

Emergency Support Function 15

Standard Operating Procedures

August 2009



Homeland
Security

Emergency Support Function 15

Standard Operating Procedures

August 2009



Homeland
Security



August 13, 2009

Preface and Transmittal

Providing our citizens timely lifesaving information during major incidents remains our highest priority. Emergency Support Function (ESF) #15 Standard Operating Procedures (SOP) 2009 is our primary Federal tool to accomplish that objective, as well as a guiding document to coordinate overall Federal incident communications.

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

This version has been updated following the TOP OFFICIALS 4 exercise and the 2007 Federal response to the California wild land fires. Refinement of the SOP continued based on engagement of a U.S. satellite, the Federal response to Hurricanes Gustav and Ike and the H1N1 flu outbreak.

The SOP contains new annexes from Federal departments and agencies involved in incident communications and emergency response. It will be continually reviewed, and users are encouraged to submit comments and recommendations to the incident communications team within Department of Homeland Security (DHS) Public Affairs.

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

A handwritten signature in black ink, appearing to read "Jeff Karonis".

Jeff Karonis
Director of Incident Communications
Office of Public Affairs
U.S. Department of Homeland Security

Table of Contents

Preface and Transmittal	i
Table of Contents	ii
Quick Reference Guide	iii
Basic Plan	1
Annex A, Organization, Staffing, and Operations	A-1
Annex B, Intergovernmental Coordination	B-1
Annex C, Cyber	C-1
Annex D, Private Sector	D-1
Annex E, Community Relations	E-1
Annex F, Joint Information Center	F-1
Annex G, Congressional Affairs	G-1
Annex H, Planning and Products	H-1
Annex I, Department of Defense	I-1
Annex J, Federal Law Enforcement	J-1
Annex K, National Guard	K-1
Annex L, Public Health	L-1
Annex M, Environmental	M-1
Annex N, Radiological	N-1
Annex O, NTSB Transportation Investigations	O-1
Annex P, Agriculture and Food	P-1
Annex Q, Staffing and Deployments	Q-1
Annex R, Social Media	R-1
Annex X, Administration and Logistics	X-1
Annex Y, Training	Y-1
Annex Z, Acronyms and Key Terms	Z-1

Quick Reference Guide

The Emergency Support Function (ESF) #15 – External Affairs Standard Operating Procedures (SOP) consists of the following components:

Basic Plan	<ul style="list-style-type: none">▪ Purpose▪ Background▪ National Response Framework▪ Mission▪ ESF #15 Director’s Intent▪ Objectives▪ Concept of Operations▪ Department and Agency Responsibilities▪ External Affairs Components▪ Roles and Responsibilities▪ ESF #15 Organization, Staffing, and Operations
Annex A, Organization, Staffing, and Operations	<ul style="list-style-type: none">▪ Purpose▪ Mission▪ Organization▪ Staffing▪ Operations▪ Activation▪ Incident Operations▪ ESF #15 Daily Operations▪ Communications Protocols▪ App 1 Federal Authorities▪ App 2 Coordinated Federal Response▪ App 3 No-Notice Checklist▪ App 4 Deliberate Planning Checklist▪ App 5 Operations Director Designation▪ App 6 External Affairs Officer (EAO) Designation▪ App 7 Daily Routine▪ App 8 Daily Communications Summary▪ App 9 Information Update
Annex B, Intergovernmental Coordination	<ul style="list-style-type: none">▪ Quick Summary▪ Purpose▪ Mission▪ Organization▪ IGP Activities with State, Local, Territorial, and Tribal Officials▪ ESF #15 IGP Staff Positions

Annex C, Cyber

- Purpose
- Background
- Planning Assumptions
- Control
- Coordination
- Communication
- Guiding Principles
- Policy
- App 1 Relationship of Emergency Support Functions to CI/KR Sectors

Annex D, Private Sector

- Quick Summary
- Purpose
- Assumptions
- Concept of Operations
- Roles and Responsibilities
- Federal Government Agency Coordination
- Private Sector Outreach Activities

Annex E, Community Relations

- Quick Summary
- Purpose
- Community Relations Functions
- Concept of Operations
- App 1 Special Needs

Annex F, Joint Information Center

- Quick Summary
- Purpose
- JIC Operating Concepts
- JIC Organization
- JIC Types
- JIC Establishment
- JIC Operational Elements
- App 1 Release of Information and Spokespersons
- App 2 JIC Organizational Chart
- App 3 JIC Establishment Checklist
- App 4 Disaster News Release
- App 5 Media Access Program and Operations

Annex G, Congressional Affairs

- Quick Summary
- Purpose
- Primary Function
- Concept of Operations
- Initial Activation and Deployment
- Incident Tasks
- Outreach
- Other Incident Coordination Measures

Annex H, Planning and Products

- Quick Summary
- Purpose
- Concept of Operations
- Planning and Products Operations
- Strategy and Messaging
- Creative Services
- Technical Support
- Liaisons
- App 1 Organizational Chart

Annex I, Department of Defense

- Purpose
- Mission
- Concept of Operations
- Coordination
- App 1 U.S. Army Corps of Engineers

Annex J, Federal Law Enforcement

- Purpose
- Operating Concepts
- Communication Protocols
- Objectives
- Policies
- Message/Themes
- Message Development
- Message Dissemination
- Office of Public Affairs Incident Communications Plan

Annex K, National Guard (NGB)

- Purpose
- Background
- Public Affairs Posture
- Themes and Messages
- Media Interest
- Media Outlets
- Public Affairs Products
- Responsibilities
- Interagency/Intergovernmental Relationships
- Questions and Answers
- Points of Contact
- After-Action Report (AAR)

Annex L, Public Health

- Purpose
- Background
- Objectives
- Planning Assumptions
- Control
- Coordination
- Communication
- Core Communication Functions
- Message Development
- Message Dissemination

Annex M, Environmental

- Purpose
- Guiding Principles
- Mission
- Concept of Operations
- Coordination

Annex N, Radiological

- Purpose
- Background
- Quick Summary
- Radiological Dispersal Device (RDD)
- Improvised Nuclear Device (IND)
- Federal Response
- Responsibilities
- App 1 Nuclear Regulatory Commission
- App 2 Department of Energy/National Nuclear Security Administration
- App 3 Department of Defense
- App 4 National Aeronautics and Space Administration
- App 5 EPA Office of Air and Radiation

Annex O, NTSB Transportation Investigations

- Purpose
- Mission
- Procedures for Major Accidents
- Federal Bureau of Investigation

Annex P, Agriculture and Food

- Purpose
- Background
- Policies
- Laboratory Testing
- Concept of Operations
- Coordination

Annex Q, Staffing and Deployments

- Purpose
- Staffing Leadership Positions
- Responsibilities
- Training
- Federal Deployment Teams

Annex R, Social Media

- Purpose
- Concept of Operations
- Social Media
- Content

Annex X, Administration and Logistics

- Purpose
- Requirement
- Responsibilities
- Personnel and Staffing
- App 1 ESF #15 Leadership Roster

Annex Y, Training

- Purpose
- Training and Objectives
- Training Program Requirements
- Training Resources
- App 1 ESF #15 Staff Training Requirements

Annex Z, Acronyms and Key Terms

Emergency Support Function #15 – External Affairs Standard Operating Procedures (SOP)

Basic Plan

References:

- A. Homeland Security Presidential Directive 5 (HSPD 5)
- B. National Response Framework (NRF)
- C. National Incident Management System (NIMS)
- D. Interagency Integrated Joint Field Office (JFO) SOP

NOTE TO USERS

This ESF #15 SOP is an updated guidance document to the original version. The 2009 version includes updates to all original annexes and contains the following new additions: Cyber, Special Needs, Federal Law Enforcement, Public Health, Environmental, Radiological, NTSB Transportation Investigations, Agriculture and Food, Staffing and Deployments, and Social Media.

1.0 Purpose

This SOP establishes procedures and protocols for Emergency Support Function #15 External Affairs to support Federal domestic incident management during an incident requiring a coordinated Federal response. Emergency Support Function #15 integrates Public Affairs, Congressional Affairs, Intergovernmental (State, Territorial, Local, and Tribal) Affairs, Community Relations, and the Private Sector under the coordinating auspices of external affairs. The Department of State oversees International Affairs (a previous ESF #15 component) for the Federal Government.

2.0 Background

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

3.0 National Response Framework

- 3.1** The National Response Framework (NRF) superseded the *National Response Plan* (2004 and 2006 revisions). The NRF is a guide that details how the Nation

conducts all-hazards response – from the smallest incident to the largest catastrophe.

3.2 The NRF describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. In addition, it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support.

3.3 It can be partially or fully implemented in the context of a threat, in anticipation of a significant event or in response to an incident. Selective implementation allows for a scaled response, delivery of the exact resources needed, and a level of coordination appropriate to each event.

3.4 The ESF #15 and the Public Affairs annex are available online at the NRF Resource Center (www.fema.gov/nrf).

4.0 Mission

Upon activation of ESF #15 by the Department of Homeland Security (DHS) Assistant Secretary for Public Affairs, Federal external affairs resources will be employed to conduct sustained operations in support of the Principal Federal Official (PFO), Federal Coordinating Officer (FCO), and JFO during an incident requiring a coordinated Federal response in order to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace. In accordance with the NRF, the Secretary will only appoint the PFO for catastrophic or unusually complex incidents that require extraordinary coordination.

5.0 ESF #15 Director’s Intent

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

6.0 Objectives

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

7.0 Concept of Operations

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

8.0 Department and Agency Responsibilities

8.1 Coordinating Agency

Department of Homeland Security (DHS)

8.2 Primary Agency

Federal Emergency Management Agency (FEMA)

8.3 Support Agency

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

9.0 External Affairs Components

9.1 Joint Information Center

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

9.2 Community Relations

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

9.3 Congressional Affairs

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

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

9.5 Private Sector
Private Sector coordination assists the FCO and JFO with communications involving counterparts in the non-governmental and commercial areas.

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

10.0 Roles and Responsibilities

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

10.1 ESF #15 Director
DHS Assistant Secretary for Public Affairs (ASPA)

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

10.2.1 Congressional Affairs
DHS Assistant Secretary for Legislative Affairs

10.2.2 Intergovernmental (State, Tribal, and Local) Affairs
DHS Director, National Protection Programs Directorate

10.2.3 Private Sector
DHS Assistant Secretary, Private Sector Coordination Office

10.2.4 Community Relations
FEMA, Recovery

10.3 ESF #15 Operations Director (OD)

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

- 10.3.1** Execute the Director's Intent and strategic communications plan, National Operations Center (NOC) and NRCC guidance, FCO, and JFO in accordance with the NRF, NIMS, JFO SOP, and incident action plan.
- 10.3.2** Provide direction, oversight, and coordination to the ESF #15 External Affairs Officer.
- 10.3.3** Represent ESF #15 on the NRCC.
- 10.3.4** Coordinate with DHS ESF #15 Component Directors and their staffs and international, interagency, and State, local, territorial, and tribal counterparts to ensure that operational information and tasking are integrated and executed.

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

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

10.4 ESF #15 JFO Leadership Cadre

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

10.4.1 ESF #15 External Affairs Officer (EAO)

The ESF #15 OD recommends the External Affairs Officer to the ESF #15 Director prior to, or immediately following, an incident requiring a coordinated Federal response. Upon approval of the recommendation (or selection of another EAO), the ESF #15 Director will designate the EAO using the template in Appendix 7 to Annex A. Designation and written notification of the EAO should occur as soon as possible. This includes National Security Special Events (NSSE). The EAO serves as the primary external affairs advisor to the FCO and Unified Coordination Group and Staff. The EAO has a dual-report responsibility to both the ESF #15 Director and the FCO. Specific duties include coordinating and developing the external affairs and communications strategy in support of the FCO and the incident action plan. The EAO is responsible for coordinating the external affairs information flow among the ESF #15 Director; FCO; JFO; other departments and agencies; and State, local, territorial, and tribal counterparts. The EAO is also responsible for coordinating visits by governmental officials, foreign dignitaries, and other VIPs.

▪ **Initial ESF #15 External Affairs Officer**

In the event of a no-notice incident requiring a coordinated Federal response, an initial EAO may be assigned pending arrival of the permanently assigned officer. The ESF #15 Director will assign the initial EAO in consultation with the FCO. Duties of the initial EAO following relief will be subject to the nature of the incident.

10.4.2 ESF #15 Deputy Officer

Reports directly to the ESF #15 EAO. Supports the EAO in management of the ESF. The Deputy represents the officer on the JFO Coordination Staff when the incumbent is unavailable. Specific duties include overall management of the ESF #15 staff, personnel, administration and logistics, and effective functioning of the ESF #15 team.

10.4.3 ESF #15 Executive Officer

Reports directly to the ESF #15 Deputy External Affairs Officer. Specific duties include management of ESF #15 Assistant External Affairs component officer and their functions. The Executive Officer ensures that components are working as a team with unity of effort. This position frees the Deputy to assist the EAO in incidents while the Executive Officer continues to provide oversight and management of the ESF team. [Note: This position may not be required subject to the nature of the incident, duration, and staff.]

10.4.4 ESF #15 Liaison

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

10.4.5 ESF #15 Assistant External Affairs Officer for Congressional Affairs (CA)

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

10.4.6 ESF #15 Assistant External Affairs Officer for Intergovernmental (State, Tribal, and Local) Affairs

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

10.4.7 ESF #15 Assistant External Affairs Officer for Private Sector (PS)

Reports to the ESF #15 Executive Officer and serves as the senior advisor on all issues involving private sector matters.

