivering protective action messages within the IRZ. The plan must also address the following issues:

- ✓ Identification of officials authorized to issue protective action messages
- ✓ Identification of radio and television stations (including EAS) through which messages are to be disseminated
- ✓ Requesting radio and television stations to broadcast the messages, including procedures for activation of the EAS
- ✓ The order, based on urgency, in which messages will be issued
- ✓ The method by which the messages will be communicated to the distributing media
- ✓ Obtaining and supplying the media with specific information necessary to complete the protective action recommendation messages

Each jurisdiction must document the arrangement that it has made for disseminating protective action messages in a manner that has been coordinated and is compatible with the plans of other local jurisdictions in the Emergency Planning Zone, state emergency management officials and the Army installation.

Jurisdictions must also document the arrangements that have been made with broadcast media for the dissemination of the protective action messages, demonstrating that:

- ✓ a local operational area plan for the EAS has been developed with the participation of local broadcasters and state officials, and the plan will provide an effective response in the event of a chemical release;
- ✓ a list of the persons authorized to activate the EAS and explicit procedures to be followed have been made available to all concerned parties;
- ✓ there are copies of written agreements that the jurisdiction has executed with the broadcast media serving the jurisdiction to receive and disseminate warning messages and emergency information; and
- ✓ reliable, redundant communications paths are available linking the EOC with the EAS system and with other local broadcast stations.

2.8 Production of Emergency Public Information Materials

Each jurisdiction must prepare pre-scripted materials to be distributed during an emergency response. These materials will guide the community from the first protective action instructions to the recovery phase.

For many agencies, the most important messages will be disseminated through the alert and notification system and other broadcast media. In addition, a range of pre-scripted messages should be prepared based on the most likely alternative actions identified in the jurisdiction's analysis of protective actions. Use a clear method of distinguishing among the alternative sets (e.g. printing on different colored paper). Protective action messages must be prepared meeting the specific needs of the target audiences. Other materials provide the community with an explanation of the event and with ongoing details about the response and recovery operation.

Pre-scripted EAS messages include, but are not limited to, the following:

- ✓ Chemical emergency initial announcement, with protective action directives
- ✓ Recommendation for residents to continue sheltering in place
- ✓ Recommendation for people in certain geographic zones to continue sheltering in place, with a recommendation for other zones to ventilate
- ✓ Recommendation for people in certain geographic zones to evacuate
- ✓ Recommendation for people in certain geographic zones to take no action

Pre-scripted emergency public information news releases include, but are not limited to, the following:

- ✓ Protective actions as described in all EAS messages
- ✓ JIC activation announcement, with appropriate contact information
- ✓ Terminate shelter-in-place
- ✓ Safe to return home
- ✓ News conference announcements
- ✓ Road closures and openings
- ✓ Updates on the event and nature of the emergency
- ✓ Fatalities and injuries
- ✓ Shelter openings and closings
- ✓ Damage claims
- ✓ Field decontamination and reception center openings and closings
- ✓ Accidental siren activation
- ✓ Clarification of mixed messages: for example, some residents should ventilate while others should shelter-in-place
- ✓ Information for special-needs populations

Guidelines for the Production of Emergency Public Information Materials

The materials produced for emergency public information must be as clear and succinct as possible. The messages must be written so that they may be read in

three minutes or less. At a minimum, each message will contain the following information:

- ✓ The time the message was released and a sequential release number
- ✓ The name of the agency authorizing the release and other sources contributing information that led to the authorization
- ✓ A clear statement of the recommended protective action, if applicable
- ✓ A brief description of the reason for the protective action, including the nature of the threat
- ✓ A clear identification of the individuals or groups and areas to whom the message is addressed, and identification of who is not at risk
- ✓ An indication of the time period available for implementing the protective action
- ✓ A reference to relevant public information materials that are readily available that would provide more detail regarding implementation of the protective action
- ✓ A repetition of detailed instructions for implementing the protective action

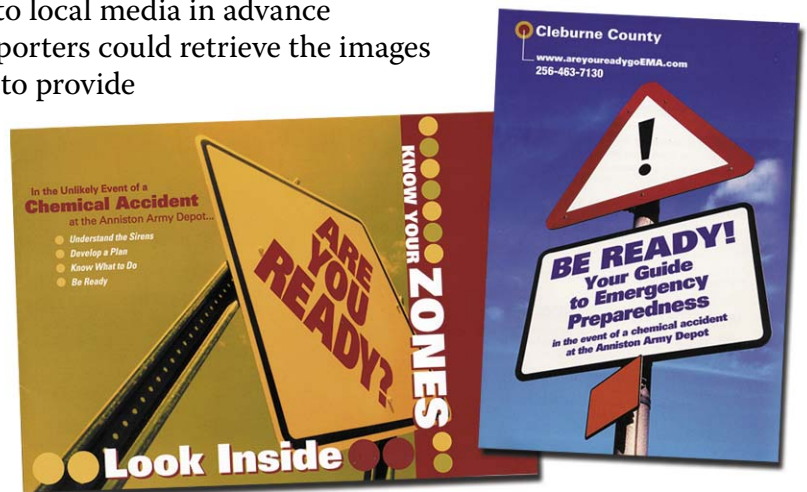
👉 See [Section 2.10](#) for information about news writer training.

Developing Site-Specific Media Products

Given ongoing security concerns, it is unlikely the media would be provided access to Army installations in the event of a chemical emergency. However, the media would still have a pressing need for images to illustrate their stories. In the absence of immediate access to event-specific video and photographs, the media would likely rely upon their library of stock footage, which may or may not correctly represent the nature of the emergency and the associated risks.

CSEPP public affairs should develop and have access to approved, high-quality, up-to-date images that cover the range of potential chemical emergencies. Ideally, these images would be provided to local media in advance of an emergency, so that reporters could retrieve the images immediately and use them to provide

the most accurate emergency information possible to the public. Public affairs staff should also discuss on-site video and photo documentation with responders, as this imagery would support historical, legal and operational reporting needs.



Sample Package of Site-Specific Media Products PDF

2.9 Library of Pre-scripted Emergency Public Information Materials

News Releases:

News Release Template
NR: ARC Shelters
NR: Cascade Ventilation Shutdown
NR: Emergency Ended and Ventilate
NR: Emergency Update
NR: Emergency Zones Descriptions
NR: EOC Activation
NR: Fatalities
NR: Injuries and Fatalities
NR: Injuries and Fatalities Update
NR: JIC Activation
NR: News Conference
NR: No Public Action
NR: Ops Suspended Agent Reading
NR: Ops Suspended High Winds
NR: Ops Suspended No Injuries
NR: Ops Suspended Power Outage
NR: Plant Fire
NR: Precautionary Medical Treatment
NR: Protect Schools
NR: Reception Assistance Centers Open
NR: Road Closures
NR: SIP Instructions
NR: Some SIP Some Ventilate
NR: Stay Off Phones
NR: Ventilate and Decon

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EAS Messages:

EAS Template
EAS Chemical Emergency Initial Announcement
EAS Continue Shelter-in-Place
EAS Some SIP Some Ventilate
EAS Stop Shelter-in-Place

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2.10 Community Training and Exercises

Regular CSEPP training helps public affairs staff expand their expertise and learn new ideas and methods for enhancing programs. Exercises provide participating communities with opportunities to identify problems with developed plans and procedures and find solutions for any inconsistencies and inefficiencies that may be present.

CSEPP public affairs staff should strive for a vigorous training and exercise program that integrates the entire community, including congressional members and their staffs, and community groups. By involving all available stakeholders in training and exercises, opportunities for coordination and familiarity with emergency response procedures will be maximized.

Spokesperson Training

For Decision Makers. Course description: Spokesperson training enables decision makers to meet the media on firm ground. Participants learn how to work with the media and how to make points effectively, working on- and off- camera with a skilled team of media experts. Participants learn also about the business of news, who the media want to hear from and why, including the differing needs of each news medium – print, television, radio, wire services and specialty media.

For PIOs and PAOs. Course description: In this spokesperson training, public affairs staff learn to confidently work with the media and to make points more effectively, when timeliness and accuracy count. Participants learn about the expectations of the media, including the differing needs of television, print, radio and Internet media. Participants also learn to prepare their spokesperson for critical times when only an appearance by a top decision maker will do.

Presented by Argonne National Laboratory for the CSEP Program. For more information, visit www.anl.gov/riskcomm.

Spokesperson Training for Decision Makers Fact Sheet 

Spokesperson Training for PAOs/PIOs Fact Sheet 

Joint Information Center/System Training

(*Note:* A key to successful JIC/JIS operations is the existence of a multi-jurisdictional cadre that has trained and exercised together. Therefore, attendees at the following courses should be picked based on their availability to participate in exercises and actual CSEPP emergencies.)

JIC/JIS Workshop. Course description: The Joint Information Center/System is designed specifically to meet the informational needs of the public and the media during an emergency. This workshop provides public affairs staff with the concepts, tools and skills necessary to effectively manage information during an emergency. It is designed within the framework of NIMS and provides a methodology for handling emergency information regardless of the type of emergency or the number of responding agencies involved.

JIS Training. Course description: This training is an intensive examination of the communication and management of critical information during an emergency. From the decision makers directing the response to the spokespeople communicating with the public and the media, it is vital that everyone is able to reliably share information across jurisdictional and functional lines – information that is accurate, timely and complete.

Presented by Argonne National Laboratory for the CSEP Program. For more information, visit www.anl.gov/riskcomm.

JIC/JIS Workshop Fact Sheet PDF

JIS Training Fact Sheet PDF

Other Public Affairs Training

Public Affairs and Information Technology. Course description: This course demonstrates ways to enhance the Joint Information Center/System and other emergency operations through the use of technology. Participants learn to improve functional emergency response integration through the use of technology; use the web to create, revise, coordinate and broadcast emergency public information during an event; develop technology-assisted news releases from remote locations; explore techniques and technologies that can simplify development, coordination, and delivery of messages during events; and connect remotely with response teams during an event.

Presented by Oak Ridge Institute for Science and Education. For more information, visit www.ornl.gov/eml/publ.htm.

Emergency Public Information Pocket Guide. Product description: The guide outlines the principles and approaches for effective communication during an emergency. It was created to help prepare for worst-case scenarios and anticipates how organizations will work together with the media to handle the needs and concerns of the public.

Developed by Oak Ridge Institute for Science and Education. For more information, visit www.ornl.gov/eml/epi.htm.

Emergency Public Information Pocket Guide PDF

The NewsWriter CD. Product description: NewsWriter is an interactive training course on CD that allows users to work at their own speed to improve news writing skills. Each “chapter” begins with a topic discussion that includes advice from experts in journalism and media relations, followed by a series of activities so users can try out new skills or brush up on old ones. The CD workbook covers practical considerations involved in writing a news release and provides resources helpful to the application of public information skills and techniques in a real-world situation. A complementary classroom training course is currently under development.

Developed by Argonne National Laboratory for the CSEP Program. For more information, visit www.anl.gov/riskcomm.

The NewsWriter CD PDF

The NewsWriter Fact Sheet PDF

FEMA and the Emergency Management Institute

FEMA and the Emergency Management Institute (EMI) provide training opportunities for emergency



managers and response personnel. Many of the courses are available online. The following courses are recommended for JIC personnel, spokespersons and those involved with community education and public affairs.

ICS 800 National Response Plan: The NRP specifies how the resources of the federal government will work in concert with state, local and tribal governments and the private sector to respond to incidents of national significance. The NRP is predicated on NIMS. Together the NRP and NIMS provide a nationwide template for working cooperatively to prevent or respond to threats and incidents regardless of cause, size or complexity. This course provides an introduction to the NRP, including the concept of operations upon which the plan is built, roles and responsibilities of the key players and the organizational structures used to manage these resources. For more information, visit <http://training.fema.gov/emiweb/is/is800.asp>.

ICS 100 Introduction to ICS: This course is designed to give an introduction to the principles, common terminology and position responsibilities when responding to an event using the Incident Command System. The course specifically discusses major ICS functions and their primary responsibilities, ICS organizational units, span of control, major incident facilities and their function, what an Incident Action Plan is and how it is used, and the common responsibilities associated with incident assignments from the perspective of the federal disaster response workforce. For more information, visit <http://training.fema.gov/emiweb/is/is100.asp>.

ICS 200 Basic ICS: This course has been developed to complement the I-100 course and to take the student's education to the next level. A disaster scenario threads throughout the course to describe the common responsibilities associated with incident assignments from the perspective of the federal disaster response workforce. For more information, visit <http://training.fema.gov/emiweb/is/is200.asp>.

ICS 300 Intermediate ICS and ICS 400 Advanced ICS: Intermediate and advanced ICS courses are available at the EMI, but are not currently available online. For more information, visit <http://training.fema.gov/>.

IS700 NIMS: An Introduction: This is a Web-based course designed to explain NIMS components, concepts and principles. The classroom version of this course may be downloaded at <http://training.fema.gov/EMIWeb/IS/is700.asp>.

G290 Basic Public Information Officers: This course is intended for the new or inexperienced PIO. It emphasizes the basic skills and knowledge needed for public information specialists. Topics include the role of the PIO, writing news releases and conducting television interviews. More information is available online at <http://training.fema.gov/>.

E388 Advanced Public Information Officer: This advanced course builds on the foundations established in the Basic Public Information Officers course (G290) by focusing on PIO responsibilities in large-scale emergencies. Topics include legal issues, risk communication, communication in emergencies and use of the JIS. More information is available online at <http://training.fema.gov/>.

FEMA Field Guides: While not designed specifically for the CSEP Program, FEMA has developed extensive guidance for field disaster operations in the areas of congressional affairs and emergency public information.

FEMA Congressional Liaison Field Guide 

FEMA Public Affairs Field Guide 

National Highway Traffic Safety Administration/Department of Transportation

The National Highway Traffic Safety Administration, Department of Transportation, has developed extensive training resources for the public affairs community. While not specific to the CSEP Program, these products provide considerable detail about how to build elements of an effective community education and emergency public information program.

Article Design Tips

Brochure Design Tips

Building Media Relations

Forms of Communication

Media Kits

News Conferences

Op-Ed Design

Qualities of Each Medium

Radio PSAs

Television PSAs

Using Radio

PDF

CSEPP Exercises

Each site's emergency public information program is tested and evaluated yearly as a part of the CSEPP exercise program. The exercises evaluate the following public affairs activities:

- ✓ Timely and adequate activation, staffing and equipping of the JIC
- ✓ Timely and adequate communications with the Army installation EOC, EOCs of the affected jurisdictions and participating radio, television and print media, using mock media
- ✓ Timely dissemination of accurate emergency information appropriate to the exercise scenario
- ✓ Timely and appropriate coordination of emergency public information among all responding jurisdictions and organizations through the JIS

Following each CSEPP exercise, an evaluation report is developed that analyzes the community's level of preparedness. These reports are an objective accounting of the performance and readiness of each of the jurisdictions within the CSEPP community. The reports are an excellent way for public affairs staff to learn about the range of issues affecting their site, including public information assessments. Reading reports from other sites provides new perspectives and fresh ideas.

Exercises are a valuable opportunity to reinforce with local media how the CSEPP community would respond to an actual emergency and to demonstrate the coordinated efforts and commitment of local, state and federal officials to keeping residents safe. Reporters should be invited to observe exercises, including demonstrations of key response elements, with appropriate public affairs staff available to explain plans and procedures and answer questions.

CSEPP Exercise Policy and Guidance
CSEPP Media Relations Exercise Design Tips
CSEPP Exercise Sample Public Affairs Plan
CSEPP Exercise Sample Real World Media Tour
Samples of CSEPP Exercise Reports



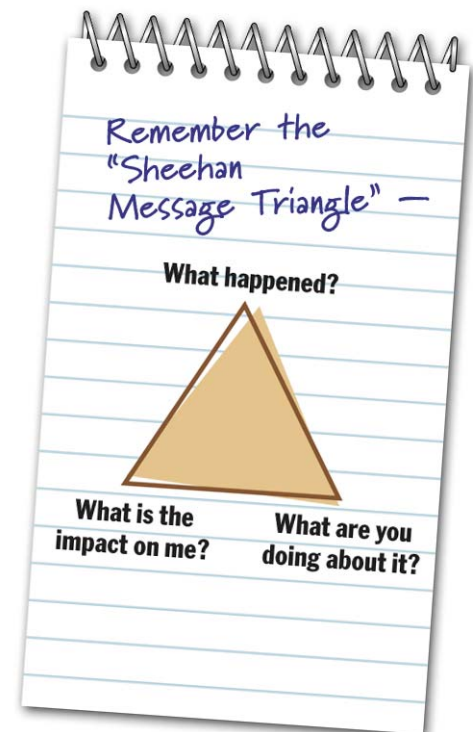
Step Three: Emergency Public Information

In this section:	
3.0	The Goal of Emergency Public Information
3.1	Coordination Among Agencies and Jurisdictions during the Emergency Public Information Phase
3.2	Guidelines for the Implementation of the Joint Information System Operations Plan
3.3	External Communication From the Joint Information Center
3.4	Transition From Response to Recovery

3.0 The Goal of Emergency Public Information

Emergency Public Information is the logical continuation of Pre-incident Planning and Coordination. Immediately following an emergency, CSEPP public affairs implements plans and distributes materials developed during the planning and coordination phase. Emergency public information operations continue until all external information needs are fully satisfied.

As with community education, the principal objective of an emergency public information program is to prevent loss of life and minimize injuries and property damage by ensuring that appropriate instructions are distributed to the public in a timely manner during a chemical emergency. To accomplish this, agencies must rely upon their pre-incident planning and coordination.



3.1 Coordination Among Agencies and Jurisdictions During the Emergency Public Information Phase

The public affairs team from each organization, including PAOs, PIOs, spokespersons and support staff, must implement emergency public information plans and procedures to ensure that clear, accurate, appropriate, timely and consistent information is provided to all people directly affected by a chemical emergency. All work done by this team must be coordinated with other jurisdictions and agencies within the framework of NIMS, and in accordance with the agreements established previously during the community education and planning and coordination phases.

When an emergency occurs, participating CSEPP agencies must decide what types of information will be provided to which groups, and in what order of priority. At this point, public affairs staff should be trained and thoroughly familiar with plans and procedures. However, it is wise to anticipate that representatives from all over the country will augment the local emergency public information effort. This

underscores the importance of NIMS in providing a framework for disseminating clear, accurate, appropriate, timely and consistent information to the public during an emergency.

There are a number of critical public information tasks in an emergency response, such as writing news releases and fact sheets, answering telephone calls from the public and the media, posting information to the Internet, monitoring the news, correcting rumors and misinformation, conducting news conferences and providing interviews. While public safety remains the top priority, managing this operation — which can include a complex mix of people (PAOs, PIOs, decision makers, subject matter experts, etc.) and resources (computers, hardware and wireless telephones, digital cameras, television monitors, etc.) — will be a significant challenge.

3.2 Guidelines for the Implementation of the Joint Information System Operations Plan

All public information activities after an emergency follow plans developed through pre-incident planning and coordination. This includes activating a JIC at the earliest possible time during the emergency response to provide a single location for coordinated emergency information. Activities in the initial stage of a chemical emergency will be dominated by the dissemination of protective action instructions.

At their core, emergency public information planning principles are simple and straightforward. Each element of the process — every task and function, all personnel and equipment, every product and message — can be anticipated and captured in a response plan. Everything an agency or group of agencies needs in order to provide public information during an emergency may be defined by three words: accurate, timely and coordinated.

As guiding principles, accuracy, timeliness and coordination are closely interconnected, but subject to order. Accurate information comes first — the facts have to be right, especially in an emergency. Next is timely information — lifesaving messages are always needed now, not “as soon as possible.” Last but not least comes coordinated information, making sure everyone “is on the same sheet of music.” Just as accuracy must come before timeliness, timeliness cannot be sacrificed to a drawn-out coordination process.

As a chemical emergency progresses, the emphasis at the JIC will shift from protective action decisions to informing the public about the nature of the emergency and its causes, and response and recovery activities. All information regarding military actions in connection with the emergency should be provided by the Army PAO.

The Army PAO will be responsible for coordinating information about the activities of other federal agencies and departments that are operating in support of the Army as the Lead Federal Agency. The Army PAO also will coordinate and consult with public affairs staff from local, state and volunteer organizations, but will not exercise control over their actions, and will coordinate information activities with federal agency public affairs staff operating off-site.

Local, state and federal agency spokespersons should communicate instructions to the public, describe completed, ongoing and planned activities to respond to the emergency, and advise the public of likely outcomes (e.g. expected duration of exclusion from evacuated areas) to the extent this can be done with reasonable reliability.

3.3 External Communication From the Joint Information Center

CSEPP public affairs staff working in the JIC will disseminate information in a variety of ways, all carefully planned during the pre-incident period. The public information activities of the JIC must be supportive of and coordinated with emergency alert and notification methods.

Whenever possible, messages from the JIC should refer recipients to existing educational materials that are likely to contain more complete instructions, with a telephone number for contacting authorities for additional information. However, public affairs contingency planning should assume that pre-incident information will not be accessible in an emergency and will have to be provided again.

The JIC will also distribute emergency public information materials produced in the planning and coordination phase. Media advisories, news releases, fact sheets and other materials must be disseminated in accordance with the protocols for joint news releases under the NIMS framework. CSEPP public affairs and other identified spokespersons also will respond directly to public and media inquiries and conduct regular news conferences and briefings.

3.4 Transition From Response to Recovery

Once the immediate response to an emergency has passed, characterized by information that focuses on the health, safety and protection of the public, a long-term remediation and recovery phase begins. This phase, which can last for days, weeks or months, is characterized by information regarding residual hazards, protective actions, care and services available to the public, and cleanup, remediation and claims procedures.

It is important to note that the community's need for information, and the kind of information needed, will change as the emergency transitions from response to long-term recovery. Protective action decisions may dominate early messages, but public affairs must anticipate these changes and reorient messages to the recovery needs of the community.

The JIS will remain the principal mechanism for distributing information during the recovery and remediation phase, with staff still co-located at the JIC. The public and the media will begin to focus on the need for information about the recovery, environmental remediation, claims and social services. Planners need to anticipate the transition, not only for informational requirements, but in terms of long-term, sustainable staffing of the JIC.

Depending upon the size and severity of the emergency, planners also should anticipate disaster declarations at the state and federal levels. These declarations present their own unique challenges and opportunities as state and federal resources are made available to the community.

 See [Introduction Section C](#) for information about the National Response Plan.