10.4.8 ESF #15 Assistant External Affairs Officer for Community Relations (CR)

Reports to the ESF #15 Executive Officer and oversees all activities involving Community Relations. Responsibilities include coordinating all CR field activities to the general public and local governments to help educate, inform, and assist with the delivery of disaster assistance program information. Also assists in training new staff, organizing a speaker's bureau, and acting as a senior advisor to the Officer, FCO, and JFO Staff on issues involving the general public.

10.4.9 ESF #15 Assistant External Affairs Officer for the JIC

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

10.4.10 ESF #15 Spokesperson

Where possible, and if required, the Officer may assign a primary spokesperson(s). Consistency in spokespersons can help ensure unity of effort and consistency in messaging and support public confidence through association with a known presence. Assignment of a spokesperson does not preclude the availability of the FCO or ESF #15 leadership cadre to conduct external communications activities.

10.4.11 ESF #15 Assistant External Affairs Officer for Planning and Products (PP)

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

10.4.12 ESF #15 Resource Manager (ESF #15 RM)

If assigned, the ESF #15 Resource Manager will report to the ESF #15 Deputy EAO and supervise all related activities in this function. This will include office space and equipment needs, JIC support, and coordination with JFO staff elements. The RM will coordinate directly with the ESF #15 staff and JFO Logistics and Finance and Administration staffs as necessary.

10.4.13 Incident Management Assistance Team (IMAT) External Affairs Specialist (FEMA)

External Affairs is represented on National and Regional IMAT through an External Affairs Specialist. This Emergency Authority (EA) specialist deploys with the IMAT in a notice event prior to the expected incident and provides situational awareness to the Regional External Affairs Officer (or designated ESF #15 lead) and through the Regional EAO (or designated ESF #15 lead) to FEMA headquarters External Affairs. During a no-notice event, the time between the deployment of the IMAT and EAO and ESF #15 staff may be similar; and in this case, the IMAT EA specialist provides support to the EAO as needed and as long as the IMAT is activated. During non-incidents, the EA specialist trains with the IMAT and works under the mentorship of the Regional EAO by developing plans and outreach in their region.

11.0 ESF #15 Organization, Staffing, and Operations

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

Annexes

- A Organization, Staffing, and Operations
- B Intergovernmental (State, Local, Territorial, and Tribal) Coordination
- C Cyber
- D Private Sector
- E Community Relations
- F Joint Information Center
- G Congressional Affairs
- H Planning and Products
- I Department of Defense
- J Federal Law Enforcement
- K National Guard
- L Public Health
- M Environmental
- N Radiological
- O NTSB Transportation Investigations
- P Agriculture and Food
- Q Staffing and Deployments
- R Social Media
- X Administration and Logistics
- Y Training
- Z Acronyms and Key Terms

Annex A to Emergency Support Function #15 External Affairs **Organization, Staffing, and Operations**

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures

1.0 Purpose

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

NOTE TO USERS

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

2.0 Mission

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

3.0 Organization

3.1 General Guidance

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

3.2 Federal Interagency Participation

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

3.3 Organizational Structure – Coordinated Federal Response

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

3.4 Multi-State/Single PFO Coordinated Federal Response

Certain coordinated Federal responses may require a single designated PFO for a catastrophic or unusually complex incident with FCOs and staffs in multiple affected States. In this case an ESF #15 Deputy EA Officer for each affected State(s) with an FCO(s) will be identified. In order to ensure unity of effort, ESF #15 Deputy EA Officers will coordinate activities with the PFO's ESF #15 EA Officer. The ESF #15 Deputy EA Officer support cadre/staff will be identified, as necessary, for the incident, but will follow the normal ESF #15 structure, where feasible.

4.0 Staffing

4.1 DHS Headquarters and ESF #15 Component Staffing

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

4.2 Federal Interagency Staffing

Federal departments and agencies are encouraged and desired to support the ESF #15 organization and staff. Interagency personnel are eligible for assignment to *all* ESF leadership cadre and staff assignments, with the concurrence of the Director, the supporting department and agency, and FCO. **All Federal interagency personnel will conform to the guidance and policies contained within this SOP and as specified by the FCO and JFO SOP.** DHS Public Affairs will coordinate and solicit requests for staffing support with the Federal departments and agencies during an incident requiring a coordinated Federal response. Departments and agencies deploying personnel *may* be responsible for all travel and per diem costs. [Federal reimbursement will be dependent also on the Robert T. Stafford Disaster Relief and Emergency Assistance Act or other legislative actions concerning an incident.] Housing will be determined by the availability, but agencies should be prepared to be flexible and support member logistics needs.

5.0 Operations

5.1 Concept of Operations

Through coordination with the FCO, JFO, and affected State, local, territorial, and tribal counterparts, the Federal Government will establish and conduct supporting external affairs activities. These activities and supporting organization will be *scalable* and *flexible* with respect to the incident situation. The effort will be fully synchronized and integrated with all participating counterparts, from whatever authority. The ESF #15 team will develop and execute an external affairs strategy to support the JFO incident action plan. The ESF #15 team will utilize this SOP

as procedural guidance for activating, establishing, and operating the external affairs operation. A central feature of this concept, consistent with the incident command system, is a *unified* planning component that brings unity of effort to all strategic communications planning and product development.

5.2 Plan Coordination

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

5.3 Strategic Direction

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

5.4 Intergovernmental (State, Tribal, and Local) Coordination

State, tribal, and local communicators and authorities are presumed to lead incident management efforts. To this end, Federal external affairs forces must work closely with State and local communications counterparts from the outset of the incident to integrate and synchronize efforts to the fullest extent possible.

Close coordination between all counterparts is critical in maintaining unity of effort.

5.5 Incident Leadership and Management

Execution of this SOP will employ processes and organizations specified in the NRF to execute Federal incident management operations. These include the NOC, the Incident Management Planning Team (IMPT), FCO, JFOs, the NRCC, and RRCC.

6.0 Activation

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

6.1 ESF #15 External Affairs Officer Designation

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

6.2 DHS Office of Public Affairs (OPA)

The DHS Assistant Secretary for Public Affairs will activate the NRF Incident Communications Emergency Policy and Procedures (ICEPP) in conjunction with the ESF #15 activation order. This action, and all DHS-directed incident communications activities, will be closely coordinated and executed with counterpart leadership from Federal departments, agencies, and the FCO. DHS actions will focus on:

6.2.1 Execution Checklists

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

6.2.2 DHS National Joint Information Center (NJIC)

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

6.2.3 DHS Component Agencies

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

7.0 Incident Operations

In coordination with the FCO, the ESF #15 External Affairs Officer will lead ESF #15 deployment and establishment efforts for the JFO. The nature of the incident must be carefully assessed at this point to determine if special procedures or more restrictive release of information or media access may be required. Lead roles for the incident and

emergency support functions, in accordance with the NRF, will be considered during this assessment. Special consideration is also noted for the following:

7.1 National Special Security Events (NSSEs)

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

7.2 Terrorism and Law Enforcement

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

7.3 Radiological Incidents

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

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

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

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

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

8.0 ESF #15 Daily Operations

8.1 ESF #15 Daily Routine

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

8.2 ESF #15 Daily Communications Summary

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

8.3 ESF #15 Information Update (scroll)

During multiple incidents requiring a coordinated Federal response, public affairs personnel will generate a large volume of press releases and other documents. Sharing information among multiple incident locations is paramount. An ESF #15 Information Update (scroll) may be necessary in order to ensure that OD’s outputs do not overwhelm recipients’ ability to process information. During these instances, the OD will develop and distribute an abbreviated summary of key news releases and informational items on an hourly basis or as needed. These documents will be provided in full detail on Homeland Security Information Network (HSIN) and/or a supporting incident Web site if required. Appendix 9 provides a notional example of an information update.

9.0 Communications Protocols

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

9.1 National Incident Communications Conference Line (NICCL)

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

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

9.2 State Incident Communications Coordination Line (SICCL)

The SICCL is a similar dedicated Federal-State incident communications conference line. This standing communications resource can facilitate and ensure the inclusion, transmission, and exchange of incident management information, evacuee coordination, and messaging relating to all States and territories. Access and use of this line will be managed by DHS Public Affairs. Examples of information could include unclassified public affairs guidance supporting threat information or status changes, pending national decisions, and major incidents where updates are beneficial in support of State-Federal external affairs situational awareness.

9.3 Private Sector Incident Communications Coordination Line (PICCL)

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

Appendices

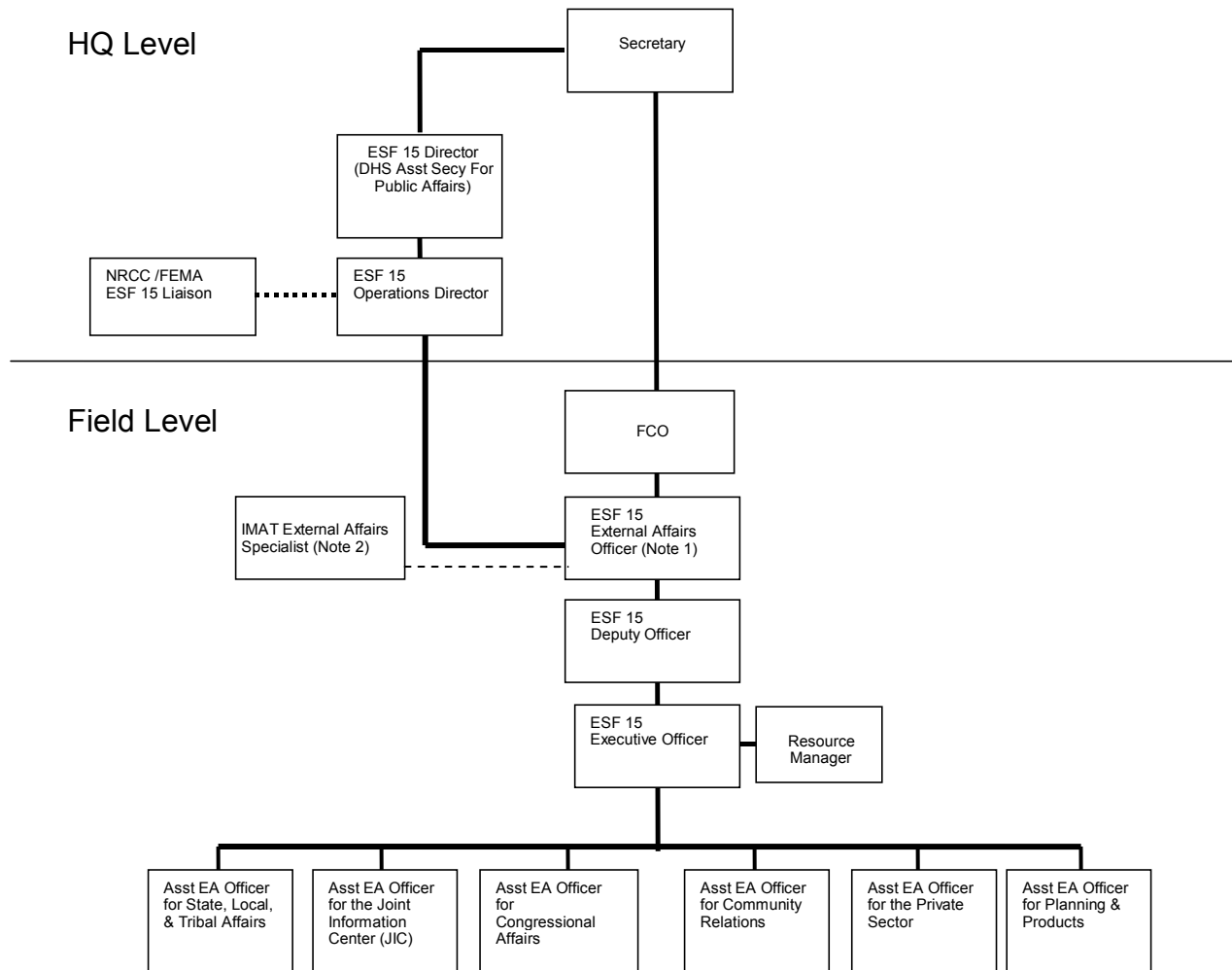
- 1 Quick Reference – Key Federal Authorities and Incident Management Directives
- 2 Organizational Chart – Coordinated Federal Response
- 3 ESF #15 No-Notice Incident Execution Checklist
- 4 ESF #15 Deliberate Planning Execution Checklist
- 5 ESF #15 External Affairs Operations Director Designation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

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

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

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

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



Notes:

1. Within United Coordination Staff
2. Regional EA asset who may deploy under the direction of the IMAT Director at any time

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

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures (SOP)

1.0 Purpose

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

2.0 Activation and Deployment Execution Checklist: No-Notice Incident

Action	Directed by – Additional Information
<input type="checkbox"/> Incident(s) occurs	Notification by NOC, NRCC, or other Federal or State emergency operations center
<input type="checkbox"/> Activate and execute NRF ICEPP Protocols	DHS Assistant Secretary for Public Affairs
<input type="checkbox"/> ESF #15 activated	DHS Assistant Secretary for Public Affairs
<input type="checkbox"/> * Contact affected State(s), local(s), tribal, or private sector communications counterparts <ul style="list-style-type: none"> ▪ Communications plans ▪ Emergency Alert System (EAS) ▪ Lead agencies ▪ Public Affairs (PA) support from Federal counterparts ▪ JIC location(s) and collocation ▪ PA plans ▪ ESF #15 deployment plans 	ESF #15 Director Participating State, local, or private sector counterparts *The State PIO should provide incident information and be first on the agenda for the call
<input type="checkbox"/> DHS NJIC is activated	DHS Public Affairs
<input type="checkbox"/> FCO designated (time approximate)	Secretary of Homeland Security
<input type="checkbox"/> NICCL interagency call. Discuss: <ul style="list-style-type: none"> ▪ Situation ▪ Lead agency roles ▪ State and local communications on incident ▪ Federal strategic plan (initial) ▪ ESF #15 activation and deployment needs ▪ JIC establishment ▪ Statements by principals ▪ Homeland Security Alert System (HSAS) or 	NICCL interagency participants DHS Assistant Secretary (or designate)

Action	Directed by – Additional Information
other declarations	
<input type="checkbox"/> Incident requiring a coordinated Federal response declared or being considered	Secretary of Homeland Security
<input type="checkbox"/> ESF #15 activation order distributed	NICCL and NRCC
<input type="checkbox"/> ESF #15 Operations Director designated	DHS 15 Director
<input type="checkbox"/> ESF #15 Operations Director reports to the Director: <ul style="list-style-type: none"> ▪ The name and contact information for the prospective or designated ESF #15 External Affairs Officer. ▪ The status of coordination with the affected State. ▪ The JIC location. ▪ The status of available ESF #15 resources in the affected area. 	ESF #15 Operations Director
<input type="checkbox"/> ESF #15 External Affairs Officer designated. <u>Brief/Discuss:</u> <ul style="list-style-type: none"> ▪ FCO and team mobilization orders ▪ ESF #15 Director strategic tasking ▪ PA deployment ▪ HSAS status, if applicable ▪ External rules of engagement ▪ Supporting leadership cadre needs ▪ State and local guidance/counterparts ▪ ESF #15 Component key issues 	ESF #15 Director ESF #15 Component Directors ESF #15 EAO (designee)
<input type="checkbox"/> ESF #15 Officer Component Conference Call	Conference call with ESF #15 components conveys FCO expectations and ESF #15 Director vision.
<input type="checkbox"/> ESF #15 staff mobilization orders initiated	ESF #15 Operations Director to D/A communications directors.
<input type="checkbox"/> Unified Coordination Group and Staff Scoping Meeting	FCO, ESF #15 EAO, JIC Officer, others as necessary. Identify ESF #15 priority physical requirements for JFO in order to be fully mission capable as soon as possible.
<input type="checkbox"/> IMAT Deployed	FEMA Incident Management Assistance Team
<input type="checkbox"/> ESF #15 Leadership Cadre identified	ESF #15 Operations Director

Action	Directed by – Additional Information
<input type="checkbox"/> FCO & ESF #15 Advance Meeting (or call)	FCO, FCO Press Secretary, and ESF #15 EA Officer discuss advance communications plans, JIC location, and special logistics requirements.
<input type="checkbox"/> ESF #15 Initial Staff Requirements Identified	ESF #15 Operations Director, ESF #15 Executive Officer, and DHS PA Chief of Staff
<input type="checkbox"/> ESF #15 External Affairs Officer arrives on scene – meets with FCO, JFO staff	ESF #15 External Affairs Officer
<input type="checkbox"/> If feasible, JIC established or collocation initiated with State and local counterparts/JIC	Asst External Affairs Officer, JIC
<input type="checkbox"/> ESF #15 External Affairs Officer meets with Leadership Cadre	ESF #15 External Affairs Officer, Leadership Cadre
<input type="checkbox"/> ESF #15 External Affairs Officer meets with State, local, territorial, tribal, and lead incident communications team	ESF #15 External Affairs Officer
<input type="checkbox"/> ESF #15 Leadership Cadre and Team operational in support of FCO and JFO	
<input type="checkbox"/> ESF #15 External Affairs Officer coordinates ESF #15 team in preparing communications plan component to the FCO's Incident Action Plan	ESF #15 External Affairs Officer
<input type="checkbox"/> Satellite JIC's established or potential sites identified for later activation (e.g., post hurricane landfall)	ESF #15 External Affairs Officer

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

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO SOP

1.0 Purpose

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

2.0 Situations

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

- 2.1 Possible or imminent natural disaster (e.g., hurricane, severe tropical storm).
- 2.2 Credible terrorism threat to a domestic location(s).
- 2.3 Potential man-made disaster (e.g., spill of national significance, reactor emergency, large HAZMAT release).
- 2.4 National Security Special Event (NSSE) (subject to threats, etc.).

3.0 Activation and Deployment Execution Checklist: Deliberate Planning

Note: These are notional actions and may be modified according to the specific incident.

Action	Directed by – Additional Information
<input type="checkbox"/> Incident or threat awareness	Notification by NOC, NRCC, or other Federal or State emergency operations center
<input type="checkbox"/> * Contact affected State(s), local(s), tribal, or private sector communications counterparts <ul style="list-style-type: none"> ▪ Communications actions thus far ▪ EAS communications, if required ▪ Lead agencies ▪ Support from Federal counterparts ▪ JIC location(s) ▪ ESF #15 deployment plans 	DHS Assistant Secretary for Public Affairs/ESF #15 Director Affected State, local, territorial, and private sector counterparts *The State PIO should provide incident information and be first on the agenda for the call
<input type="checkbox"/> FCO Designated	Secretary of Homeland Security
<input type="checkbox"/> Execute NRF ICEPP Protocols	Per NRF

Action	Directed by – Additional Information
<input type="checkbox"/> DHS NJIC Activated (as necessary)	DHS Public Affairs
<input type="checkbox"/> NICCL Interagency Call <ul style="list-style-type: none"> ▪ Situation ▪ Lead agency roles ▪ State and local communications on incident ▪ Federal strategic plan (initial) ▪ JIC establishment and Federal support desired for communications ▪ Statements by principals ▪ HSAS or other declarations 	ESF #15 Director Participating Federal, State, local, territorial, and tribal lead communications counterparts
<input type="checkbox"/> Incident requiring a coordinated Federal response	Secretary of Homeland Security
<input type="checkbox"/> ESF #15 activated	ESF #15 Director (DHS Assistant Secretary for PA)
<input type="checkbox"/> ESF #15 Operations Director designated	ESF #15 Director
<input type="checkbox"/> ESF #15 Operations Director reports to the Director: <ul style="list-style-type: none"> ▪ Who is the prospective or designated EAO? ▪ What is the status of coordination with the affected State? ▪ Where will the JIC be located? ▪ Are there sufficient ESF #15 resources available in the affected area? 	ESF #15 Operations Director
<input type="checkbox"/> ESF #15 External Affairs Officer designated. <u>Brief/Discuss:</u> <ul style="list-style-type: none"> ▪ FCO and team mobilization orders ▪ ESF #15 Director strategic tasking and vision ▪ Go-Team deployment ▪ HSAS status, if applicable ▪ External rules of engagement ▪ Supporting Leadership Cadre needs ▪ State and local guidance/counterparts ▪ ESF #15 letter of designation 	ESF #15 Director ESF #15 Component Directors ESF #15 EAO (designee)
<input type="checkbox"/> ESF #15 All Component Conference Call initiated	ESF #15 Director ESF #15 Component Directors ESF #15 External Affairs Officer
<input type="checkbox"/> ESF #15 Leadership Cadre identified	ESF #15 Operations Director

Action	Directed by – Additional Information
<input type="checkbox"/> IMAT Deployed	FEMA Incident Management Assistance Team
<input type="checkbox"/> ESF #15 mobilization orders initiated	ESF #15 Operations Director
<input type="checkbox"/> United Coordination Group and Staff Scoping Meeting	FCO ESF #15 EAO JIC Officer, others as necessary Identify ESF #15 priority physical requirements for JFO in order to be fully mission capable within 24 hours of notification.
<input type="checkbox"/> ESF #15 initial staff requirements identified	ESF #15 Operations Director ESF #15 Deputy/Executive Officer FEMA Public Affairs
<input type="checkbox"/> ESF #15 External Affairs Officer arrives. Meets with FCO, and JFO staff. Briefs Director.	ESF #15 External Affairs Officer
<input type="checkbox"/> ESF #15 External Affairs Officer meets with State, local, tribal, and lead incident communications team	ESF #15 External Affairs Officer
<input type="checkbox"/> JIC established or collocation initiated with State and local counterparts	Asst External Affairs Officer, JIC FEMA IMAT
<input type="checkbox"/> ESF #15 External Affairs Officer meets with the FCO and JFO staff	ESF #15 External Affairs Officer
<input type="checkbox"/> External Affairs Officer meets with ESF #15 Leadership Cadre	ESF #15 External Affairs Officer ESF #15 Leadership Cadre
<input type="checkbox"/> ESF #15 Leadership Cadre and staff operational in support of the FCO and JFO	
<input type="checkbox"/> ESF #15 External Affairs Officer coordinates ESF #15 team in developing communications plan and strategy component to the FCO's Incident Action Plan	ESF #15 External Affairs Officer ESF #15 Planning and Products

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

TO:

FROM: Assistant Secretary for Public Affairs

SUBJECT: Designation as ESF #15 Operations Director

Reference: A. National Response Framework
B. National Incident Management System
C. Interagency Integrated Joint Field Office (JFO) Standard Operating Procedures
D. Emergency Support Function #15 SOP

1. In accordance with the above references, and following activation of Emergency Support Function #15, you are hereby designated as the ESF #15 Operations Director in support of the Federal response for _____.
2. You will report to me as my senior external affairs director in support of the Federal response. You will coordinate through me and the White House Office of Communications for strategic direction.
3. Coordinate with me and my staff to make contact with public information officials in (State) as soon as possible. Afford me and my staff the opportunity to be on the (State) call. Maintain close coordination with that staff as well as Federal, local, tribal, and private sector counterparts, as determined by the nature of this incident.
4. Additionally, as soon as possible, provide me the following information:
 - a. The name of your designated ESF #15 External Affairs Officer
 - b. The location of the Joint Information Center
 - c. Your outlook whether there are sufficient ESF #15 resources available
 - d. An incident action plan detailing the multi-day coordination strategy and key events/actions
5. You are authorized to modify the ESF #15 organizational structure in accordance with Federal Coordinating Officer (FCO) and JFO requirements to effectively execute Federal external affairs activities.
6. You are authorized to reassign ESF #15 leadership and staff personnel in coordination with the FCO and ESF #15 Component Directors.

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

TO:

FROM:

SUBJECT: Designation as ESF #15 External Affairs Officer

Reference: A. National Response Framework
B. National Incident Management System
C. Interagency Integrated JFO Standard Operating Procedures
D. Emergency Support Function #15 SOP

1. In accordance with the above references, and following activation of Emergency Support Function #15, you are hereby designated as the ESF #15 External Affairs Officer in support of the Federal response for _____.
2. You will report to and serve as the senior external affairs advisor to the Federal Coordinating Officer (FCO), _____. You will coordinate through me and the ESF #15 Operations Director, _____, for strategic direction.
3. You are authorized to modify the ESF #15 organizational structure in accordance with FCO and JFO requirements to effectively execute Federal external affairs activities.
4. You are authorized to reassign ESF #15 leadership and staff personnel in coordination with the FCO, the ESF #15 Director, and ESF #15 Component Directors.
5. Maintain close coordination with public information officials in _____ as well as Federal, local, tribal, and private sector counterparts, as determined by the nature of this incident.

Appendix 7 to Annex A to Emergency Support Function #15 External Affairs
Notional Strategic External Affairs Daily Routine

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

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

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

Emergency Support Function #15 – External Affairs
North Dakota Floods
03/27/2009

KEY MESSAGES

President Issues Emergency Declaration for Minnesota. The declaration allows FEMA to identify, mobilize and provide at its discretion, equipment and resources necessary to alleviate the impacts of the emergency. Emergency protective measures, including direct Federal assistance, will be provided at 75 percent Federal funding. The declaration affects seven Minnesota counties and two Indian reservations.

States Continue to Meet the Challenge. Officials were considering the evacuation of up to 100,000 residents in the Fargo, N.D., area as the Red River threatened to rise two feet above a 112-year-old record of 41 feet. The State is working with the Red Cross to identify sheltering facilities near Fargo for up to 30,000 people. North Dakota continues to address ice jams near Bismarck and to raise and reinforce dikes and levees along the Red and Missouri rivers. Approximately 1,000 National Guardsmen and members of the U.S. Army Corps of Engineers were assisting a growing number of local volunteers in sandbagging efforts. In Minnesota, evacuations are being planned for Georgetown and Moorehead. Preliminary damage assessments (PDA) were scheduled to begin today in both States.

FEMA Steps Up Support of State Efforts. The agency has ramped up its operational activities as the situation has developed. Acting Administrator Nancy Ward toured Fargo and Bismarck today and is scheduled to visit Minnesota on Saturday. Community Relations (CR) teams have been deployed to assist in communications and in evacuations out-of-state, if necessary. FEMA Logistics has approximately 150,000 meals and 47,000 liters of water on hand at the National Logistics Staging Area (NLSA) at Grand Forks AFB and another 20,000 meals, 243,000 liters of water and six generators are en route. Tribal Representatives met with the chairman of the Standing Rock Sioux Nation to offer support and technical assistance. The reservation is located on the Minnesota-South Dakota border. Tribal Representatives travel to the White Earth and Red Lake reservations in Minnesota this weekend. Region VIII is continuing to monitor flooding in northern South Dakota.