Step Four: Post-incident Information and Analysis

In this section:	
4.0	The Goals of Post-incident Information and Analysis
4.1	Evaluation: Pre-incident Community Education
4.2	Evaluation: Pre-incident Planning and Coordination
4.3	Evaluation: Emergency Public Information

4.0 The Goals of Post-incident Information and Analysis

In the event of a chemical emergency, the CSEPP community has a unique opportunity to discover what efforts were most effective in educating the community and preparing and responding to the event. The CSEPP community also has the obligation to collect and quantify the results of this endeavor for the benefit of the entire CSEP Program.

The goal of Post-incident Information and Analysis is to evaluate the effectiveness of the Pre-incident Community Education, Pre-incident Planning and Coordination, and Emergency Public Information phases after an emergency has occurred. A formal study of the community's understanding and retention of the CSEPP preparedness message and its ability to respond to the emergency will help to improve community education and public information efforts around the country. These experiences should be compiled into a formal report summarizing lessons learned and best practices and then shared with other CSEPP communities and the national emergency management and response community. The report should be completed regardless of the nature of the emergency. If an event occurs without directly threatening the public, the event still has important lessons that may help improve the CSEPP public affairs program.

4.1 Evaluation: Pre-incident Community Education

After a chemical emergency occurs, CSEPP public affairs staff should determine the success of community members in their response to the emergency, evaluating the response of each target audience identified in the community education phase. The evaluation of the community response will lead directly to conclusions about the quality of the community education effort.

The evaluation of Pre-incident Community Education should address the following critical questions:

- ✓ Was the public at large prepared to take actions to protect itself?
- ✓ What was the response level of each of the target audiences? Were any audiences neglected or overlooked in the course of the emergency response?
- ✓ Were any injuries or fatalities caused by bad information or a lack of available information about protective actions?
- ✓ Did residents show faith in the community education plan by following protective action instructions?

- ✓ Were any problems caused by poor interagency or interjurisdictional coordination? Was NIMS effective in helping to streamline the efforts of the organizations in preparing the CSEPP community?
- ✓ Was the community outreach plan effective in guiding CSEPP public affairs through the community education effort?
- ✓ Were the community education materials effective?
- ✓ Was the media effective in its role of conveying important pre-incident information? Were reporters partners or adversaries?
- ✓ Were the congressional staffs and members effectively educated before the emergency?

4.2 Evaluation: Pre-incident Planning and Coordination

Determining the effectiveness of the Pre-incident Planning and Coordination phase will help all agencies improve their ability to work together, as well as improve their internal preparations for delivering emergency public information. After a chemical emergency occurs, CSEPP public affairs staff should determine the success of their preparation.

The evaluation of Pre-incident Planning and Coordination should address the following critical questions:

- ✓ Were all partners sufficiently prepared for the response to the chemical emergency?
- ✓ Was a unified, coordinated system developed to address the emergency public information needs of the community?
- ✓ Was NIMS an effective framework for planning and coordination?
- ✓ Did all agencies work closely and efficiently to produce timely, accurate and coordinated information products?
- ✓ Did information flow freely between agencies and the public in the context of a JIS?
- ✓ Was the JIC efficient in its operation as the primary source of information for the public and the media?
- ✓ Was the EAS effective as a tool for communicating with the public?
- ✓ Were the emergency public information materials effective in communicating lifesaving information?
- ✓ Were the community training and exercises effective in preparing agencies and the community for an emergency response?

4.3 Evaluation: Emergency Public Information

CSEPP public affairs must determine the effectiveness of the actual delivery of emergency public information during the response to a chemical emergency. Analyzing the effectiveness of the public affairs effort during the response phase will help staff improve response efforts in the future, and also will reveal measures that may be taken within the previous three phases to better prepare CSEPP agencies during an emergency response.

The evaluation of Emergency Public Information should address the following critical questions:

- ✓ Was the public affairs team able to minimize casualties and property damage through the dissemination of protective action information?
 - ✓ Did all members of the community receive the information they needed to respond appropriately to the emergency?
 - ✓ Did NIMS provide an adequate framework for the implementation of the emergency public information plan?
 - ✓ Did the implementation of all plans from the planning and preparedness phases prove effective?
 - ✓ Were the news conferences and briefings helpful to the public and the media? Did they meet the needs of the CSEPP jurisdictions?
 - ✓ What methods of disseminating information and communicating with the public and the media during the emergency response were most effective? Least effective?
 - ✓ Did the emergency public information effort appropriately follow the community's transition from response to recovery?
-

Acronyms & Abbreviations**AEC – DOA**

AEC	Army Environmental Center, Aberdeen Proving Ground, MD
AID	Agency for International Development
AMC	Army Materiel Command
ANL	Argonne National Laboratory
AOC	Army Operations Center, Pentagon
AP	Associated Press
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
AVMA	American Veterinary Medical Association
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
CAP	Civil Air Patrol
CAR	Capability Assessment for Readiness
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CDRG	Catastrophic Disaster Response Group
CEPPO	Chemical Emergency Preparedness and Prevention Office
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CFR	Code of Federal Regulations
CHPPM	Center for Health Promotion and Preventive Medicine
CMA	Chemical Materials Agency
CONUS	Continental United States
COOP	Continuity of Operations Plan
CSEPP	Chemical Stockpile Emergency Preparedness Program
CWC	Chemical Weapons Convention
DCO	Defense Coordinating Officer
DFO	Disaster Field Office
DHS	Department of Homeland Security
DISC	Disaster Information Systems Clearinghouse
DLA	Defense Logistics Agency
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Team
DOA	Department of the Army

Acronyms & Abbreviations**DOC – FEMA**

DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOEd	Department of Education
DOI	Department of Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
DRC	Disaster Recovery Center
EAS	Emergency Alert System
EBS	Emergency Broadcast System
EIDL	Economic Injury Disaster Loans
EIS	Environmental Impact Statement
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMIS	Emergency Management Information System
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOD	Explosive Ordnance Detachment
EPA	Environmental Protection Agency
EPZ	Emergency Planning Zone
ERCG	Emergency Response Coordination Group (Public Health Service, Centers for Disease Control and Prevention, and Agency for Toxic Substances and Disease Registry)
ERO	Equal Rights Officer
ERT	Emergency Response Team
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency

Acronyms & Abbreviations

FHWA – NFIP

FHWA	Federal Highway Administration
FOIA	Freedom of Information Act
FSA	Farm Service Agency
GAO	Government Accountability Office
GSA	General Services Administration
HAZMAT	Hazardous Materials
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IEM	Integrated Emergency Management, Inc.
IMS	Incident Management System
IPT	Integrated Process Team
IRP	Installation Restoration Plan
IRS	Internal Revenue Service
IRZ	Immediate Response Zone
IST	Incident Support Team
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
MERS	Mobile Emergency Response Support
MRE	Meals-Ready-to-Eat
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NASA	National Aeronautics and Space Administration
NBC	Nuclear/Biological/Chemical
NCP	National Contingency Plan
NCS	National Communications System
NEMA	National Emergency Management Association
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program

Acronyms & Abbreviations**NGO – RRIS**

NGO	Non-Governmental Organization
NIH	National Institutes of Health
NIC	NIMS Integration Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	Nuclear Regulatory Commission
NRP	National Response Plan
NSC	National Security Council
NWS	National Weather Service
OFA	Other Federal Agency
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
ORISE	Oak Ridge Institute for Science and Education
ORNL	Oak Ridge National Laboratory
OSC	On-Scene Commander
OSHA	Occupational Safety and Health Administration
PAD	Protective Action Decision
PAO	Public Affairs Officer
PAR	Protective Action Recommendation
PAZ	Protective Action Zone
PBS	Public Broadcasting System
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PNP	Private Nonprofit
PSA	Public Service Announcement
PPE	Personal Protective Equipment
RACES	Radio Amateur Civil Emergency Services
RD	Regional Director
RDECOM	Research, Development and Engineering Command
ROC	Regional Operations Center
RRIS	Rapid Response Information System

Acronyms & Abbreviations

RTAP – WMD

RTAP	Real-Time Analytical Platform
SAE	Stafford Act Employee
SBA	Small Business Administration
SCO	State Coordinating Officer
SIP	Shelter-in-Place
SITREP	Situation Report
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SRF	Service Response Force
TCP	Traffic Control Point
TDD	Telecommunication Device for the Deaf
TREAS	Department of Treasury
TVA	Tennessee Valley Authority
USA	United States Army
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USFS	United States Forest Service
USN	United States Navy
USPS	United States Postal Service
US&R	Urban Search and Rescue
VA	Department of Veterans Affairs
VOAD	Voluntary Organizations Active in Disasters
VOLAG	Voluntary Agency
WHO	World Health Organization
WMD	Weapons of Mass Destruction

Acute Exposure Guideline Levels (AEGLs)

Developed by the National Research Council's Committee on Toxicology. The criteria take into account sensitive individuals and are meant to protect nearly all people. The guidelines define three-tiered AEGLs as follows:

AEGL 1: The airborne concentration of a substance above which it is predicted that the general population, including susceptible individuals, could experience notable discomfort, irritation or certain asymptomatic nonsensory effects. However, the effects are not disabling and are transient and reversible upon cessation of exposure.

AEGL 2: The airborne concentration of a substance above which it is predicted that the general population, including susceptible individuals, could experience irreversible or other serious, long-lasting adverse health effects or an impaired ability to escape.

AEGL 3: The airborne concentration of a substance above which it is predicted that the general population, including susceptible individuals, could experience life-threatening health effects or death.

Each of the three levels of AEGL — AEGL-1, AEGL-2 and AEGL-3 — are developed for each of five exposure periods: 10 minutes, 30 minutes, 1 hour, 4 hours and 8 hours.

Access Control Point (ACP)

Location staffed to restrict the entry of unauthorized personnel into a risk area. Access control is normally performed just outside of the risk area. It involves the deployment of vehicles, barricades or other measures to deny access to a particular area.

Accident Assessment

Evaluation of the nature, severity and impact of an accident. In CSEPP, the Army will be primarily responsible for accident assessment.

Alert and Notification System

Combination of sirens and tone-alert radios to be used in the Immediate Response Zone and selected portions of the Protective Action Zone to provide alert and emergency instructions to the public.

Blister Agent

See *Vesicant Agent*.

Casualty

Any person who is declared dead or is missing, ill or injured (NRP).

Catastrophic Incident

Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. All catastrophic events are Incidents of National Significance (NRP).

Chemical Accident/Incident (CAI)

Unintentional chemical event where chemical agent is released into the ambient atmosphere and either threatens unprotected personnel or has the potential to threaten unprotected personnel. It includes chemical accidents resulting from non-deliberate events where safety is of primary concern and chemical incidents resulting from deliberate acts or criminal acts where security is of concern (DA PAM).

Chemical Accident/Incident Response and Assistance (CAIRA) Plan

Federal plan (DA Pam 50-6; Headquarters, Dept. of the Army, 1991) that defines the federal response at an Army installation, which is the emergency response to and recovery from a chemical event. This plan must be coordinated carefully with local and state plans.

Chemical Agent (military term)

Chemical substance that is intended for use in military operations to kill, seriously injure or incapacitate a person through its physiological effects. Excluded from consideration are riot control agents, chemical herbicides, smoke and flame.

Chemical Demilitarization Program (CDP)

Overall DOD program responsible for eliminating all stockpile and non-stockpile chemical agents, munitions and related materials in U.S. states and territories. This program includes the Chemical Stockpile Disposal Program, the Alternative Technologies and Approaches Project, the Non-Stockpile Chemical Materiel Product, the Chemical Stockpile Emergency Preparedness Program and the Assembled Chemical Weapons Alternatives Program.