The Role of the Federal Government. The Federal Government continues its close coordination with local, State and voluntary agencies in flood preparations and response. State and local communities continue to identify and prioritize their critical needs. FEMA will deploy additional personnel, equipment and supplies to meet those needs. The Corps of Engineers' efforts have been focused on building emergency levees in 22 Minnesota and North Dakota communities. The Corps is also expected to stage a minimal release of water from the Garrison Dam today; flows from the dam had been halted for the first time in its history earlier in the week. Meanwhile, the U.S. Coast Guard reported it had rescued 72 adults, one child and several animals. Other agencies involved include the Department of Homeland Security, the American Red Cross, U.S. Army Northern Command and National Guard, among others.

The Rest of the Nation. FEMA also continues to monitor situations in Mississippi where tornadoes

KEY MESSAGES

were expected to continue, and in Colorado, where a spring storm has dumped more than a foot of snow on the State's Front Range and eastern plains.

Preparedness Is Everyone's Responsibility. As the threat of flooding spreads, residents are strongly encouraged to make emergency preparations in anticipation of rising water. Families and individuals should make an emergency kit and have an emergency plan in place. It is critical that North Dakota and Minnesota residents and businesses monitor all forms of communications for flood reports and follow the advice of State and local authorities. Don't put yourself – or first responders – at risk. If told to evacuate, do so. For more information on emergency preparedness, visit www.ready.gov.

KEY EFFORTS

U.S. Department of Homeland Security (DHS)

- Federal disaster aid has been made available for the State of Minnesota to supplement State and local recovery efforts in the area struck by severe storms and flooding beginning on March 16, 2009, and continuing. The assistance was authorized under an emergency declaration issued for the State by President Obama.

Federal Emergency Management Agency (FEMA)

- Rising flooding waters have prompted numerous Federal, State, tribal and local activities. FEMA activated its National Response Coordination Center to Level II and placed the IMAT-East on alert for possible deployment. The North Dakota Emergency Operations Center (EOC) has been activated at Level 1, with 24/7 operations.
- FEMA's objectives on the ground in North Dakota include assessing potential evacuations, supporting sandbagging requirements, and providing generators and staff to conduct joint Individual Assistance PDAs.

U.S. Coast Guard

- Last count for Coast Guard rescues: 72 adult, 1 infant, several animals (including 1 deer from the ice).

U.S. Army Corp of Engineers (USACE)

- The U.S. Army Corps of Engineers is working around the clock under challenging conditions to construct emergency levees for the flooding in the Upper Midwest. Public safety is the top priority in this mission.
- The Corps' main effort is building emergency levees in 22 communities in North Dakota and Minnesota. Crews have completed emergency levee construction to raise Fargo levees to 42 feet and expect to raise emergency levees to 43 feet by March 27.

KEY EFFORTS

U.S. Northern Command (NORTHCOM)

- A Mission Assignment (MA) has been received requesting five CH47 rotary wing aircraft for anticipated search and rescue and cargo transport in support of disaster operations in response to flooding events in North Dakota.
- Current support includes a National Logistics Staging Area (NLSA) at Grand Forks AFB with over 5 acres of space to support staging and distribution of supplies. Deployment of Region VIII Defense Coordinating Officer (DCO) and Defense Coordinating Elements (DCE) to Bismarck, N.D. expected to be in place 28 MAR. The DCO is the liaison between FEMA and United States Northern Command (USNORTHCOM) and DCE is administrative support to the DCO.

U.S. Department of Health and Human Services (HHS)

- HHS is deploying approximately 250 personnel from the U.S. Public Health Service Commissioned Corps, the National Disaster Medical System, and the Centers for Disease Control and Prevention, as well as two 250-bed Federal Medical Stations and caches of equipment, pharmaceutical and medical supplies to assist the State of North Dakota with basic medical care of residents affected by floods.
- HHS Acting Secretary Charles Johnson declared a public health emergency under section 319 of the Public Health Service Act and, under section 1135 of the Social Security Act that waives or modifies certain Medicare, Medicaid and State Children's Health Insurance Program (SCHIP) requirements for North Dakota to ensure beneficiaries of Medicare, Medicaid and the SCHIP continue to receive benefits during this emergency.

American Red Cross (ARC)

- ARC is sending in shelter teams today to coordinate with the State of North Dakota. Most shelters are located outside of Fargo. Currently, 30,000 beds are targeted for shelters. They feel they will use 10% of their maximum beds. ARC Mass Care is ramping up and working with the Southern Baptists to stand up a kitchen.
- The latest information about Red Cross relief efforts and flood preparedness information is available at <http://newsroom.redcross.org>, and broadcast-quality video is available for download at <http://www.redcross.org/portal/site/en/menuitem.d8aaecf214c576bf971e4cfe43181aa0/?vgnextoid=518b5032f953e110VgnVCM10000089f0870aRCRD&vgnnextfmt=default> under "Spring Floods, 2009."

Department of the Interior

- U.S. Geological Survey (USGS) has 21 hydrographer crews deployed in Minnesota, North Dakota, and South Dakota, making special direct measurements of streamflow

KEY EFFORTS

using acoustic Doppler technology. In addition, USGS real-time streamgages have seen numerous peaks of record, including 6 peaks of record in Minnesota, 4 peaks of record in South Dakota, and 15 peaks of record in North Dakota. The Red River is still on the rise, with several record peaks expected at select locations along the Red River.

- USGS continues to feed direct measurements of streamflow to the North Central River Forecast Center (NCRFC). An example of the criticality of this data can be found in the new forecasted flood crest for the Red River at Fargo, released late this afternoon. Around 3:30 PM CDT, USGS supplied an updated estimate of the streamflow for the Red River at Fargo to NCRFC that was based on an acoustic Doppler current profiler measurement by a USGS hydrographer team. The USGS measurement at Fargo, along with other evidence, resulted in the NCRFC raising the projected crest at Fargo from 41 feet to 42 feet. As part of this process, USGS hydrologists participated in a conference call with NCRFC to discuss the veracity and accuracy of the measurement. The decision to raise the forecast at Fargo involved the highest levels of the National Weather Service, given that 42 feet at Fargo could be highly catastrophic to the Cities of Fargo, N.D. and Moorhead, Minn. USGS will continue direct observations of streamflow at Fargo throughout this crisis in support of NCRFC.

Small Business Administration (SBA)

- A Small Business Administration (SBA) public information officer and field operations specialist are on the ground in Fargo working with interagency partners, SBA's North Dakota District Office, Small Business Development Centers and Chambers of Commerce in preparation of an anticipated declaration. Additional staff are being deployed to participate in preliminary damage assessments.

EXTERNAL AFFAIRS OPERATIONS

Region V

- FEMA Region V External Affairs mobilized staff to support the Preliminary Damage Assessments for seven (7) counties beginning today. Staff is on site at the State EOC to support State JIC. Additional staff (including Tribal) has been requested for support at the SEOC and the field.
- External Affairs personnel in Moorhead and SEOC are standing by to assist with Acting Administrator Nancy Ward's visit tomorrow.

Region VIII

- See Daily Event Schedule

KEY EFFORTS

International Affairs

- CBP posts Border Wait Times information at <http://apps.cbp.gov/bwt/>. This site provides information on possible delays or closures at the Pembina crossing in North Dakota.
- Please refer media inquiries regarding Canadian border and flood issues to the Canadian Embassy. The point of contact there is Tristan Landry, Public Affairs, 202.682.7732. Lisa Khouri, the Public Safety Canada liaison to FEMA in Operations, is monitoring the situation and a good source for information and contacts.

Public Affairs contact at the Department of State is:

Suzanne K. Hall
Public Diplomacy Advisor, Mexico & Canada
Main State, Room 3909
2201 C St, NW, Washington, DC
Tel: 202-647-7137

Tribal Affairs

- Continued Tribal support includes clarification on Tribes bearing the costs of sheltering personnel and citizens; FEMA Roads Policy – will it cover damages to all roads including tribally owned roads leading to citizens' homes and what is the impact of tribal lands and citizens in South Dakota since only North Dakota is declared? Next steps: Begin process for Request for Public Assistance with FEMA and tribal staff. Deploy additional FEMA Tribal Liaisons to assist if needed.

Multilingual Coordination

- FEMA External Affairs conducted Language, Special Needs and Media for North Dakota and Minnesota. Languages to support Spanish, Vietnamese, Korean, Chinese, Japanese, Russian and Mongolian Limited English Proficiency and Special Needs, to include American Sign Language and Braille. News Media list for outlets disseminating information in the languages above have been created for North Dakota and Minnesota.
- A team of three reservists will be deployed to conduct field research work for the Limited English Proficiency and Special Needs populations in North Dakota and to create, develop and execute a program for these audiences with Minnesota sister cities. A team of two reservists will be identified and deployed to Minnesota for an identical project.

NATIONAL DAILY EVENT SCHEDULE		
Today		
Time	Event	Lead Organization
9:00 a.m. CDT	Briefing at City Hall in Fargo	Governor, Congressional, Mayor, FEMA and other Federal agency representatives
10:00 a.m. CDT	FEMA Acting Administrator, Nancy Ward on site in Bismarck and Fargo to meet with local officials, members of the ND Congressional Delegation and General Walsh USACE. Media availabilities TBD.	FEMA
11:00 a.m. EDT	Regional Coordination Call	FEMA HQ, Regions 5 and 8
11:00 a.m. CDT	Press briefing in Bismarck with Mayor, Governor Hoeven, FCO Mike Hall, and National Guard Adjutant General	FEMA Region 8
1:00 p.m. EDT	NICCL Call	FEMA
3:00 p.m. CDT	USACE Media Avail	USACE
4:00 p.m. EDT	Secretary Napolitano conducts conference call with media	DHS Public Affairs
Tomorrow		
Time	Event	Lead Organization
11:00 a.m. EDT	Regional Coordination Call	FEMA HQ, Regions 5 and 8
1:00 p.m. EDT	NICCL Call	FEMA
2:30 p.m. EDT	Secretary Napolitano CNN interview with Frederica Whitfield	DHS Public Affairs
3:00 p.m. EDT	Video Teleconference (VTC)	FEMA
Daily		
Time	Event	Lead Organization
TBD	Mayor's press briefing in Fargo	Fargo
TBD	Mayor's Command meeting in Fargo	Fargo

WHAT OTHERS ARE SAYING

What Others Are Saying

Fargo Mayor Dennis Walaker noting that the river had risen 9 feet in the last three days. “This is uncharted area. We’ve never been in anything like this before.” [Los Angeles Times](#)

Sen. Amy Klobuchar (D-Minn.) on asking for flooding assistance: “Our local officials, first responders, citizens and volunteers from the region are doing incredible work, but it is clear that we need the full resources of the Federal Government to support the communities threatened by flood waters. We have seen the strength of these communities shine through in these difficult days and I will continue to push for all appropriate Federal assistance for our affected communities.” [Perham Enterprise Bulletin](#)

Fargo Mayor Dennis Walaker says the city has no plans to build the dike any higher. “We’re not going to proceed to take it to 44. Is that a gamble? We don’t think so.”

MEDIA ANALYSIS

Fargo, N.D.: Evacuations were underway after authorities found cracks in a levee built to protect the area from the threat of the rising Red River. The river has risen to 21 feet above flood stage and shows no sign of slowing down. Forecasters say it will crest Saturday at an all-time record possibly as high as the dike protecting the city. In Grand Forks, the river is 18 feet above flood stage.

Return: Bismarck, N.D.: Fox Island residents were told they could begin the early recovery process after city and county inspectors checked homes for structural and environmental damage. Most homes had posted notices about the condition of the house, letting residents know if everything was safe inside.

Morton and Mandan County: Still have areas under voluntary evacuation. Residents are being warned to be prepared to leave quickly if the river backs up. Experts are monitoring water levels very closely still saying Dam releases may not start up again for another two to four days.

Moorehead, Minn.: Minnesota leaders applauded President Barack Obama’s decision to grant the State’s request for Federal assistance. Emergency disaster aid has been granted to seven Minnesota counties affected by flooding. As Red River Valley communities fight rising floodwaters, a low-lying township along the Red River fears that as many as 500 of its 550 homes could be lost.

National Media: Associated Press reports: A CNN journalist and seven other people have been arrested for standing on top of sandbag levees in flood areas in the Fargo.

<http://www.inforum.com/event/apArticle/id/D976EH4G3/>

On March 24 the Fargo Police Department cautioned citizens to remain safe and facilitate emergency efforts by following city ordinances:

Do not climb dikes or destroy them. This can result in your arrest.
(ordinance 10-0318)

Do not enter areas deemed off-limits by city officials. This can result in your arrest.
(ordinance 10-0318)

Do not operate watercraft in a way that damages flood protection efforts (wakes)

MEDIA ANALYSIS

This can result in your arrest.
(ordinance 10-0318)

Do not drive your vehicle on a dike. This can result in your arrest or a fine.
(ordinances 10-0318 and 08-0123)

Do not drive through or around a barricade. This can result in a \$20 fine.
(ordinance 08-1301D)

PRESS RELEASES

- **FEMA:** <http://www.fema.gov/news/newsrelease.fema?id=47798>,
<http://www.fema.gov/news/newsrelease.fema?id=47800> ;
<http://www.fema.gov/news/newsrelease.fema?id=47805> ND Press Release;
<http://www.fema.gov/news/newsrelease.fema?id=47804b> FEMA Touring ND;
<http://www.fema.gov/news/newsrelease.fema?id=47801> MN Declaration
- **U.S. Coast Guard:** <https://www.piersystem.com/go/doc/1769/263070/>
- **Office of Personnel Management:** Memorandum for Heads of Executive Departments and Agencies Subject: North Dakota Severe Storms and Flooding
<http://www.chcoc.gov/Transmittals/TransmittalDetails.aspx?TransmittalID=2160>
- **North Dakota Department of Emergency Services (NDDes)** is making available the public information section of their Web site in WebEOC as a way for other agencies to get information on incident reports and operational updates on North Dakota, and as an information clearinghouse among our local, State, and Federal partnership. Agencies can post their media inquiries and news releases on this site so that information can be shared.

To post your information:

- 1) Go to www.nd.gov/des, click on the WebEOC button (lower left)
- 2) Log on with the username: JIC.
- 3) Use password: 4JICinfo.

If you have questions, please contact State PIO Cecily Fong directly at:
(701) 328-8101 (office), (701) 391-8158 (cell).

IMAGES AND VIDEO

- **FEMA:** www.fema.gov/media
- USGS is disseminating geospatial data for the Red River valley at the following Web site:
<http://hdds.usgs.gov/EO>.
- **USACE (St. Paul District) Flickr account:** <http://www.flickr.com/photos/30539067@N04/>
- **U.S. Coast Guard:** www.uscgfloodwatch.com, www.cgvi.uscg.mil
- **North Dakota** flood imagery found at: <http://tinyurl.com/nd09flood>. Please be sure to give the ND Wing, Civil Air Patrol a byline if you publish any of these images.

Appendix 9 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 Information Update (scroll) – Sample Template

Monday, April 27, 2009
H1N1 Influenza Outbreak

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

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

Annex B to Emergency Support Function #15 External Affairs
Intergovernmental (State, Local, Territorial, and Tribal) Coordination

References:

- A. National Response Framework
- B. National Incident Management System
- C. National Preparedness Goal
- D. National Infrastructure Protection Plan

NRF ESF #15 Quick Summary – Intergovernmental (State, Local, Territorial, and Tribal) Coordination	
Supports external affairs by:	<p>State and Local Coordination:</p> <ul style="list-style-type: none"> ▪ Preparing an initial action plan to support the FCO and JFO with incident-specific guidance and objectives, at the beginning and throughout an actual or potential incident ▪ Promoting Federal interaction with State, local, territorial, and tribal governments ▪ Implementing a system of information sharing among Federal, State, tribal and local governments ▪ Informing State and local elected and appointed officials on response efforts, protocols, and recovery programs ▪ Disseminating information with the assistance of State municipal leagues and county associations <p>Tribal Coordination:</p> <ul style="list-style-type: none"> ▪ Providing a Tribal Relations Officer, if necessary, to coordinate with tribal governments on all aspects of incident management operations; this position will report directly to the Assistant External Affairs Officer for Intergovernmental Coordination and the ESF #15 EA Officer ▪ Supporting the Tribal Relations Operations Element with incident-specific subject-matter experts from other departments and agencies, if and when required ▪ Depending on the situation, establishing a Tribal Relations Information Element within the Tribal Relations Operations Element to manage the timely flow of information to and from the tribes involved in the incident ▪ Organizing and managing a Tribal Relations Field Component to facilitate Federal relations with tribal governments and their incident management organizations, communities, victims, and tribal advocacy groups
Directed by:	<ul style="list-style-type: none"> ▪ Assistant External Affairs Officer for Intergovernmental Coordination

1.0 Purpose

The annex describes the State, local, territorial, and tribal coordination function during an incident requiring a coordinated Federal response.

2.0 Mission

The component serves as a liaison to State, local, territorial, and tribal officials within an affected area(s) during an incident requiring a coordinated Federal response.

3.0 Organization

3.1 External Affairs Organizational Concept

It is recognized that an incident requiring a coordinated Federal response will have a large effect on our nation, societal functions, infrastructure, economy, and population. Accordingly, DHS will employ pre-identified organizational processes to foster information-sharing, deliver constituent services, and serve as a liaison between State, local, territorial, and tribal elected and public officials.

3.2 National Protection Program Directorate (NPPD) Office of Intergovernmental Programs (IGP)

IGP serves as the ESF #15 Component Director in the ESF #15 organization. IGP coordinates communications with governors, mayors, parish presidents, and county executives of affected jurisdictions and State, tribal, and local leadership across the United States during incidents requiring a coordinated Federal response. IGP will also coordinate as necessary with preparedness and response communities, national associations, and other non-governmental counterparts.

3.3 National Coordination and Support

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

3.4 ESF #15 Assistant External Affairs Officer for Intergovernmental (State, Local, Territorial, and Tribal) Coordination

The ESF #15 Assistant External Affairs Officer for IGP serves as a liaison to State, local, territorial, and tribal elected and senior appointed officials on behalf of the PFO and ESF #15 EAO. This coordinator communicates with State, local, territorial, and tribal officials in the affected areas and proactively reaches out to these officials to provide information on response and recovery activities and programs.

3.5 FEMA Office of Intergovernmental Affairs (FEMA IGA)

The FEMA Office of Intergovernmental Affairs provides staffing and support for the ESF #15 External Affairs Officer in coordination with the FEMA Regions, ESF #15 leadership, and other elements during incidents requiring a coordinated Federal response. IGA builds relationships with key stakeholder groups to

stimulate a unified Federal, State, tribal, local, county, parish, municipal, and private-sector effort. IGA identifies issues, responds to questions, clarifies or corrects policy and procedure concerns, and links government officials with questions or problems to those who can assist them.

4.0 IGP Activities with State, Local, Territorial, and Tribal Officials

The Assistant External Affairs Officer for IGP, in coordination with FEMA IGA and other JFO elements, maintains relationships with State, tribal, and local officials during an incident requiring a coordinated Federal response and may conduct the following activities:

- 4.1 Introductory meetings
- 4.2 Programmatic briefings
- 4.3 Sustained information sharing
- 4.4 Issue and problem solving
- 4.5 Casework

5.0 ESF #15 IGP Staff Positions

In addition to the Assistant External Affairs Officer for Intergovernmental Programs (State, tribal, and local coordination), the IGP component may include the following staff assignments:

5.1 ESF #15 Branch Liaison

Represents IGP in field offices and reports to the Assistant External Affairs Officer for IGP

5.2 ESF #15 Outreach Team

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

5.3 ESF #15 Casework Team

Performs casework and provides customer service to State, local, territorial, and tribal officials concerning disaster assistance requests under the Robert T. Stafford Disaster Relief and Emergency Assistance Act

5.4 ESF #15 Tribal Liaison

Serves as the liaison to ensure that federally recognized tribes included in the disaster declaration are provided with disaster response and recovery services; works with the Outreach Team lead to address incident response and recovery needs of the tribe(s)

5.5 ESF #15 Administrative Assistance

Provides administrative support to the ESF #15 function

Annex C to Emergency Support Function #15 External Affairs **Cyber**

References:

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

1.0 Purpose

This annex outlines the Department of Homeland Security and its components' external affairs roles and responsibilities in response to a Cyber Incident requiring a coordinated Federal response. For more information about a Cyber Incident, refer to the Cyber Incident Annex of the NRF.

2.0 Background

- 2.1** A cyber attack may originate from anywhere in the world. This creates a wider Federal, State, and local communications challenge as the response and public communications effort may involve many governors and authorities beyond the site where a physical manifestation of the attack occurred.
- 2.2** Over 85 percent of the critical infrastructure is owned and operated by the private sector. Private-sector critical infrastructure/key resource (CI/KR) owners and operators are responsible at the corporate, functional, and physical asset levels for risk and incident management planning, security, and preparedness investments.
- 2.3** CI/KR sectors rely on information-sharing mechanisms such as Information Sharing and Analysis Centers (ISACs), which provide operational and tactical capabilities for information sharing and, in some cases, support for incident response activities.

3.0 Planning Assumptions

3.1 Operational Communications Assumptions

- 3.1.1** A major cyber incident has occurred; the NRF is always in effect.
- 3.1.2** White House Communications will guide overall communications strategy and policy for the U.S. Government.

-
- 3.1.3 The DHS/FEMA Office of Public Affairs (OPA) will lead the overall communications response under ESF #15.
 - 3.1.4 The U.S. Computer Emergency Readiness Team (US-CERT) is engaged with the operational aspects of incident management and response efforts.
 - 3.1.5 Sector Specific Agency(s) (SSAs) have started to coordinate with CI/KR community; this may include notifications and information sharing.
 - 3.1.6 The National JIC (NJIC) has been activated and is coordinating with an incident or virtual JIC at or near the incident site.
 - 3.1.7 US-CERT will deploy SME(s) to the NJIC to provide technical advice and will coordinate with the public affairs liaison within the National Cyber Response Coordination Group.

3.2 Strategic Communications Assumptions

- 3.2.1 A cyber attack in any one site likely affects far more than just that site, State, or even that region of the United States.
- 3.2.2 Public affairs professionals from organizations involved in the incident management activities can collocate at the NJIC to perform critical public affairs functions.
- 3.2.3 If access to communications channels and business destinations are hindered, external affairs staff may need to work remotely.
- 3.2.4 Traditional communications channels (e.g., telephone, e-mail, Internet) may be unavailable or inaccessible, which will create difficulties for internal communications within departments/agencies and across the U.S. Government, resulting in delays or barriers to the timely release of information to the public.

4.0 Control

4.1 Director of Incident Communications

The Director of Incident Communications consults with the National Protection and Programs Directorate in addition to normal incident communicators.

4.2 DHS Assistant Secretary for Cybersecurity and Communications (CS&C)

The DHS Assistant Secretary for CS&C leads the National Protection and Programs Directorate's external affairs mission related to cyber security and communications.

4.3 National Cyber Response Coordination Group (NCRCG)

The NCRCG serves as the Federal Government's principal interagency mechanism for ensuring that sound, strategic decisionmaking accompanies the Federal Government's management of a Cyber Incident. The NCRCG provides subject-matter expertise, recommendations, and strategic policy support to the Secretary of Homeland Security (hereinafter Secretary) during and in anticipation of a Cyber Incident.

4.4 United States Computer Emergency Readiness Team (US-CERT)

US-CERT is a 24/7 single point of contact for cyberspace analysis, warning, information sharing, incident response, and recovery for security partners. The partnership between DHS and public and private sectors is designed to enable protection of cyber infrastructure and to coordinate the prevention of and response to cyber attacks across the Nation. (Further information on US-CERT incident-related activities is included in the Cyber Incident Annex.)

4.5 National Coordinating Center for Telecommunications (NCC)

The NCC is a 24/7 government-industry sector forum that provides a mechanism for jointly responding to National Security and Emergency Preparedness (NS/EP) and other communications incidents. The NCC is the operational component of the National Communications System (NCS) and the lead Federal office for communications incident management. (Further details on the NCC and NCS are included in the ESF #2 – Communications Annex.)

5.0 Coordination

5.1 The National JIC public affairs officers will use the NICCL, SICCL, and PICCL coordination protocols during a Cyber Incident. If available, these protocols and procedures will be used the same way as in any other incident requiring a coordinated Federal response. However, during a Cyber Incident these conference lines may not function or may have degraded service. DHS components will use non-traditional communications methods to coordinate external affairs, such as US-CERT's Secure Portal, Wireless Priority Service, Satellite Phones, High Frequency Radio, CWIN, and LAN Mobile Radios.

5.2 Upon notification from the NOC of a potential or actual Cyber Incident, the CS&C/US-CERT coordinates with the SSAs, CI/KR sectors (GCCs and SCCs), ESFs, industry partners, and other established information-sharing mechanisms to communicate pertinent information. The NICC is not the focal point for Cyber and Communications CI/KR items. CS&C components have a direct reporting line to the NOC.

5.3 The NCRCG will provide recommendations to the DHS Office of Public Affairs on content for public messaging. As a member of the NCRCG, the DHS NCSD Outreach and Awareness representative will serve as NCRCG Public Affairs liaison to DHS Office of Public Affairs. The representative will ensure that all

messaging provided to the Office of Public Affairs has been vetted by the NCRCG.

- 5.4** The DHS Office of Public Affairs will be responsible for ensuring interagency Public Affairs coordination. Any product produced through the DHS Office of Public Affairs interagency process will be reviewed by the NCRCG prior to being made public. Additionally, the Public Affairs Liaison will work with the DHS International Affairs representative to coordinate communications with international partners.

6.0 Communication

6.1 Spokespersons

DHS will provide senior leaders as primary cybersecurity spokespersons. The list will be supplemented as necessary by cyber security subject matter experts.

- 6.1.1** Secretary
- 6.1.2** Deputy Secretary
- 6.1.3** Under Secretary for National Protection and Programs Directorate
- 6.1.4** Assistant Secretary Cybersecurity and Communications
- 6.1.5** Assistant Secretary for Public Affairs
- 6.1.6** Deputy Assistant Secretary for Public Affairs
- 6.1.7** Director of Public Affairs for National Protection and Programs Directorate
- 6.1.8** Deputy Assistant Secretary Cybersecurity and Communications
- 6.1.9** Director, National Cyber Security Division
- 6.1.10** Director/Deputy Manager, National Communications System
- 6.1.11** Director, United States Computer Emergency Readiness Team (US-CERT)
- 6.1.12** Director, National Coordinating Center for Telecommunications (NCC)
- 6.1.13** Director, Office of Emergency Communications

6.2 Message Development

Federal, State, and local communicators must ensure that messaging reflects both unknown issues as well as facts as they become acknowledged. In a cyber or communications emergency, many issues will fall within the unknown category, and to this end, communicators should be careful not to over-reassure and should note that uncertainty remains.