Chemical Event (military term)

Term used by the military that deals with chemical accidents or incidents that involve chemical surety materiel. It includes (1) chemical accidents resulting from non-deliberate events where safety is of primary concern and (2) chemical incidents resulting from deliberate acts or criminal acts where security is a concern.

Chemical Event Emergency Notification System

Tiered system whereby the Army classifies chemical surety emergencies according to expected downwind hazard distance and provides appropriate notification to off-post public officials. The system consists of a minimum of three surety emergency levels (based on the predicted downwind distance of the no-effects dosage) and one non-surety event level.

Chemical Limited Area

See *Limited Area*.

Chemical Stockpile Disposal Program (CSDP)

Congressionally mandated program that requires the Army to dispose of all its unitary chemical agents. The preferred mode of disposition is on-post incineration.

CSEPP National Joint Communications Action Plan

Plan, issued by the CSEPP Public Affairs Integrated Process Team in 2001, providing a process for communities to follow when developing community outreach programs. The plan identifies knowledge gaps, sets goals, implements and evaluates outreach strategies, and employs follow-up measurements to evaluate outreach effectiveness.

Chemical Stockpile Emergency Preparedness Program (CSEPP)

Joint Army/FEMA program designed to enhance existing local, installation, tribal, state and federal capabilities to protect the health and safety of the public, work force and environment from the effects of a chemical accident or incident involving the U.S. Army chemical stockpile.

Chemical Surety (military term)

Those controls, procedures and actions that contribute to the safety, security and reliability of chemical agents and their associated weapon systems throughout their life cycle without degrading operational performance.

Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)

Federal law (P.L. 96-510) that deals with hazardous substance releases into the environment and the cleanup of hazardous waste sites. This act was amended by the Superfund Amendments and Reauthorization Act (SARA) in 1986.

Contamination

Chemical agent (typically in liquid form; including droplets and/or aerosols) deposited on skin, clothing, or any other material that constitutes a source of potential agent exposure until it is neutralized, removed or degrades naturally. (Compare to *Exposure*.)

CSEPP Community

Combined area of one military installation, its surrounding local jurisdictions and the state agencies involved in executing CSEPP for that area.

CSEPP Jurisdiction

Smallest area of geography within which political authority may be exercised with regards to CSEPP; e.g., county or city.

D2Puff

Air dispersion model developed by the Army to estimate downwind hazard distances from atmospheric releases of chemical agents.

Decibel (dB)

Measure of sound pressure, which determines loudness. The abbreviation “dB” is often followed by an “A”, “B” or “C” to indicate the method used to weight sound frequencies when measuring sound pressure levels.

Decontamination (military term)

Process of decreasing the amount of chemical agent on any person, object or area by absorbing, neutralizing, destroying, ventilating or removing chemical agents.

Demilitarization

Mutilation, destruction or neutralization of chemical surety materiel, rendering it harmless and ineffectual for military purposes.

Department of Homeland Security (DHS)

Cabinet-level agency that is concerned with protecting the American homeland and the safety of American citizens. The department was created from 22 disparate federal agencies primarily in response to the terrorist attacks of September 11, 2001.

Dermal Exposure

Contact with, or absorption through, the skin.

Direction and Control Exercise

Activity in which emergency preparedness officials respond to a simulated incident. It mobilizes emergency management and communications organizations and officials. Some field response organizations may be involved.

Disaster

See *Major Disaster*.

Dislodgeable Residues

Environmental Protection Agency terminology for that portion of total commercial pesticide residue on vegetation that can be readily removed and so serve as a source of dermal exposure, as distinguished from airborne residues.

Dose

Quantity of agent absorbed by the body. Often expressed in mass units of agent per body weight or surface area exposed (e.g., mg/kg or mg/m²). (Compare to *Exposure*.)

Emergency

As defined by the Stafford Act, any occasion or instance for which, in the determination of the president, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States (NRP).

Emergency Alert System (EAS)

System created by the Federal Communications Commission as a means of using communications facilities to alert the public of emergencies. The EAS requires participation by cable TV systems in addition to broadcast stations and encourages the voluntary participation of satellite carriers, Direct Broadcast Satellite vendors and public service providers. It also establishes new technical standards and operational procedures.

Emergency Support Function (ESF)

Under the National Response Plan, the resources and capabilities provided by the federal government in responding to an emergency are grouped into 15 functional categories. Within the plan, Public Affairs guidance is provided in Emergency Support Function #15-External Affairs Annex and the Public Affairs Support Annex.

Emergency Management Assistance Compact (EMAC)

Multi-state agreement detailing the procedures for supplying mutual aid during a disaster. To date, 48 states and the District of Columbia and Puerto Rico are members of the compact.

Emergency Operations Center (EOC)

Physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. May be a temporary facility or located in a more central or permanently established facility (NRP).

Emergency Operations Plan (EOP)

“Steady-state” plan maintained by various jurisdictional levels for managing a wide variety of potential hazards (NRP).

Emergency Planning Zone (EPZ)

Geographical area delineated around a potential hazard generator that defines the potential area of impact. Zones facilitate planning for the protection of people during an emergency.

Emergency Response Concept Plan (ERCP)

Conceptual basis for developing local emergency response programs for the Chemical Stockpile Disposal Program, developed as a supporting document to the “Final Programmatic Environmental Impact Statement.”

Enhanced Shelter-in-Place

Protective action that is similar to normal shelter-in-place except that it involves taking shelter in a structure to which weatherization techniques to permanently reduce the rate at which air or chemical agent seeps into the structure have been applied before initiation of the emergency. Effectiveness is improved by going into an interior room. The shelter should be opened up or abandoned after the toxic plume has passed.

Evacuation

Organized, phased and supervised withdrawal, dispersal or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas (NRP).

Exclusion Area (military term)

Area immediately surrounding one or more receptacles in which chemical agents are contained. Normally, the boundaries of an exclusion area are the walls, floor and ceiling of a storage structure, secure container or a barrier that establishes the boundary (such as an igloo or fence).

Expedient Shelter-in-Place

Protective action that is similar to normal shelter-in-place except that, after going into the room selected as a shelter at the time of the emergency, the inhabitants take measures to reduce the rate at which air or chemical agent enters the room. Such measures would include taping around doors and windows and covering vents and electrical outlets with plastic. Effectiveness is improved if the room selected as a shelter is an interior room. The shelter should be opened up or abandoned after the plume has passed.

Exposure

Contact by a person or animal with chemical agent in either liquid or vapor form through inhalation, contact with eyes or the skin, or ingestion of contaminated food or water. Exposure to agent in liquid form (including droplet and/or aerosol form) can result in contamination. (Compare to *Contamination*.)

Federal On-Scene Coordinator (FOSC or OSC)

Federal official predesignated by the Environmental Protection Agency or the United States Coast Guard to coordinate responses under subpart D of the National Contingency Plan, or the government official designated to coordinate and direct removal actions under subpart E of the National Contingency Plan (NRP).

First Federal Official (FFO)

First federal representative of a participating agency of the National Response Team arriving at the scene of discharge or release. The FFO coordinates activities under the National Contingency Plan.

First Responder

Local and nongovernmental police, fire and emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 USC 101), as well as emergency management, public health, clinical care, public works and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response and recovery operations. First responders may include personnel from federal, state, local, tribal or nongovernmental organizations (NRP).

Full-Scale Exercise

Activity in which emergency preparedness officials respond to a simulated incident. It mobilizes the entire emergency organization or its major parts.

GA

See *Nerve Agent*.

GB

See *Nerve Agent*.

H

See *Mustard Agent*.

HD

See *Mustard Agent*.

Hospital Environments

Term used in medical preparedness guidelines referring to the hospital emergency department plus any outdoor areas on the hospital grounds that might be used for triage and decontamination during a chemical agent emergency as well as other hospital departments that might support the hospital's response.

HT

See *Mustard Agent*.

Immediate Response Zone (IRZ)

Emergency planning zone immediately surrounding each Army installation. Generally it extends to about 6 miles from the installation's chemical storage area.

Incident Command System (ICS)

Standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating with a common organizational structure, designed to aid in the management of resources during incidents (NRP).

Ingestion Exposure

Contact with the mouth, throat and gastrointestinal tract by means of food or water consumption, or use of tobacco products (cigarettes, chewing tobacco, etc.).

Initial Response Force (IRF)

Emergency action organization tasked to provide first response to a chemical event at an installation assigned a chemical surety mission. Under command of the installation commander, the IRF is comprised of command and control elements and emergency teams capable of providing emergency medical services and initiating those actions necessary to prevent, minimize, or mitigate hazards to public health and safety or to the environment.

Institutional Populations

People in schools, hospitals, nursing homes, prisons or other facilities that require special care or consideration by virtue of their dependency on others for appropriate protection.

Integrated Process Team (IPT)

As it relates to public affairs practice, the term describes an advisory and decision-making body composed of representatives from each jurisdiction, agency and stakeholder in a CSEPP community. On the national level, the CSEPP Public Affairs IPT includes representatives from all CSEPP sites, organized to develop and implement comprehensive communications strategies to inform the public in the event of an emergency at an Army installation.

Joint Information Center (JIC)

Physical location where public affairs staff meet to provide accurate, timely and coordinated emergency information to the public and the news media. A JIC gathers, produces and disseminates emergency information using all available means and includes representatives of each jurisdiction, agency, private-sector and non-governmental organization involved in incident management activities. (See also *Virtual JIC*.)

Joint Information System (JIS)

Unified, coordinated public information network with common resources and agreed-upon procedures that links participants through technological means when geographical restrictions, incident management requirements and other limitations preclude physical attendance at a central location. The JIS allows public affairs staff to communicate effectively and make joint announcements as if located in the same facility.

Lewisite

Organic arsenical blister agent; a brown or colorless liquid that is part of the unitary chemical stockpile of vesicants.

Limited Area (military term)

Area immediately surrounding one or more exclusion area. Normally, the area between the boundaries of the exclusion areas and the perimeter boundary.

Liquid Agent

Any chemical agent in undiluted form; includes droplets and aerosols. Only VX or the vesicant agents (e.g., H, HD, and HT) are likely to be encountered in liquid form.

Local Emergency Planning Committee (LEPC)

Planning body designated by Superfund Amendments and Reauthorization Act, Title III legislation as the planning body for preparing local hazardous materials plans.

Local Government

County, municipality, city, town, township, local public authority, intrastate district, council of governments, regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization; a rural community, unincorporated town or village, or other public entity (NRP).

Major Disaster

As defined by the Stafford Act, any natural catastrophe or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the president causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss or suffering caused thereby (NRP).

Mass Care Center

Facility for providing emergency lodging and care for people made temporarily homeless by an emergency. Essential basic services (feeding, family reunification, etc.) are offered.

Mass Casualty Incident

Incident that generates more patients than available resources can manage using routine procedures and that will require assistance from outside agencies.

Maximum Credible Event

Worst single event likely to occur from the release of chemical agent as a result of an unintended, unplanned or accidental event. It has a reasonable probability of happening.

Memorandum of Understanding (MOU)

Written agreement (August 1988) whereby the Army and Federal Emergency Management Agency have agreed to collaborate on the emergency preparedness aspects of the Chemical Stockpile Disposal Program.

Mitigation

Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during or after an incident (NRP).

Monitoring Teams

Groups of trained individuals in appropriate protective clothing who could travel through agent-contaminated areas to measure agent concentrations in or on various environmental media and collect samples for later analysis.

Mustard Agent

Vesicant agents (H, HD and HT) that cause blistering. In sufficient amounts they can be fatal if inhaled or if not quickly removed from exposed skin.