7.0 Guiding Principles

- 7.1** Ensure all information dissemination is coordinated with the DHS ESF #15 EAO and the NJIC.
- 7.2** Share data and information with the media to keep the public informed about the incident in a timely and purposeful way.
- 7.3** Release information in accordance with applicable law and agreements to safeguard protected critical infrastructure information.
- 7.4** Communicate all data and information in a simple, easily understood format.
- 7.5** Work with partner agencies at the Federal, State, local, and tribal levels, as well as private sector and non-governmental organizations, to develop and communicate actionable information to the right groups, through the right channels, at the right time.
- 7.6** Ensure that messages are consistent and conveyed quickly.
- 7.7** Promptly respond to rumors and inaccurate information to minimize concern and social disruption.
- 7.8** Coordinate international information exchange and communication strategies.

8.0 Policy

This annex does not alter or supersede existing:

- 8.1** Statutory responsibilities for CI/KR protection, incident management, emergency management, or other related functions under the law.
- 8.2** Regulatory, contractual, or other legal relationships between Federal agencies and the private sector.
- 8.3** International agreements, treaties, or other agreements for incident management or between the U.S. Government and other countries.

Appendix 1 to Annex C to Emergency Support Function #15 External Affairs
Relationship of Emergency Support Functions to CI/KR Sectors

Emergency Support Function	Related CI/KR Sectors
<p>ESF #2 – Communications Primary Agencies:</p> <ul style="list-style-type: none"> • DHS/Cybersecurity and Communications/National Communications System 	<ul style="list-style-type: none"> • Information Technology SSA: DHS/Cybersecurity and Communications • Communications SSA: DHS/Cybersecurity and Communications/National Communications System • Emergency Services SSA: DHS/Infrastructure Protection
<p>ESF #15 – External Affairs Primary Agency:</p> <ul style="list-style-type: none"> • DHS/Federal Emergency Management Agency 	<p>All</p>

Annex D to Emergency Support Function #15 External Affairs
Private Sector

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures
- D. National Infrastructure Protection Plan (NIPP)

NRF ESF #15 Quick Summary – Private Sector	
Supports external affairs by:	<ul style="list-style-type: none"> ▪ Serving as a liaison between the government response and recovery operations and the private sector community. ▪ Disseminating preparedness, response, recovery, and mitigation and other relevant information to the private sector. ▪ Enabling public-private partnerships and conducting public outreach and education. ▪ Support situational awareness by engaging with the private sector in information-sharing efforts ▪ Coordinating with the Infrastructure Liaison and the DHS Office of Infrastructure Protection on matters relating to critical infrastructure and key resources sectors (CI/KR).
Directed by:	<ul style="list-style-type: none"> ▪ Assistant External Affairs Officer for Private Sector

1.0 Purpose

This annex outlines the structure and concept of operations for effective communications, outreach, and coordination with the private sector from government at all levels in response to any type of emergency or threat. The private sector is defined in this annex, consistent with the National Response Framework, to be organizations and entities that are not part of any governmental structure and includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Coordinated communications with the private sector help make incident management more effective by making it easier to obtain additional support needed to restore business operations to the affected areas and engaging key stakeholders who can bring resources, capabilities, and expertise to bear during the disaster response and recovery efforts.

2.0 Assumptions

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

- 2.1** Regardless of the nature of the incident (natural disaster, terrorism, or other), businesses (and the local economy) may be disrupted in some manner.

-
- 2.2 The majority of critical infrastructure and key resources are owned and controlled by the private sector, making public/private partnerships central to effective preparedness, response, recovery, and resiliency.
 - 2.3 Business recovery is a central and critical component in a community's recovery. No Jobs = No Economy = No Recovery
 - 2.4 Small- to medium-sized businesses may be most vulnerable to disruptions and are essential to local economic and community recovery. Ninety-nine percent of businesses in America are small businesses.
 - 2.5 Private sector organizations play a key role in providing goods, services, and technical expertise that can complement effective preparedness, response, recovery, and mitigation operations.
 - 2.6 The private sector can be engaged as a means of efficiently distributing information through internal and external communications channels (employee communications, customer interaction, information exchange with suppliers and partners).

3.0 Concept of Operations

- 3.1 The Private Sector organizational structure within ESF #15 is intended to be flexible, scalable, and adaptable to the size, scope, and requirements of the specific incident.
- 3.2 In coordination with the Federal Coordinating Officer, the ESF #15 EA Officer will designate the Assistant External Affairs Officer for Private Sector. In a large-scale or catastrophic incident, the ESF #15 EA Officer will coordinate with the Department of Homeland Security's Assistant Secretary for the Private Sector regarding this designation.
- 3.3 Communications liaisons from DHS Private Sector Office, DHS Office of Infrastructure Protection, and DHS Office of Cyber Security and Communications may be deployed to the National Joint Information Center, if established. These liaisons provide subject-matter expertise and support messaging and outreach to the private sector, in coordination with the Assistant External Affairs Officer for the Private Sector.
- 3.4 The Assistant External Affairs Officer for Private Sector communicates with, and proactively reaches out to, private sector organizations in the affected areas. He or she also works closely, in a support role, with State, local, territorial, and tribal officials responsible for private sector programs and services.

-
- 3.5 The Assistant External Affairs Officer for Private Sector reports to the ESF #15 EA Officer and will collocate in the Joint Field Office with other External Affairs personnel.
 - 3.6 The Assistant External Affairs Officer for Private Sector will work closely with the ESF #15 Executive Officer, and the Assistant External Affairs Officers for Planning and Products, and other ESF #15 section leads to ensure that private sector efforts and plans are fully synchronized.
 - 3.7 The Assistant External Affairs Officer for Private Sector will coordinate with the Infrastructure Liaison, Private Sector Liaison, Community and Faith Based Initiatives Liaison, ESF #6, ESF #14, and other JFO leadership, as applicable, to facilitate coordination with established local, regional, and national private sector networks; industry-specific associations and organizations; State and local emergency management partnerships; Chambers of Commerce; Citizen Corps Councils; academia; non-profits; and other non-governmental organizations.
 - 3.8 The Assistant External Affairs Officer for Private Sector also coordinates efforts with private sector liaisons in the State Emergency Operations Center, Regional Response Coordination Center(s), and National Response Coordination Center.
 - 3.9 In addition to the Assistant External Affairs Officer for the Private Sector, the private sector component may include Private Sector Outreach Liaisons. Private Sector Outreach Liaisons report to the Assistant External Affairs Officer for the Private Sector.
 - 3.10 Private sector outreach and engagement are focused on conveying approved and relevant public information and/or situational updates to private sector contacts to include:
 - 3.10.1 Business preparedness, response, recovery, and mitigation assistance;
 - 3.10.2 Specific guidance on response and recovery processes to private sector organizations serving special needs populations; and
 - 3.10.3 Local economic and long-term recovery planning in coordination with ESF #14.

4.0 Roles and Responsibilities

4.1 DHS Private Sector Office

The DHS Private Sector Office coordinates public information and outreach with national private sector stakeholders, associations, academia, and non-governmental organizations.

4.2 DHS Office of Infrastructure Protection

The DHS Office of Infrastructure Protection establishes and maintains a comprehensive, multidirectional, dynamic information-sharing network designed to provide timely and actionable threat information, assessments, and warnings to

public and private sector security partners including CI/KR owners and operators. DHS/Internet Protocol (IP) serves as the executive agent to carry out DHS responsibilities as the coordinating agency for the CI/KR Support Annex to the National Response Framework. In this capacity, DHS/IP coordinates the deployment of Infrastructure Liaisons to JFOs to implement CI/KR support activities including coordination with ESFs, Federal Sector Specific Agencies; State, local, tribal, and territory entities; and CI/KR owners and operators.

4.3 FEMA Private Sector Office

The FEMA Private Sector Office coordinates staffing resources, training and operational and tactical support to the Assistant External Affairs Officer for the Private Sector, and ESF #15 private sector operations located in the National Response Coordination Center, the Regional Response Coordination Centers, and JFOs.

4.4 DHS Office of Cyber Security and Communications

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

4.5 Assistant External Affairs Officer for the Private Sector

The Assistant External Affairs Officer for the Private Sector serves as a liaison to private sector organizations and partners. This officer communicates with and proactively reaches out to private sector organizations in the affected areas and works closely with and in support of State, local, territorial, and tribal officials responsible for private sector programs and services.

5.0 Federal Government Agency Coordination and Support

5.1 The Assistant External Affairs Officer for Private Sector will coordinate private sector outreach efforts at the JFO with deployed representatives from the Small Business Administration (SBA), Internal Revenue Service (IRS), General Services Administration (GSA), Infrastructure Liaison, and other Federal, State, and local agencies or non-governmental organizations.

5.2 DHS PSO will facilitate the sharing of information within the Federal interagency (SBA, IRS, GSA, Commerce, Labor, and others) at the national level to create a synergized Federal outreach to the private sector.

6.0 Private Sector Outreach Activities

6.1 Private Sector Outreach and Engagement

Facilitate outreach to and establish relationships with local, regional, and State private sector organizations and networks in affected areas (i.e., Department of Commerce, Small Business Administration representatives; city, county/parish chambers; trade and industry associations and affiliates; Citizen Corps Councils; local, regional, and State economic authorities). Leverage established private sector networks, associations, and organizations (e.g., U.S. Chamber of Commerce, Business Executives for National Security [BENS], National Federation of Independent Businesses, Better Business Bureau, Business Roundtable) to support private sector communications efforts. Provide Web links, articles, and information to disseminate through private sector entities to their employees, customers/clients, stakeholders, and partners. Connect private sector partners with available resources, capabilities, and/or services to operational elements through promotion and engagement in the National Donations Management Network (ESF #6) and other resource registries. Support ESF #14 in engaging private sector organizations in long-term recovery strategies by providing information to private sector partners.

6.2 Communications and Information Dissemination

In collaboration with representatives of the DHS Office of Infrastructure Protection, the DHS Office of Cyber Security and Communications, the DHS Private Sector Office, and/or the FEMA Private Sector Office, conduct teleconferences with businesses, organizations, and other parties; organize workshops focusing on business recovery issues and Federal procurement needs related to the disaster; and convey official information including regular updates on operational priorities and recovery efforts in coordination with Planning and Products.

6.3 External Products

In coordination with Planning and Products, develop audience-specific communications tools, including private sector-specific Web content, presentations, and flyers for use in field operations, and disseminate press releases and other official (and releasable) information to associations and business networks so that they may distribute them to their respective constituencies. Coordinate targeted media relations through the JIC to business reporters and publications. All product development and information dissemination must consider support for limited English proficiency needs, accessibility, and other special needs.

6.4 Field Operations

Provide liaison support at Disaster Recovery Centers, public meetings, business district canvassing, and other public outreach venues to engage private sector stakeholders and convey relevant information.

6.5 Principal Coordination and Events

Coordinate with the ESF #15 EA Officer; Assistant External Affairs Officer (AEAO), Planning and Products; and ESF #14 to engage Federal agency principals

who work closely with the private sector or specific industries, in conveying official information and updates.

6.6 Support to Long-Term Recovery

Coordinate with ESF #14, if activated, to share business, economic data, and other information collected, including information from the Office of Infrastructure Protection, as well as to receive any ESF #14 information or analysis of the situation for potential long-term community recovery needs. Obtain information from any ESF #14 Advance Team elements. Participate in ESF #14 National Workgroup conference calls.

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

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures

NRF ESF #15 Quick Summary – Community Relations (CR)	
Supports external affairs by:	<ul style="list-style-type: none"> ▪ Preparing an initial action plan to support the FCO, JFO, and State Coordinating Officer (SCO) with incident-specific guidance and objectives, at the beginning and throughout an actual or potential incident. ▪ Conducting the external affairs function in a joint manner between Federal and State personnel, when available. Field teams are organized and dispersed throughout the affected area. Teams include trained Federal, State, tribal, and if necessary, locally hired individuals who know the community. ▪ Coordinating closely with the affected State(s) to identify community leaders (e.g., grassroots, political, religious, educational, business, labor, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative Federal, State, and local planning and mutual support for disaster recovery. ▪ Deploying management and field officers simultaneously with other initial elements as directed by the ESF #15 External Affairs Officer at the JFO
Directed by:	<ul style="list-style-type: none"> ▪ Assistant External Affairs Officer for Community Relations

1.0 Purpose

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

2.0 Functions of Community Relations

2.1 Assist disaster victims and affected communities in understanding DHS-FEMA’s role in the disaster response and recovery, how to access DHS-FEMA assistance,

and how to gather information from affected communities to guide response and recovery efforts.

- 2.2 Assist in managing expectations among public officials and the public as to what the Federal response can and cannot do for them so that there are not any false expectations as to what disaster assistance really can provide.
- 2.3 Develop a coordinated interagency Community Relations strategy for response/recovery for the FCO and JFO with input from all responding agencies.
- 2.4 Identify geographic, demographic, and economic areas that are most affected by the incident.
- 2.5 Develop a target list of groups and organizations most “at risk” and strategies to reach them.
- 2.6 Identify pertinent community-based organizations (CBOs) that can assist with dissemination of information to target audiences and establish an ongoing dialogue with leadership within those organizations.
- 2.7 Establish strategies to reach those individuals or groups that may not be reached by CBOs and/or conventional media.
- 2.8 Coordinate with counterpart ESF #15 Assistant External Affairs Officers regarding community concerns, issues, message strategy, and multi-lingual and cultural issues.
- 2.9 Implement the Speaker’s Bureau and coordinate public presentations, individual meetings, and special events with the JFO Coordination Staff to meet operational priorities.
- 2.10 Work closely with ESF #15 Planning and Products to identify special populations, strategies, and materials to reach them.