Mutual Aid Agreement

Written agreement between agencies, organizations and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment and/or expertise in a specified manner (NRP).

National Contingency Plan (NCP)

“The National Oil and Hazardous Substances Pollution Contingency Plan” (40 CFR Part 300), this is the federal government’s blueprint for responding to both oil spills and hazardous substance releases. This plan develops a national response capability and promotes overall coordination among the hierarchy of responders and contingency plans (EPA).

National Defense Area (NDA) (military term)

Area established on nonfederal lands located within the United States, its possessions or territories for the purpose of safeguarding classified defense information or protecting Department of Defense equipment or material.

National Incident Management System (NIMS)

Developed by the Secretary of Homeland Security at the request of the president and issued March 1, 2004, this system integrates practices from all fields of emergency preparedness and response into a comprehensive national framework for incident management.

National Response Center

Communications center for activities related to hazardous materials response actions, located at Coast Guard headquarters in Washington, D.C. The center receives and relays notices of discharges or releases to the appropriate on-scene coordinator, disseminates on-scene coordinator and Regional Response Team reports to the National Response Team when appropriate, and provides facilities for the National Response Team to use in coordinating a national response action when required.

National Response Plan (NRP)

Establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates the best practices from all aspects of incident management — homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector — and integrates them into a unified structure. The plan forms the basis of how the federal government coordinates with state, local and tribal governments and the private sector during incidents.

National Response Team

Group consisting of representatives of 14 government agencies (Department of Defense, Department of Interior, Department of Transportation/Research and Special Programs Administration, Department of Transportation/U.S. Coast Guard, Environmental Protection Agency, Department of Commerce, Federal Emergency Management Agency, Department of State, Department of Agriculture, Department of Justice, Department of Health and Human Services, Department of Labor, Nuclear Regulatory Commission and Department of Energy) that implements the National Contingency Plan.

Nerve Agent

Nerve agents (GA, GB and VX) are lethal colorless, odorless and tasteless agents that can be fatal upon skin contact or when inhaled. These agents attack the central nervous system by inhibiting the production of acetylcholinesterase, which is essential for proper operation of the nervous system.

NIMS Integration Center (NIC)

Established by the Secretary of Homeland Security to provide strategic direction for and oversight of the National Incident Management System, the center supports both routine maintenance and the continuous refinement of the system and its components over the long term. The center is a multi-jurisdictional, multi-disciplinary entity made up of federal stakeholders and state, local and tribal incident management and first responder organizations. It is situated at the Department of Homeland Security's FEMA office.

Normal Shelter-in-Place

Protective action that involves taking cover in a building, closing all doors and windows, and turning off ventilation systems. Effectiveness is improved by going into an interior room. The shelter should be opened up or abandoned after the toxic plume has passed.

Off-Post

Area surrounding a military installation or facility.

On-Post

Military installation or facility.

On-Scene Coordinator (OSC)

Federal official predesignated by the Environmental Protection Agency or the Coast Guard to coordinate and direct federal responses under subpart D of the National Contingency Plan, or the official designated by the lead agency to coordinate and direct removal actions under subpart E of the National Contingency Plan. The Department of Defense and Department of Energy are included as OSC under subpart E.

On-Site

Area around the scene of a chemical event under the operational control of the on-site commander, technical escort officer, or the Initial Response Force or Service Response Force commander. Includes any area established as a National Defense Area (DA PAM 50-6).

Position Statement

Concise articulation of the overarching public information message to be conveyed to a community. The statement guides public affairs in determining what information to include in a campaign, helps keep public information staff “on message,” and ensures that a clear, consistent message is communicated to a target audience that is easy to understand and retain.

Pre-Hospital Environments

Term used in medical preparedness guidelines to indicate all emergency response areas which are outside both the Army installation boundaries and the hospital grounds.

Pressurized Shelter-in-Place

Protective action that is similar to normal shelter-in-place except that the infiltration of contaminated air from outside the shelter is effectively prohibited by drawing outside air into the shelter through a filter that removes chemical agent. This filtered air creates a positive pressure in the shelter so that clean air is leaking out instead of contaminated air leaking in.

Primary Receiving Hospitals

Hospital that is designated by state or local disaster plans to provide initial medical care to the civilian population in the event of a chemical warfare release.

Protective Action

Action or measure taken to avoid or reduce exposure to a hazard.

Protective Action Decision (PAD)

Decisions by state and local officials on what protective action instructions to recommend to the public in the event of a release of chemical agent, based upon hazard information, specific emergency planning zones, recommendations from the installation commander and other information.

Protective Action Recommendation (PAR)

Initial and subsequent recommendations by the installation commander to off-post community officials in response to a chemical accident/incident. These recommendations may include evacuation, shelter-in-place and exit shelter-in place.

Protective Action Zone (PAZ)

Second planning zone beyond the immediate response zone. Generally it extends to about 18 to 35 miles from the installation’s chemical storage area, and at some installations it extends further.

Public Alert and Notification System

System for obtaining the attention of the public and providing appropriate emergency information. Sirens are the most commonly used public alert devices but frequently are supplemented by tone alert radios, visual warning devices for the hearing impaired, and telephone-based alert/notification systems.

Public Affairs Officer (PAO)

Army installation person responsible for public affairs. The PAO is the installation counterpart to the off-post Public Information Officer.

Public Information Officer (PIO)

Person on the emergency management team who is in charge of public information affairs in a local jurisdiction. The PIO is the counterpart to the on-post Public Affairs Officer.

Quarantine

State of enforced isolation or restraint designed to prevent the spread of contamination, disease or pests. Activities of persons, transport of goods or animals and access to affected or suspect properties may all be restricted.

Recovery

Development, coordination and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, nongovernmental and public assistance programs (NRP).

Re-Entry

Entry of persons into an affected area following a hazardous materials incident. Re-entry can be restricted (entry of monitoring crews) or unrestricted (unlimited public access) (EPA).

Re-Entry Interval

Defined by the Environmental Protection Agency as “the period of time immediately following the application of a pesticide to a field when unprotected workers should not enter” (40 CFR 170.2). These intervals are the estimated periods of time necessary for an individual formulation to degrade or dissipate to the re-entry level. That is to say, the concentration of surface residue (in mg or ng/m²) that would produce no toxic response in exposed individuals. This concept is pertinent to CSEPP re-entry/restoration decision-making.

Regional Response Team (RRT)

Representatives of federal agencies and a representative from each state in the federal region. During a response to a major hazardous materials incident involving transportation or a fixed facility, the on-scene coordinator may request that the RRT be convened to provide advice or recommendations in specific issues requiring resolution.

Release

Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping or disposing into the environment (including the abandonment or discarding of barrels, containers and other closed receptacles containing any hazardous substance or pollutant or contaminant). For purposes of the National Contingency Plan, release also means threat of release. There are exclusions to this definition (see *NCP*).

Relocation Points

Areas to which a population or community can be temporarily or permanently removed in response to an emergency or disaster. Relocation is distinguished from evacuation in that during an emergency, the potential for a release exists; in contrast, during the relocation phase, there is no passing plume.

Response

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs. Response also includes execution of Emergency Operations Plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes (NRP).

Restoration

Encompasses the efforts and resources needed to return the agent-affected area to a condition safe for public access and use.

Secondary Contamination

Chemical agent contamination that occurs due to contact with a contaminated person or object rather than to direct contact with liquid agent in the atmosphere; cross contamination.

Service Response Force (SRF) (military term)

DA-level emergency response organization, commanded by a general officer, capable of performing and sustaining the chemical accident/incident response and assistance mission. The SRF is comprised of the Initial Response Force and follow-on forces consisting of a staff and specialized teams from various agencies and organizations involved in the response to and recovery from a chemical event.

Shelter-in-Place

Protective action that involves taking cover in a building and taking steps to limit natural ventilation in order to reduce exposure to a hazard. Different categories include normal, expedient, enhanced or pressurized shelters.

Signs

Objective, physical evidence of a medical condition or disease (e.g., drooling); readily measured or observed.

Site-Specific Emergency Response Concept Plan

Concept plan developed for a specific chemical agent stockpile location by applying the concepts and methodologies of the Emergency Response Concept Plan. Each site-specific concept plan categorizes the chemical events that could occur at that location and examines the topographic, meteorological and population characteristics of the area to develop proposed Emergency Planning Zone boundaries and identify appropriate protective actions.

Special Facilities

Locations with concentrations of special-needs individuals that have responsibility for providing assistance to those individuals. Examples include schools, daycare centers (for children or adults), nursing homes and hospitals.

Special-Needs Individuals

Persons who require assistance or special equipment in order to receive notification of an emergency and/or to take action to protect themselves. Examples include persons with perceptual, physical or mental disabilities.

Special Populations

Those individuals or groups that may be institutionalized or have needs that require special consideration in emergencies.

Stafford Act

Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 100-707 of Nov. 23, 1988; See 42 USCS 121); defines qualifications that must be met for federal declaration of a “disaster” and provision of federal disaster relief.

State

Any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands and any possession of the United States (NRP).

State Emergency Response Commission (SERC)

State planning group designated by SARA, Title III legislation as the state coordinating body for hazardous materials activities.

Superfund Amendments and Reauthorization Act of 1986 (SARA)

Public law that amended CERCLA. Title III of SARA includes detailed provisions for community emergency planning for fixed chemical facilities.

Surety

See *Chemical Surety*.

Symptoms

Subjective evidence of a medical condition, physical disturbance or disease (e.g., headache); usually need to be communicated by patient and are not readily measured or observed.

Tertiary-Receiving Hospital

Hospital that receives referrals from primary receiving hospitals. Additional services such as burn care, psychiatric service and toxicological consultation are available at the tertiary level of care.

Title III

“Emergency Planning and Community Right-to-Know Act of 1986.” A law that requires the establishment of state and local planning structures (SERCs and LEPCs) for emergency planning for hazardous materials incidents. It requires (1) location site-specific planning around extremely hazardous substances, (2) participation in the planning process by facilities storing or using hazardous substances, and (3) notifications to SERCs and LEPCs of releases of certain hazardous substances. It also provides for mechanisms to provide information on hazardous chemicals to the public.

Traffic Control Point (TCP)

Location staffed to ensure the continued movement of traffic inside or outside an area of risk. Traffic control is a temporary function to be implemented at points where normal traffic controls are inadequate or where redirection of traffic becomes necessary due to emergency conditions.

Tribe

Any Indian tribe, band, nation or other organized group or community that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians (NRP).

Unitary Chemical Munitions

Munitions designed to contain a single-component chemical agent for release on a target.

Vesicant Agent

Chemical agent such as sulfur mustard (HD) or Lewisite (L) that induces blistering and tissue damage.

Virtual Joint Information Center

Off-site public affairs resources that support a standing JIC operation. Virtual JIC staff work from remote locations and use technological means to provide a range of assistance that helps the primary JIC meet its information gathering, production and dissemination functional responsibilities. (See also *JIC*.)

Volunteer

Any individual accepted to perform services by an agency that has authority to accept volunteer services when the individual performs services without promise, expectation or receipt of compensation for services performed (NRP).

VX

See *Nerve Agent*.

Weathering

Degradation through the combined actions of sunlight, temperature, moisture, aeration and microbial activity. As a decontamination procedure for chemical warfare agents, NATO recommends weathering for lawns, gardens, pastures, woods and other similar areas for contaminated areas not in immediate proximity to occupied buildings. It is simple and requires few personnel and no special equipment to operate; it is neither precise nor fast and is largely temperature dependent.

Actuality (radio)

The portion of a newsmaker's interview that is edited into a reporter's package. Today, sound bites are as short as 6 to 12 seconds, depending on the policy of the newsroom/station. (See also *Sound Bite*)

Advertising Checking Bureau (advertising)

An independent organization that checks newspapers on a daily basis and provides (for a fee) tear sheets as proof of appearance and competitive advertising spending. (A tear sheet is the actual page on which the advertisement appeared.)

Advisory (public information)

Information disseminated for use in a newsroom but not specifically for broadcast or publication. An advisory can be used for correcting misinformation, setting times for news conferences or providing background on a running story that needs frequent updates but not a full-fledged news release. (See also *News Advisory*)

Affiliate (television)

A television station that has a contract with a network (i.e., ABC, NBC, CBS, Fox) to carry a network's programs and announcements. (See also *Network*)

Anchor (radio and television)

The person who hosts a news broadcast. Anchors are generally the most visible and well-known people at a television or radio station.

Arbitron (radio)

Provides audience estimates, such as the size and characteristics, for local radio stations and markets. Radio stations use this information to determine advertising costs.

Assignment Desk (radio and television)

This is the place within a radio or television newsroom from which the day's story coverage is planned and coordinated. This is where to report breaking news, phone in a tip or pitch a story idea. (See also *City Desk* and *News Desk*)

Backhaul (television)

Sending a signal from the news scene to the station. For example, a sports team will have its games "backhauled" from an away location back to the home station for local viewing.

Backgrounder (public information)

Written document that provides detailed background information about a person, site, facility or event. This document may be longer than one page. The term also can mean a briefing that provides a reporter with contextual information. (See also *Fact Sheet*)

Bandwidth (computer and television)

A technical term that involves the difference between two frequencies and the amount of information that can flow through a channel as expressed in cycles per second (hertz). For a digital channel, bandwidth is measured in bits per second. It also refers to the range of frequencies (not the speed) or the measured amount of information that can be transmitted over a connection.

Banner Ads (computer)

An ad in the form of a graphic image that typically runs across a Web page or is positioned in a margin or other space reserved for advertising.

Beat (newspaper, radio and television)

The specific area of responsibility to which a reporter is assigned. Typical beats include business, crime, politics, education and public safety.

Bird (television)

A shorthand reference for a satellite. Communications satellites travel above the equator at the same speed as the earth rotates, so the satellites seem to remain in the same place. Once time is available on the satellite and the scene is live (though not on air), the reporter may say, “We are on the bird.”

Bird Time (television)

The amount of time leased on the satellite. Satellite time is purchased (or leased) in quarter-hour segments. (See also *Window*)

Bits Per Second (computer)

A measurement of data transmission speed over a communications medium (modem); once known as “baud” or “baud rate.”

Briefing (public information)

Similar to a news conference, but generally more frequent and less formal. Briefings are used to update the news media and can focus on a single issue or topic. Briefings are often held at the scene of an emergency, but they can also be conducted at a Joint Information Center or Emergency Operations Center. During major news events some briefings may be broadcast live, and there may be multiple briefings per day. (See also *News Conference*)

B-Roll (television)

The recorded video shown on TV newscasts — i.e., video that is not “live.” This may be video seen while the reporter or anchor talks or video shown between soundbites. It may be referred to as file footage.

Broadband (computer)

A channel that sends and receives information on high-speed, high-capacity data transmission coaxial cable or fiber-optic cable (which has a wider bandwidth than conventional telephone lines), giving it the ability to carry video, voice and data simultaneously. It is measured in kilobits, megabits or gigabits per second.

Browser (computer)

An application that allows users to look, read, view and even listen to information on the World Wide Web. Internet Explorer and Netscape are examples of browsers.

Byline (newspaper)

The name of the persons(s) who wrote a story. It is placed before the story, usually in bold or italics. A byline may identify the person as a staff writer, wire service reporter or free-lance contributor.

C-Band (television)

A satellite frequency spectrum (bandwidth) typically used to transmit picture and voice from a ground location to a satellite and back to a receiver dish. Backyard residential dishes may be C-Band, as are many television station dishes. C-Band and Ku-Band can be equated to the AM and FM radio bands. A special receiver is needed to pick up either, and both can transmit in analog and digital. (See also *Ku-Band*)

Chat Room (computer)

An area of an on-line service (like America Online or Yahoo!) where people can communicate with each other via their computers.

Circulation (newspaper)

The total number of copies sold by subscription, on the newsstand, in bulk, etc. Circulation helps determine advertising rates.

City Desk (newspaper)

Run by the city editor, this is the hub of a newsroom. Local story assignments are made here, and it is where the city editor (or assistant editors) edits stories for content and clarity. There are usually parallel desks within a newsroom for other newspaper sections, such as state, international and sports. (See also *Assignment Desk* and *News Desk*)

Columnist (newspaper)

The news writers who comment on issues of public interest. Unlike editors and reporters who must remain objective, columnists are expected to have a strong point of view.

Cookie (computer)

A file used by a website to record and track data about users. Cookies can be turned off, but some websites may then become inaccessible.

Coverage (advertising, radio and television)

The percentage of households that can receive a particular signal/station in a given geographic area. Advertisers can use this information to determine if a signal/station will reach a target audience. (See also *Coverage Area*)

Coverage Area (advertising, radio and television)

The geographic area that can receive a broadcast signal or station. Advertisers can use this information to determine if a signal/station will reach a target audience. (See also *Coverage*)

CSEPP Hotline (computer and public information)

Allows users to stage virtual get-togethers over the Internet and access a library of information on the Chemical Stockpile Emergency Preparedness Program.

Cyberspace (computer)

Another term for the Internet and the World Wide Web.

Dateline (newspaper)

Identifies the location (city and usually state) from which a news story or news release is being issued. See the Associated Press Stylebook for proper capitalization and punctuation of a dateline.

Demographic (advertising)

The specific characteristics that distinguish and identify a target audience. Typical characteristics can be gender, age, income, education and occupation.

Desktop Publishing (computer)

The use of a computer and specialized software to combine text and graphics to create a finished page that can be printed with an office printer. Many large-scale printing companies can use an electronic copy of the document from which to print.

Drive Time (radio)

The morning and afternoon hours during radio broadcasting. Morning drive time generally is 6–10 a.m. and afternoon drive time is 3–7 p.m. These are the periods of the day when radio has its most listeners.

Downlink (television)

Downlink may be used as a verb or a noun. The verb form means to receive audio and video signals from a satellite to a ground station. The noun form refers to the receiving dish. For example, “Let’s downlink that from CNN.” Or, “Is there a downlink available?” (See also *Uplink*)

Earth Station (television)

Communications station used to send or receive electronic signals to or from a satellite.

Editor (newspaper)

Individuals who have a hand in almost every aspect of publication, ranging from the managing editor who runs the newsroom to the copy editor who proofs the stories. Different editors have different responsibilities. Newspaper editors are similar to radio/television producers. (See also *Producer*)

Editorials (newspaper)

The unsigned opinion pieces that represent the official position of a newspaper. Editorials are usually written by an editorial writer at the direction of the editorial board (which includes the publisher).

Embargo (public information)

A restriction on when information may be released by the news media. Embargos are rarely used today because the public has constant access to the media and expect frequent updates and breaking news.

Fact Sheet (public information)

A document that provides specific information for the news media, usually on a narrow subject area, to enhance reporters’ understanding or coverage of an issue or event. Fact sheets rarely run more than one page. (See also *Backgrounder*)

Flack (public relations and public information)

A pejorative term used by some members of the news media to mean a public relations representative or public information officer.

Flow Chart (advertising)

A visualization that acts as a scheduling calendar, plotting the media elements of an advertising campaign as they will be used over a specified period of time. In the news media, a flow chart might be used to help readers/viewers visualize information.

Footprint (television)

The geographic area on earth in which a satellite signal can be received.

Folo (newspaper, radio and television)

A follow-up to an earlier story — often used if another news media outlet has reported the story first.

General Manager (radio and television)

The individual who has responsibility for the entire operation of a radio or television station — including non-news areas such as sales, marketing, advertising and production.

Handout Tape (public information)

A videotape provided by an organization for use by a television station. Some smaller stations will use the handout tape in their newscasts. Stations in larger markets may keep the tape for file footage but generally prefer to produce their own video. A handout tape can be useful in providing video of a secure area or of a procedure like decontamination.

It may also be helpful to produce a handout tape if several stations want video of the same event but there is room only for a limited number of cameras. This also may be referred to as a “pool tape.” (See also *Pool*)

Home Page (computer)

The main page of a website. It is typically the first page a viewer will see when visiting a website, and it may contain links to other websites on the Internet.

IFB (television)

Interruptible Feedback is the circuit that carries the audio of a broadcast to the earpiece of an anchor or reporter, allowing the director/producer to communicate directly with the anchor or reporter.

Immediate Broadcast Request (radio and television)

A term developed by the National Weather Service to ask broadcast stations — radio stations in particular — to immediately broadcast important weather information, usually weather warnings or watches. Material that is not life-safety specific but important should have the phrase “Immediate Broadcast Requested” near the contact name and number.

Instant Messaging (computer)

A program available through many Internet Service Providers that allows Internet users to have a one-on-one written conversation. It is different from a chat room in that users invite a person (or persons) to the private conversation.

Internet (computer)

A computer network that users can access for information — including breaking news. Major newspapers and magazines publish on the Internet. Likewise, hundreds of local newspapers and television stations operate their own websites, as do most government agencies. The Federal Emergency Management Agency has its own website that provides up-to-date information during emergencies. The home page address for FEMA is www.fema.gov.

Internet Service Provider (computer)

A company that provides access to the Internet by having computers connected to it. A user will receive an account number and will use a modem to connect with an ISP and the Internet. Among the largest ISPs are American Online, Microsoft Network and WorldNet.

Kill Date (public information)

The date and time beyond which certain information should not be used. For example, a Public Service Announcement typically includes a kill date so that an editor knows when to stop broadcasting the information.

Ku-Band (television)

A satellite frequency spectrum (bandwidth) typically used to feed remote or offsite satellite transmissions from mobile uplink trucks to broadcast stations and between broadcast stations. Normally used for sending unedited video footage. Networks would use Ku-Band to send a story from Los Angeles to New York, for instance. Backyard residential dishes may be Ku-Band, as are many television station dishes. C-Band and Ku-Band can be equated to the AM and FM radio bands. A special receiver is needed to pick up either, and both can transmit in analog and digital. (See also *C-Band*)

Local Area Network (computer)

A network of interconnected computer workstations sharing resources. LAN is also a term used to describe a non-cellular telephone system.

Lav-Mike (television)

Also known as a lavalier microphone, it is a small microphone with a clip that attaches to a person's clothing. News crews often will put a lav-mike and a wireless transmitter on the person being interviewed.

Lead (newspaper and public information)

The first few sentences of a news story or a news release. The lead should answer the basic questions: Who? What? When? Where? Why? and How?

Link (computer)

A method of moving from one Web page to another on the Internet. When users click on a link, they will go to the Web page specified by that link. A link can be either text or image and also is referred to as a "hyperlink."

Live Shot (television)

Any live broadcast from outside the television station, such as from the scene of an incident.

Live Van (television)

A truck that broadcasts from the field to the studio without using a satellite.

Local Advertising (advertising)

Commercials marketed to a local (rather than national) sales area and placed by local or regional advertisers.