3.0 Concept of Operations

Effective Community Relations is essential during an incident, as affected individuals and families will turn to churches, civic groups, and other community organizations for help and guidance.

3.1 Community Relations Priorities

3.1.1 First priority: reduce loss of life and property

3.1.2 Second priority: those activities that accelerate or refine the recovery process

3.2 Community Relations Features

The Community Relations staff give the Federal response a human face and provides critical response and recovery information to State and local emergency management officials, community-based organizations, and the private sector.

3.3 Community Relations ESF #15 Location

Community Relations staff should locate in the JFO within the ESF #15 team.

Appendix 1 to Annex E to Emergency Support Function #15 External Affairs
Special Needs

References:

- A. National Response Framework
- B. National Incident Management System
- C. Special Needs Preparedness Guide
- D. Rehabilitation Act of 1973, Section 504 – Programs, Services and Activities, Section 508 – Electronic and Information Technology
- E. Americans with Disabilities Act of 1990
- F. Communications Act of 1934, Section 79.2
- G. Executive Order 13166
- H. Title VI of the 1964 Civil Rights Act
- I. Executive Order 13347

1.0 Purpose

The appendix provides considerations regarding individuals with special needs.

2.0 Background

2.1 Individuals with special needs make up a sizeable portion of the U.S. population. Before, during, and after an incident, members of this population may have additional needs such as maintaining independence, communication, transportation, supervision, and medical care.

2.2 Special needs populations include individuals who:

2.2.1 Have disabilities

2.2.2 Live in congregate settings

2.2.3 Are elderly

2.2.4 Are children

2.2.5 Are from diverse cultures and/or have limited English proficiency (or are non-English speaking)

2.2.6 Are transportation disadvantaged

2.3 The provision of timely and potentially lifesaving information to members of this population before, during, and after an emergency must be ensured through the use of communication strategies that are tailored to reach a maximum number of individuals.

3.0 Planning Assumptions

To ensure appropriate implementation of ESF #15 Community Relations support activities, involved staff should:

3.1 Have sound working knowledge of the accessibility and nondiscrimination requirements applicable under Federal disability and civil rights laws;

-
- 3.2 Be familiar with the demographics of the population of people with special needs who live in their community;
 - 3.3 Engage in efforts to remove communication barriers faced by members of the special needs populations within the affected area;
 - 3.4 Involve a variety of people from the special needs population in identifying the communication and transportation needs, accommodations, support systems, equipment, services, and supplies that residents and visitors with special needs will need during an emergency; and
 - 3.5 Identify existing and develop new resources within the community that meet the needs of residents and visitors with special needs during emergencies.

4.0 Communication Strategies

Federal civil rights laws require equal access for, and prohibit discrimination against, people with disabilities in all aspects of emergency planning, response, and recovery. Equal access applies to emergency information pertaining to preparedness, notification of emergencies, evacuation, transportation, communication, shelters, distribution of supplies, food, first aid, medical care, housing, and application for and distribution of benefits. Additionally, steps must be taken to ensure that persons with limited English proficiency have meaningful access to communication regarding programs, services, and information provided to the general public.

- 4.1 Preparations should be made for individuals with a variety of limitations, including individuals who are deaf, are hard of hearing, or have speech impairments, and need information presented in a visual format. Auxiliary aids and services may be needed to ensure effective communication. These may include closed captioning, pen and paper, and sign language interpreters through on-site or video interpreting.
- 4.2 Individuals who are blind, have low vision, or have cognitive disabilities may need information presented in an audio format, materials in large print, or people to assist with reading and filling out forms.
- 4.3 Service animals have access to the same facilities and evacuation assets as the humans they service under the Americans with Disabilities Act of 1990.
- 4.4 Individuals who do not speak English or have limited English proficiency may need information in a language other than English or an interpreter who can relay information to them. It is important to identify groups and organizations that can provide interpreters for local populations with limited English proficiency.

5.0 Individuals from Diverse Cultures

Residents who are members of culturally diverse populations may not have the ability to speak, read, write, or understand English. If the unique communication needs of a given culturally diverse population are not considered, this may be construed as a type of national origin discrimination.

5.1 It is important when communicating emergency related information to ensure:

- 5.1.1** The civil rights of an ethnically diverse population are respected.
- 5.1.2** The staff engaged in Community Relations support functions work closely with the DHS Civil Rights Civil Liberties Office following a homeland security incident or terrorist attack to ensure that lines of communication remain strong and open.
- 5.1.3** Methods of communication that have built in cultural competence are utilized, including calling upon ethnically oriented businesses to assist in disseminating information.
- 5.1.4** When possible, Federal staff familiar with the culture of the affected population are engaged to disseminate information.

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

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures

NRF ESF #15 Quick Summary – Joint Information Center (JIC)	
Supports External Affairs by:	<ul style="list-style-type: none"> ▪ Preparing an initial action plan to support the FCO and JFO with incident-specific guidance and objectives at the beginning and throughout an actual or potential incident. ▪ Establishing a joint information center or co-locating with an established State, local, or tribal joint information center. ▪ Overseeing the key function of media relations and ensuring unity of effort among all Federal JIC participants. ▪ Coordinating messages with Federal, State, local, territorial, and tribal governments. ▪ Providing incident-related lifesaving and life sustaining information through the media and other sources to individuals, families, businesses, and industries directly or indirectly affected by the incident. ▪ Conducting news conferences and press briefings. ▪ Gathering information on the incident. ▪ Using a broad range of resources to disseminate information. ▪ Monitoring news coverage to ensure accurate information is disseminated. ▪ Coordinating the Media Access Program. ▪ Directing and coordinating Public Affairs activities. ▪ Training Federal responders on media release policy. ▪ Responding to rumors and inaccurate reports.
Directed by:	<ul style="list-style-type: none"> ▪ Assistant External Affairs Officer for the Joint Information Center

1.0 Purpose

The annex specifies guidance for the Federal Joint Information Center(s) and JFO public affairs operations.

2.0 JIC Operating Concepts

- 2.1 A JIC is a central point for coordination of incident information, public affairs activities, and media access to information regarding the latest developments.
- 2.2 In the event of an incident requiring a coordinated Federal response, JICs are established to coordinate Federal, State, local, tribal, and private-sector incident communications with the public.
- 2.3 The JIC is the FCO's resource to communicate incident management response information. *The FCO and ESF #15 leadership are empowered to speak on operations and policy.*
- 2.4 The JIC must be ready to rapidly respond to developing situations and communicate to the public through the media.
- 2.5 Collocation with the State and local JIC is encouraged, as it facilitates coordination and joint cooperation for messaging.
- 2.6 As incident conditions and safety permit, the JIC must be able to forward deploy satellite JICs or public affairs personnel to central locations with high levels of response activity and potential media interest (e.g., airport receiving response supplies).
- 2.7 Major announcements, daily briefings, and incident updates from the JIC are coordinated with the FCO and Director before public release and with State and local counterparts as appropriate.

3.0 JIC Organization

3.1 Requirement

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

3.2 Scalable and Flexible

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

3.3 JIC Information Management

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

3.4 JIC Coordination and Planning and Products

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

4.0 JIC Types

4.1 National JIC

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

4.2 Area JIC

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

4.3 Virtual JIC

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

4.4 Incident JIC

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

4.5 Satellite JIC

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

5.0 JIC Establishment

5.1 Activation

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

5.2 JIC Coordination with State, Local, Territorial, and Tribal Counterparts

From the onset of an incident requiring a coordinated Federal response, JIC collocation or coordination is a high-priority decision. **If possible, ESF #15 leadership should collocate Federal JIC forces with the State and local incident JIC.** While this may not always be feasible, the ESF #15 External Affairs Officer should provide liaisons if collocation is not appropriate or possible. **The key element that must be remembered is “unity of effort.” Consistency in communications messaging and support to our citizens are enhanced by working together as a team.**

5.3 Configuration and Staffing

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

5.4 Satellite JICs

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

5.5 Spokespersons

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

5.6 Logistics Support (See Annex X)

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

5.7 Federal Interagency Staffing (See Annex Q)

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

5.8 State and Local Liaison

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

6.0 JIC Operational Elements

6.1 Assistant External Affairs Officer for Joint Information Center

Manages all JIC activities. Responsible for maintaining proper staffing levels. Also responsible for the development and creation of the media center and for acquiring the needed equipment to support the media center.

6.2 Media Relations Unit Leader

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

6.2.1 News Desk Manager

Serves as the primary point of contact for the media concerning all Federal disaster response, recovery, and mitigation programs. Responsible for maintaining all media lists and documenting all media contacts by news desk and field staff.

6.2.2 Media Analysis Manager

Reviews media reporting for accuracy, content, and adjustment to ensure that accurate public information is being disseminated to the media and citizens.

6.2.3 Field Manager

Coordinates activities in conjunction with other Federal, State, and local counterparts with primary responsibility of overseeing media relations staff in the field as opposed to the JFO. Develops field strategy for reaching all media outlets in a proactive, strategic manner. Responsible for supplying all field staff with the latest produced information and the latest strategic messaging. Gathers and summarizes field reports with an emphasis on developing issues to be used to help develop strategic messaging.

6.2.4 Special Projects/Events Manager

Handles events such as news conferences, press briefings, and tours for senior officials of affected areas. Works as the point of contact for all protocol issues and for organizing and planning all VIP visits.

6.3 Operations Unit Leader

Manages JIC media operations involving imagery, photography, and events.

6.3.1 Broadcast Manager

Ensures that imagery and video products are captured, processed, collected, and distributed in a timely manner. Develops public service campaigns, video documentation, special productions, remote live interview feeds, and logistical support of public meetings and presentations. Responsible for overseeing all contract work involving satellite trucks and services.

6.3.2 Administrative Specialist

Supports Operations and in coordination with the ESF #15 Resource Manager and ESF #5.

6.3.3 Photography/Videography Manager

Provides still photography documentation of the response to support print and Internet media needs. Responsible for maintaining a database of photos involving the specific event for utilization by any and all entities in the JFO.

Appendices

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

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

References:

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

1.0 Purpose

This appendix outlines policy and guidance for release of information by the JFO and Federal personnel.

2.0 Discussion

2.1 National Policy

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

2.2 Factors in Releasing Information

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

2.2.1 Federal Interagency

An incident requiring a coordinated Federal response, regardless of its nature, presents both coordination and communications challenges to the ESF #15 team. These challenges must be quickly and consistently managed by all levels of the strategic Federal communications team. While the FCO and ESF #15 team will have discretion and authority to release information, they will also ensure that higher authorities are

apprised of the forthcoming announcement of major developments. Daily conference calls between the strategic communications team representatives are the best means to support this requirement and ensure consistency of messaging.

2.2.2 Coordination with State, Local, Territorial, and Tribal

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

2.2.3 Classified and Law Enforcement Information

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

2.2.4 Privacy

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

3.0 Spokespersons

3.1 JFO/ESF #15 Headquarters Staff

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

3.1.1 Authorized Spokespersons

3.1.1.1 ESF #15 EA Officer

3.1.1.2 ESF #15 Deputy Officer

3.1.1.3 ESF #15 Executive Officer

3.1.1.4 Press Secretary

3.1.1.5 Assistant External Affairs Officer for the JIC or *designated spokesperson*

3.2 JFO Field Operations

Through policy established by the Director and when authorized by the FCO, Federal field response personnel are authorized to speak to the media within the

scope of their assigned duties and knowledge. This is an important element as it can provide the public a clear perspective of the dedication of Federal responders and the scope of the response effort. The guiding principle is “*Talk about what you do.*” Examples include the following:

3.2.1 Rescue Helicopter Aircrews

Discuss rescues, missions, special training.

3.2.2 FEMA Urban Search and Rescue Team

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

3.2.3 National Disaster Medical System

Discuss mission, qualifications, experience, previous incidents.

3.3 Policy Questions and Issues

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

3.4 Media Access (See Appendix 5)

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

Remember – Talk about what you do.

4.0 ESF #15 Release of Information Procedures

4.1 Federal ESF #15 and Joint Information Center Policy

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

4.2 Release Authority

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

4.3 Spokespersons

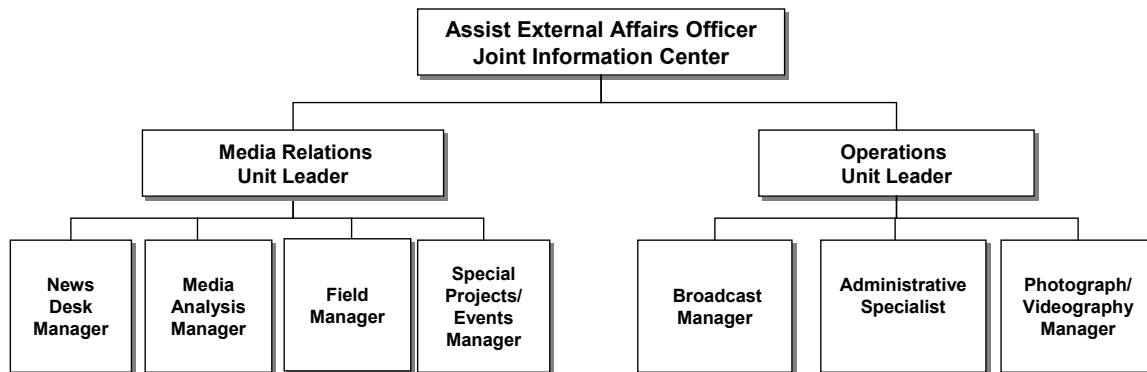
- *ESF #15 leadership can address policy and incident management operations.*
- *All others can talk about what they do.*

5.0 Contractors and Release of Information Spokespersons

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

- 5.1** Contracted personnel should have language in their national contract or agreement that details the scope and nature of their authority to speak, under certain circumstances, but as standard practice should seek guidance from their corporate headquarters before proceeding. *Contractors are not automatically empowered to conduct media activities in the same manner as Federal employees.*
- 5.2** The ESF #15 EA Officer, Assistant External Affairs Officers, and the senior representative of a Federal agency with contract oversight, working within the JFO or ESF #15 staff, should coordinate with contractors, as appropriate, to identify potential spokespersons; conduct training on the release of information procedures; and provide approval for media activities, oversight, and guidance as necessary.
- 5.3** Special Federal departmental and agency guidance or protocols for contractors will be considered in executing this policy.