Managing Editor (newspaper)

The primary person responsible for overseeing newsgathering and dissemination. This person runs daily meetings to determine what stories will be covered and where they will be placed in the newspaper.

MARTI (radio)

Mobile Radio Transmitter. It is a portable radio transmitter used for off-site commercial radio broadcasts.

Media Kit (public information)

A media kit is a package of various materials that a reporter would find useful about a particular subject — for example, a Chemical Stockpile Emergency Preparedness Program site or demilitarization.

Media List (public information)

A collection of targeted media outlets with contact information that can be used for distributing materials such as news releases.

Media Mix (public relations)

The combination of media types used together to meet the objectives of a media plan.

Media Objectives (advertising and public relations)

The media goals for an advertising campaign. These goals may include reaching desired levels for key demographic groups or audience identification based on seasonal, timing, geographic or budget factors. (See also *Media Strategy*)

Media Strategy or Media Plan (advertising and public relations)

The “plan of action” used to achieve the media objectives. (See also *Media Objectives*)

Micro Marketing (advertising and public relations)

The concentrating of marketing efforts toward relatively small areas of geography or narrow demographic targets.

Minicam (television)

Refers to a portable video camera. Since all cameras are portable today, this is an outdated term.

M-O-S (television)

A film term meaning silent or without sound. May also mean “man on the street,” which is a type of interview designed to gauge reaction from the public.

Mult-Box (radio and television)

Also known as a multiplex box. Using a mult-box, several radio and/or video crews can plug their audio cables into one source. This allows all the crews to receive the same broadcast-quality audio signal. A mult-box is helpful during a news conference because it eliminates the multiple microphones on the podium and the cords from the multiple microphones running from the podium to each crew.

NAT Sound (radio and television)

Natural sound. For example, NAT sound would include birds, wind, fire trucks and airplanes.

Network (television)

This term usually refers to one of the four main television broadcast companies — ABC, CBS, NBC and Fox. Each network has a series of affiliates in local markets throughout the country. (See also *Affiliate*)

News Advisory (public information)

May also be referred to as a media alert. Generally shorter than a news release, a news advisory contains information that only the news media need to know — such as the establishment of a Joint Information Center or the time and location of a news conference. (See also *Advisory*)

News Conference (public information)

Typically held at a Joint Information Center, a news conference is an event at which the news media are gathered at a particular time and place to receive information from newsmakers and ask questions. News conferences are generally less frequent and more formal than briefings. During major news events some news conferences may be broadcast live, and there may be multiple news conferences per day. (See also *Briefing*)

News Desk or Copy Desk (newspaper)

Final editing of stories is completed and headlines are written by copy editors at the news desk. The pages are designed here (either on paper or computer), with copy editors/designers working with the photography department to choose the day's images. (See also *Assignment Desk* and *City Desk*)

News Director (radio and television)

The individual who runs the newsroom on a day-to-day basis.

News Hole (newspaper)

The space in a newspaper or magazine that will be used for stories and photographs (also referred to as the editorial content). Put another way, the news hole is the area in a newspaper not taken up by advertising.

Newsgroup (computer)

Message areas on the Internet focusing on different topics.

Nielsen Station Index (television)

A Nielsen Media Research division primarily servicing local stations, advertisers, advertising agencies, syndicators and producers with data from diaries or meter/diary samples. NSI conducts four "sweeps" a year in which all local markets are measured, as well as three mini-sweeps for the major markets (in October, January and March). Networks and local stations use this information to determine programming and advertising rates.

Op-Ed (newspaper)

Means literally "opposite the editorial page." The op-ed section is the section of the newspaper that publishes opinion pieces.

Package or Pack (television)

A videotaped television report that generally contains a reporter's standup, sound on tape of the newsmaker and voice-over of the news event. Packages generally are 45 to 90 seconds long and seldom go over 1½ minutes except on one-hour programs. A package can be inserted into a live shot or can stand on its own with a simple introduction from an in-studio anchor. (See also *Wrap*)

Package (advertising)

A combination of television spots offered as a group to an advertiser at a cost lower than if the spots were purchased separately.

Phoner (radio and television)

A telephone interview with a newsmaker. This technique is used widely in radio, and in recent years has become more common on television as an element of breaking news stories and international stories.

Planning Editor (radio and television)

A fairly new feature in radio and television news operations (and usually found only in larger markets). The planning editor is responsible for all advance coverage planning, which includes everything from the next day forward.

Pool (newspaper, radio, television and public information)

When access to a site is limited, reporters can be asked to choose a pool to go to the scene and make a report. Any video shot is then reproduced for all broadcast outlets and the information is made available to all news media. Pools are usually not popular with reporters and should be considered as a last resort, though in certain circumstances they can be effective. (See also *Handout Tape*)

Pool (advertising)

A group of similar commercials that comprise a brand's creative effort during a specified campaign.

Producer (radio and television)

The individuals who are involved in all aspects of decision-making, determining which stories to cover, where the stories should appear in the broadcast and how much time should be devoted to each story. Similar to newspaper editors. (See also *Editor*)

Prompter (television)

A device that places text in front of the camera lens so it can be read by the anchor. The word TelePrompTer is a trademark name.

Public Service Announcement (radio, television and public information)

A non-commercial message for the public similar in form to an advertisement. Public service announcements are transmitted by radio and television stations at no charge to the sponsoring organization and typically address matters of public interest. Also known as a PSA.

Publisher (newspaper)

Often the owner of a newspaper, but sometimes the top-ranking local executive if the paper is owned by a chain (like Newhouse or Knight-Ridder).

Pull Quote (newspaper)

Also known as a hang quote or read out. It is a short quotation, sentence or part of a sentence separated from the rest of the story by point size and sometimes by font. Its purpose is to fill space while attracting readers to the story.

Rate Base (advertising)

The circulation of a publication upon which advertising rates are based.

Rate Card (advertising)

A printed price list issued by a news media outlet showing rates charged for advertising time or space.

Repeater (radio and television)

A device for amplifying and relaying radio or television signals over long distances so they can be broadcast.

Reporter (newspaper, radio and television)

The individual at a news organization responsible for gathering and analyzing information and presenting it in the form of a story. During an incident, a public information officer will deal frequently and directly with reporters.

Run and Throw (television)

Describes where a live event will take place. “Run” is the distance from the live van/satellite truck parking area to the platform or area that has been set aside for television cameras; “throw” is the term to describe how far that platform is from the podium. This is key information that planners need to ensure they bring enough cable to carry a news conference live.

Sat Truck (television)

A truck containing the equipment for uplinking audio and video from the scene of an event. The dish on the satellite truck is the antenna that beams the signal to the satellite. The trucks and dishes generally need to face south where the orbiting satellites are located. Sat trucks are sometimes called SNG (satellite news gathering). ENG (electronic news gathering) trucks are the live vans that local stations use; these require a tall mast with a dish to reach a local repeater. SNG trucks can go live from virtually anywhere if they have a southern exposure, while ENG trucks have a limited range. Both trucks need a clear area away from power lines.

Scener (radio and television)

To set the scene by giving some background to a story. Typically, the scener is done by a field reporter from the scene.

Search Engine (computer)

An application that searches Web pages on the Internet for specific words or phrases. Among the more popular search engines are Google and Yahoo!.

Section (newspaper)

The different components of a newspaper, such as news, business, sports and entertainment. (See *Segment*)

Segment (radio and television)

The different components of a radio or television broadcast, such as news, business, sports and entertainment. (See *Section*)

Sidebar (newspaper, radio and television)

A story that covers one part of a larger story. Stories about saving pets during a disaster or how the American Red Cross sets up operations would be considered sidebars.

Simulcast (radio and television)

A program transmitted over radio and television simultaneously.

Slug (public information and newspaper)

The identifying subject line on the second page of a news release. The slug is usually one word written in all capital letters and is used in case the first and second pages become separated. At a newspaper, a slug is used to identify a story in the computer system or, if the layout is not computerized, in the backshop where the paper is pasted together.

SOT (television)

Sound on tape. It generally refers to excerpts from videotaped interviews.

Sound Bite (television)

The portion of a newsmaker's interview that is edited into a reporter's package. Today, sound bites are as short as 6 to 12 seconds, depending on the policy of the newsroom. (See also *Actuality*)

Spin (public relations and public information)

Putting a particular angle or slant on information. Public relations representatives and public information officers are sometimes called "spin doctors."

Standup (television)

A reporter's introduction or closing, done from the field and showing the reporter at the scene. Most live shots are opened and closed with a standup by the reporter.

Stringer (newspaper, radio and television)

A person who is not employed by a news operation but does reporting or videotaping on a free-lance basis. These individuals may own their own business or be affiliated with one or more news operations. Stringers generally live within the community and report for out-of-town operations.

Take (television)

A reporter may tape an interview or a stand-up more than once. Each try is called a "take." An interview subject is on the record even in-between takes.

Talking Head (television)

An interview with a newsmaker that is basically a head-and-shoulders shot. These interviews can be from the scene, in a briefing room or at the studio. Sometimes an anchor is referred to as a talking head.

Talking Points (public information)

A "cheat sheet" for spokespeople to remind them of major points, key messages, phone numbers and/or possible questions and answers.

Tower (radio)

A transmitter to broadcast radio signals to the listening audience.

Trade Magazine (publishing)

A non-consumer publication that covers a particular industry or professional group.

Transponder (television)

A channel on a satellite similar to channels on a television set. Satellite information for a broadcast will identify a particular satellite, e.g., Galaxy 3, and transponder number, e.g., T-15.

TV Q (television)

Qualitative Ratings study that measures the popularity of television personalities and television programs.

Uplink (television)

Uplink may be used as a noun or a verb. The verb form means to transmit or "send" audio and video signals from a ground station to a satellite. The noun form refers to the transmitter dish. For example, "Let's uplink that to CNN." Or, "Is there an uplink available?" (See also *Downlink*)

VO (television)

Voice-over. VO tape generally is shown as a reporter or anchor reads the story. When combined with sound on tape, VO means a few seconds of voice-over tape as the anchor reads the story followed by a sound bite of the newsmaker.

Window (television)

The time slot and length of time available for the local or network broadcast on the satellite. Stations purchase or lease time in quarter-hour segments. A full hour can cost up to \$15,000. As the window is about to close, the producer will tell the reporter to “wrap” or to get ready to end the piece quickly. The transmission will end immediately once the available time elapses. (See also *Bird Time*)

Wire and Fire (television)

Also called a talkback. This is an interview conducted from the scene between a newsmaker and the anchor in the studio, with no reporter onsite. The anchor at the station talks directly to the newsmaker, who wears or holds the microphone and listens to audio from the studio.

Wire Services (newspaper, radio and television)

News organizations give stories to and take stories from wire services. For example, three of the major wire services today are Associated Press, Reuters and Knight-Ridder. Wire services act as a conduit to move stories from city to city, across the country and around the world. Wire services also have their own reporters who cover breaking news. Typically, news-gathering organizations will subscribe to at least one wire service.

World Wide Web (computer)

A loose network of documents and sites on the Internet that are connected by hyperlink.

Wrap (radio)

The radio equivalent of a package. A wrap generally contains a reporter’s standup, sound on tape of the newsmaker and perhaps natural sound associated with the news event. The term can also be used to tell reporters or other live subjects that it is time to finish on a live shot, as in “wrap it up.” (See also *Package*)

Zone Editions (newspaper)

Newspapers may produce more than one version of the paper, targeting particular areas of a large city or regions of a state. Stories may be different depending on the zone edition in which they appear.

Public Affairs Resources

CSEPP and Related Materials

www.cma.army.mil

Chemical Materials Agency.

www.amc.army.mil

U.S. Army Material Command.

www.fema.gov

Federal Emergency Management Agency. Available resources include information about preparation and prevention; disasters and emergencies; and response and recovery.

www.dhs.gov

Department of Homeland Security

www.cseppportal.net

The CSEPP Portal is a website created under direction from FEMA to serve the CSEPP community. The site is a resource for promoting the exchange of information and ideas among those working in the CSEPP program, within and across functional areas.

www.csepp.anl.gov

CSEPP Hotline is for the CSEPP public affairs community. It allows users to stage virtual get-togethers over the Internet and access a library of information regarding CSEPP. Users can download fact sheets, program information and other products for use in CSEPP communities.

www.anl.gov/riskcomm

Argonne National Laboratory Risk Communications Program.

<http://cseppweb-emc.ornl.gov>

FEMA Chemical Stockpile Emergency Preparedness Program resource homepage. Site hosted by Oak Ridge National Laboratory.

www.ornl.gov/eml/default.htm

Emergency Management Laboratory, Oak Ridge Institute for Science and Education.

www.epa.gov

Environmental Protection Agency.

www.gao.gov

Government Accountability Office.

www.redcross.org

American Red Cross.

www.state.gov

Department of State. Available resources include information about arms control and international security issues.

Public Affairs Resources, continued

www.iaem.com

International Association of Emergency Managers.

www.nemaweb.org/index.cfm

National Emergency Management Association.

www.nsc.org

National Safety Council. The on-line library has an archive of articles, facts sheets and backgrounders related to health and safety.

www.colorado.edu/hazards

Natural Hazards Center at the University of Colorado, Boulder.

www.nicsinfo.org

National Institute for Chemical Studies.

www.nih.gov

National Institutes of Health.

www.who.int/csr/delibepidemics/en

Resource on medical issues related to chemical and biological weapons. Part of the World Health Organization website at www.who.int.

www.cwc.gov

U.S. Chemical Weapons Convention website. Information regarding the reporting and inspection requirements of the Chemical Weapons Convention. The site is sponsored by the Department of State, Bureau of Arms Control, and the Department of Commerce, Bureau of Industry and Security.

www.nvoad.org

National Voluntary Organizations Active in Disaster. Available resources include a long-term recovery manual for those who have recently experienced a disaster in their community.

www.stimson.org/cbw/?SN=CB2001112951

The Chemical and Biological Weapons Nonproliferation Project of the Henry L. Stimson Center focuses on issues related to the Chemical Weapons Convention and the Biological and Toxic Weapons Convention. Resources include reports on weapons destruction technologies, the utility of export controls, terrorism involving chemical and biological weapons, and the status of chemical and biological weapons programs in various countries.

www.cdc.gov

Centers for Disease Control and Prevention.

www.ceip.org/files/nonprolif/weapons/weapon.asp?ID=2&weapon=chemical
Proliferation news and resources sponsored by the Carnegie Endowment for International Peace.

Public Affairs Resources, continued

www.pmacwa.army.mil

Website for the Program Manager Assembled Chemical Weapons Alternatives, with information on different destruction methodologies.

<http://faculty.washington.edu/chudler/neurok.html>

A website focusing on “Neuroscience for Kids.”

www.fas.harvard.edu/~hsp/bulletin.html

The CBW Conventions Bulletin, formerly the Chemical Weapons Convention Bulletin, is the quarterly journal of the Harvard Sussex Program and provides news, background and comment on chemical and biological warfare issues.

www.potomacinstitute.org

Public policy research institute focusing on science and technology issues.

www.rand.org

RAND. Website includes publication, *Individual Preparedness and Response to Chemical, Radiological, Nuclear, and Biological Terrorist Attacks*.

CSEPP Emergency Management Partners

Alabama

www.areyoureadygoema.com

Alabama-specific CSEPP site for all IRZ and PAZ counties, located within the state’s website.

www.ema.alabama.gov

Alabama Emergency Management Agency.

Arkansas

www.adem.state.ar.us

Arkansas Department of Emergency Management.

Colorado

www.dem.co.pueblo.co.us/CSEPP

Pueblo County Chemical Stockpile Emergency Preparedness Program.

www.dola.state.co.us/oem/CSEPP/csepp.htm

Colorado Office of Emergency Management, Chemical Stockpile Emergency Preparedness Program.

Indiana/Illinois

www.in.gov/sema

Indiana State Emergency Management Agency.

www.state.il.us/iema

Illinois Emergency Management Agency.

Public Affairs Resources, continued

Kentucky

<http://kyem.dma.ky.gov/>

Kentucky Division of Emergency Management.

www.madison-county-ema.com

Madison County Emergency Management Agency.

Maryland

www.mema.state.md.us

Maryland Emergency Management Agency.

Oregon/Washington

www.csepp.net

Umatilla and Morrow Counties (Oregon), Benton County (Washington), Chemical Stockpile Emergency Preparedness Program.

www.bces.wa.gov

Benton County (Washington) Emergency Services.

<http://emd.wa.gov>

Washington Emergency Management Division.

<http://egov.oregon.gov/OOHS/OEM>

Oregon Emergency Management.

Utah

www.tcem.org

Tooele County Emergency Management.

<http://des.utah.gov/csepp>

Utah Department of Public Safety, Chemical Stockpile Emergency Preparedness Program.

Public Affairs Resources, continued

Major News Organizations

www.abcnews.com
www.cbsnews.com
www.msnbc.com
www.cnn.com
<http://news.bbc.co.uk>
www.pbs.org/newshour
www.foxnews.com
www.npr.org/news
www.time.com/time
www.newsweek.com
www.usnews.com
www.washingtonpost.com
www.usatoday.com
www.csmonitor.com
www.nytimes.com
www.latimes.com

News Links

www.newslink.org

This website can be used to locate news media Internet sites, by media type and location.

www.ap.org

News from the Associated Press and its member newspapers and broadcasters. Site also provides a list of available AP reference guides, including the *AP Stylebook*.

Public Affairs Resources, continued

CSEPP-Community News Media

Alabama

www.annistonstar.com

The Anniston Star.

www.wbrc.com

WBRC-6 Fox, Birmingham.

www.abc3340.com

WCFT/WJSU ABC 33/40, Birmingham-Tuscaloosa-Anniston.

www.wiat.com

WIAT-TV 42 CBS, Birmingham-Anniston-Tuscaloosa.

www.nbc13.com

WVTM-TV 13, Birmingham-Tuscaloosa-Anniston.

Arkansas

www.pbcommercial.com

Pine Bluff Commercial.

www.ardemgaz.com

Arkansas Democrat-Gazette.

www.kark.com

KARK-4 NBC, Little Rock.

www.katv.com

KATV-7 ABC, Little Rock.

www.todaysthv.com

KTHV-11 CBS, Little Rock.

Colorado

www.chieftain.com

The Pueblo Chieftain.

www.denverpost.com

The Denver Post.

www.rockymountainnews.com

Rocky Mountain News.

www.kktv.com

KKTV-11 CBS, Colorado Springs-Pueblo.

www.krdo.com

KRDO-13, Colorado Springs-Pueblo.

Public Affairs Resources, continued

www.kcncnews4.com
KCNC-4 CBS, Denver.

www.fox31.com
KDVR-31 Fox, Denver.

www.thedenverchannel.com
KMGH-7 ABC, Denver.

<http://9news.com>
KUSA-9 NBC, Denver.

Illinois/Indiana

www.commercial-news.com
Commercial-News (Danville).

www.tribstar.com
Tribune-Star (Terre Haute).

<http://fox59.trb.com>
WXIN-59 Fox, Indianapolis.

www.wthr.com
WTHR-13 NBC, Indianapolis.

www.theindychannel.com
WRTV-6 ABC, Indianapolis.

www.wishtv.com
WISH-8 CBS, Indianapolis.

www.wthi.com
WTHI-10 CBS, Terre Haute.

www.wtwo.com
WTWO-2 NBC, Terre Haute.

Kentucky

www.richmondregister.com
Richmond Register.

<http://kentucky.com/mld/heraldleader>
Lexington Herald-Leader.

www.wdky56.com
WDKY-56 Fox, Lexington.

www.wtvq.com
WTVQ-36 ABC, Lexington.

www.wkyt.com
WKYT-27 CBS, Lexington.

www.wlextv.com
WLEX-18 NBC, Lexington.

Public Affairs Resources, continued

Maryland

www.sunspot.net
Baltimore Sun.

www.foxbaltimore.com/baltimore_md
WBFF-45 Fox, Baltimore.

www.thewbalchannel.com
WBAL-11 NBC, Baltimore.

www.wjz.com
WJZ-13 CBS, Baltimore.

www.wmar.com
WMAR-2 ABC, Baltimore

Oregon/Washington

www.tri-cityherald.com
Tri-City Herald.

www.eastoregonian.info
The East Oregonian.

www.hermistonherald.com
The Hermiston Herald.

www2.keprtv.com
KEPR-19 CBS, Tri-Cities.

www.kndu.com
KNDU-25 NBC, Tri-Cities.

www.kvewtv.com
KVEW ABC, Tri-Cities.

Utah

www.transcriptbulletin.com
Tooele Transcript Bulletin.

www.deseretnews.com
Deseret News.

www.sltrib.com
The Salt Lake Tribune.

www.4utah.com
KTVX-4 ABC, Salt Lake City.

<http://kutv.com>
KUTV-2 CBS, Salt Lake City.

Public Affairs Resources, continued

www.fox13.com

KSTU-13 Fox, Salt Lake City.

www.ksl.com

KSL-5 NBC, Salt Lake City.

www.kjzz.com

KJZZ-14, Salt Lake City.

Professional Links and Sources

www.missouri.edu/~foiwww

The Freedom of Information Center at the Missouri School of Journalism. Documents issues affecting the free flow and content of information.

www.ire.org

Website for the Investigative Reporters and Editors, a grassroots non-profit organization dedicated to improving the quality of editing and reporting in the field of journalism. IRE conducts training conferences and seminars and its website provides journalists with resources on stories, techniques and databases.

www.nicar.org

Website for the National Institute for Computer-Assisted Reporting, a program of the Investigative Reporters and Editors and the Missouri School of Journalism. NICAR distributes more than 50 major federal databases at low cost and provides analysis for news organizations.

Anti-Incineration Organizations

www.cwwg.org

The anti-incineration website of the Chemical Weapons Working Group.

www.healutah.org/chem_weapons

The anti-incineration website of Heal Utah.

Public Affairs Resources, continued

Writing Tools

www.netlingo.com

Dictionary of Internet terms.

www.m-w.com/home.htm

Website from Merriam-Webster with dictionary and thesaurus.

www.wordsmyth.net

American English dictionary and thesaurus.

www.thesaurus.com

www.dictionary.com

Related sites that include links to other writers' resources.

www.acronymfinder.com

A comprehensive database of acronyms and abbreviations.

www.encyclopedia.com

Articles searchable by keyword or phrase.

www.britannica.com

Online version of Encyclopedia Britannica.

<http://encarta.msn.com>

Online encyclopedia, dictionary and atlas from Microsoft.

www.quoteworld.org

More than 15,000 quotes.

www.quoteland.com

Large database of quotes.

www.bartleby.com/141/index.html

The Strunk and White classic, *The Elements of Style*.

www.edufind.com

Internet-based education resources.

www.webgrammar.com

A site devoted entirely to grammar.