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



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

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO SOP

1.0 Purpose

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

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

JIC Establishment Checklist

Because of the critical nature of providing emergency information to disaster victims, one of the most pressing needs the external affairs staff face in a crisis is arranging for necessary work space, materials, telephones, and staff to properly establish a JIC. The following list will assist in standing up a JIC.

- | |
|---|
| <input type="checkbox"/> Obtain AM/FM Radio |
| <input type="checkbox"/> Obtain televisions/monitors |
| <input type="checkbox"/> Obtain VHF/DVD players/recorders |
| <input type="checkbox"/> Obtain broadcast operations package (satellite truck and crew) |
| <input type="checkbox"/> Obtain pipe and drape (blue curtains) |
| <input type="checkbox"/> Obtain podium, microphone, speakers, and multi-box |
| <input type="checkbox"/> Obtain media camera riser/platform |
| <input type="checkbox"/> Obtain sufficient seating for press briefings |

Appendix 4 to Annex F to Emergency Support Function #15 External Affairs
Disaster News Release – Sample Template

No. # -EM Release No. #

Contact: JIC News Desk (602-xxx-xxxx)

DISASTER RESPONSE UPDATE NUMBER TEN (10)

Phoenix, Ariz. [Date]

Federal, State, tribal, and local authorities continue to coordinate the response to the radiological explosion at the intersection of the Loop 101 and Loop 202 freeways on Tuesday, Oct. 16.

The Environmental Protection Agency (EPA) and the Department of Energy deployed 34 two-person sampling teams to Arizona to assist with contamination monitoring in the Phoenix area. Ten teams are sampling in the immediate area of Tuesday's blast and the remaining teams are sampling in Mesa residential areas. The sampling teams will use hand-held direct reading instruments to provide immediate data. In addition, air monitoring equipment has been installed for sampling breathing-zone air.

A Joint Housing Task Force is convening in Arizona to begin to transition evacuees out of the shelters. It will look at both short-term and long-term strategies and will first look at available rentals and existing housing before bringing in mobile homes. The task force will consist of Federal, State, and local housing agencies.

The Arizona Division of Emergency Management (ADEM) today opened two Individual Assistance Service Centers (IASCs) in Tempe and Mesa to aid residents affected by the disaster Tuesday. The centers are located at the Arizona State University main campus in Tempe and the Arizona State University east campus in Mesa. The centers' hours of operation are 8 a.m. to 10 p.m., seven days a week. Affected residents must attend one of the centers in person in order to meet with a case worker and identify personal needs. Additionally, ADEM is now providing a shuttle service between the various evacuation shelters.

Ongoing response activities include the following:

- The American Red Cross needs additional volunteers to help with its relief efforts in Phoenix. People are needed to work in a variety of positions including clerical, administrative, and licensed nursing. Volunteers should register online at www.AZ211.gov or call 602-973-2212.
- The volunteer module has been activated on the Arizona 2-1-1 Web site (training.az211.gov.) This Web page can be used by Arizonans who wish to volunteer their services for disaster relief.

AIRPORTS AND AIRSPACE

Phoenix Sky Harbor International Airport Update

- Phoenix Sky Harbor is open and flights are returning to normal. Travelers who have been waiting to return to their homes outside of the Phoenix metropolitan area may now resume travel to their intended destinations.
- Travelers are being asked to arrive at the airport at least three hours prior to their flight when limited flights resume this morning. Airport roadways are expected to be congested due to vehicle inspections mandated by the Federal Government as part of the Red level alert in the Phoenix area.

PUBLIC SAFETY

- Eight additional bodies were recovered from a local hospital, bringing the total number of fatalities to 78.

TRANSPORTATION

- All roads in the City of Mesa are opened except those within the evacuation zone. Traffic into the evacuation zone is limited to public safety and medical personnel.
- The most updated information about Valley freeway conditions can be found by dialing 5-1-1 or by logging onto www.az511.com.

EVACUATION AND SHELTERING

- The City of Mesa's evacuation area is bounded on the north by Broadway, on the east by Alma School, on the south by 8th Street, and on the west by Dobson.
- In Pinal County, the shelter at Casa Grande High School is still accepting people; capacity is 500. The shelter at the Pinal County Fairgrounds is still accepting people; capacity is 5,000.
- In Coconino County, the shelter at Northern Arizona University is still accepting people; capacity is 4,000. The shelter at Coconino High School is not accepting anyone else; capacity is 1,000. The shelter at Flagstaff High School is not accepting anyone else; capacity is 1,000.
- In Gila County, the shelter at Payson High School is still accepting people; capacity is 2,400.
- In Navajo County, the shelter set up at Show Low High School is still accepting people; capacity is 500.
- In Pima County, the shelter at the Pima County Fairgrounds is still accepting people; capacity is 5,000. The shelter at the Convention Center is still accepting people; capacity is 2,500. The shelter at McKale Center is still accepting people; capacity is 2,000.

JOINT STATE/FEDERAL RESPONSE

- In light of the attacks, the Department of Homeland Security is encouraging every American to take three basic precautions to improve personal preparedness and safety.
- Prepare yourself and your family for situations that may be beyond your control. Each individual and family needs to have an emergency supply kit and a plan to deal with a situation like those in Guam, Portland, and Phoenix.
- Listen to and actively seek instructions provided by your local authorities. You may need to make decisions based on the latest information your local officials have to offer.
- Remain vigilant. Being alert, attentive, and observant of your surroundings and reporting unusual activity may help prevent further attacks.
- For more information on protecting yourself and your family members and how to get prepared for an emergency situation, visit www.ready.gov.

Citizens with questions are encouraged to call the Arizona 2-1-1 Emergency Call Center at 602-xxx-xxxx. Current updates are available at <http://training.az211.gov>

Reminder for media: all media interviews and requests for information should be made to the State Joint Information Center. Contact: JIC News Desk (602-xxx-xxxx).

Appendix 5 to Annex F to Emergency Support Function #15 External Affairs Media Access Program and Operations

References:

- A. National Response Framework
- B. National Incident Management System

1.0 Purpose

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

2.0 Rules of Engagement

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

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

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

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

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

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

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

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

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

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

-
- 2.2.4 Media may live, work, and travel as part of the units with which they are afforded access.
 - 2.2.5 Media will pay their own lodging expenses if staying at a hotel, motel, bed and breakfast, or other commercial facility, as well as food and other travel expenses.
 - 2.2.6 Media will deploy with the necessary equipment to collect and transmit their stories, if required.
 - 2.2.7 Media should remain with their assigned unit. Media may terminate their access opportunity at any time. However, if the access is in a restricted access location, media will be expected to adhere to ground rules until they can be transported outside of the restricted area. The Unit PAO or assigned team point of contact will provide, as the situation permits and based on the availability of transportation, movement back to the nearest location with commercial transportation.
 - 2.2.8 All pre-determined interviews with Federal employees will be on the record. Any “comments” made by Federal employees during actual “work” that are not part of a pre-determined interview are off the record.
 - 2.2.9 Media with access to units are not permitted to carry weapons.
 - 2.2.10 Media may report on the type of units involved and characteristics of those units (size, number of personnel, types of resources they bring to bear, etc.).
 - 2.2.11 Media may report on names and hometowns of unit members, but only after obtaining their consent. Photographs of unit members will be taken only with their consent.
 - 2.2.12 If a media representative is killed or injured in the course of the disaster response/recovery operation, the unit will immediately notify ESF #15 offices. FEMA HQ and DHS OPA will contact the reporter’s own media organization(s), which will make next of kin notification in accordance with the individual’s wishes.

2.3 Medical facilities, children, wounded or injured people

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

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

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

- 2.3.2 We expect media representatives to not photograph or name any child or minor (under the age of 8) without written permission of the child's parent or guardian. In cases where such permission is not available, it will be a violation of the embed guidelines to photograph or videotape any child who could be identified by the recording method.
- 2.3.3 Media visits to medical or mortuary facilities will be in accordance with applicable regulations, standard operating procedures, operations orders, and instructions by attending physicians. Reporters who have access with National Disaster Medical System (NDMS) teams will follow all guidelines set forth by the team, local officials, and/or the host medical facility to ensure patient privacy at all times. **State and local officials may restrict media access to some disaster areas, and those prohibitions are completely outside ESF #15 control.** Any violation of this guideline will be grounds for immediate removal from the program.
- 2.3.4 Reporters may visit those areas designated by the facility commander, but will not be allowed in operating rooms during operating procedures.
- 2.3.5 Permission to interview or photograph an adult patient will be granted only with the consent of the attending physician or facility commander and with the patient's informed consent, witnessed by the escort.
- 2.3.6 "Informed consent" means the patient understands his or her picture and comments are being collected for news media purposes and they may appear worldwide in news media reports.
- 2.3.7 With adult patient permission, media can photograph, videotape, record, and interview that adult patient in waiting areas or between medical procedures with the understanding that the adult patient may rescind his/her permission at any time and that unit leaders may rescind the adult patient's permission on their behalf if doing so would be in the best interest of that adult patient; and with the understanding that medical procedures always take precedence and that any medical authority may end any interview at any time to perform such medical procedures.

2.4 Immunizations and Personal Protective Equipment

- 2.4.1 Media organizations should ensure that media are properly immunized before embedding with units. Recommended immunizations will vary from disaster to disaster. A general guide for immunizations would include tetanus, hepatitis A, hepatitis B, and possibly vaccinations against mosquito-borne illnesses. Before traveling, individuals should check with

the U.S. Centers for Disease Control and Prevention (CDC), a FEMA Headquarters Office of Public Affairs (HQ OPA) contact, or their doctor.

- 2.4.2 Because the use of personal protective gear, such as helmets, may be mandatory at some disaster scenes, media will be responsible for procuring/using such equipment at the direction of the unit leader. Whenever possible, ESF #15 will give as much direction as possible on additional gear needed before departure.
- 2.4.3 Media may be authorized and required to use additional personal preparedness equipment including nuclear, biological, or chemical protective equipment, firefighting turnout gear, wildfire fighting gear, urban search and rescue safety equipment, or other gear. Information on that gear will be provided before access. Unit leaders may provide gear on a temporary loan basis or reporters may be required to provide the equipment.

2.5 Security

- 2.5.1 Federal personnel shall protect classified information from unauthorized or inadvertent disclosure. Access to classified materials will only be granted to those in the ESF function holding a current security clearance and on a need-to-know basis. Media provided access to sensitive information will be informed in advance by the unit leader or his/her designated representative of the restrictions on the use or disclosure of such information. When a question regarding reporting specific material arises, media will consult with the unit leader or his/her designated representative.
- 2.5.2 The nature of the access process may involve observation of further sensitive information, including Federal employee deployments and movements, response and recovery preparations, response capabilities and vulnerabilities, and other information. When a unit leader or his/her designated representative has reason to believe that a media member will have access to this type of sensitive information, prior to allowing such access, he/she will take prudent precautions to ensure the security of that information. The primary safeguard will be to brief media in advance about what information is sensitive and what the parameters are for covering this type of information. If media are inadvertently exposed to sensitive information, they should be briefed after exposure on what information they should avoid covering.
- 2.5.3 The Federal response to disasters is at the request of local officials. **AT ALL TIMES, response units will abide by State and local officials' directives and requirements. Local officials may restrict media access to some disaster areas, and those prohibitions are completely outside**

of Federal control. Travel into disaster sites will be coordinated through local public information officials and local authorities. If State or local authorities forbid media from entering sites, accessed media will abide by those orders.

2.5.4 Media and public affairs personnel will, at all times, follow any orders of the unit leader on-scene or his/her designee. If there are concerns, the Public Affairs Officer (PAO) will discuss them with the unit leader. However, the unit leader's decision will be final.

2.6 Other

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

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

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

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

2.7 Internal Guidelines

2.7.1 The FEMA Headquarters Office of Public Affairs (HQ OPA), in coordination with DHS Public Affairs and the JFO ESF #15 team, is the central office for managing and approving all media access with national teams, to include allocating access slots to media organizations.

2.7.2 Unit leaders with a deployment order may invite local or regional media to access with them with the approval of FEMA HQ OPA. Unit leaders will inform these media, prior to deploying, that FEMA HQ OPA is the approval authority for all media access and that their particular access may end after the unit's arrival on a disaster scene. The media organization may apply to FEMA HQ OPA for continued access, but there is no

guarantee and the media organization will have to make arrangements for and pay for the journalists' return trip.

- 2.7.3** Without making commitments to media organizations, deploying units may identify local media for potential embeds and nominate them to FEMA HQ OPA at 202-646-4600. Information required to be forwarded includes media organization, type of media, and contact information including bureau chief/managing editor/news director's name; office, home and cell phone numbers; pager numbers; and e-mail addresses. Submissions for embeds with specific units should include a unit recommendation as to whether the request should be honored. Unit leaders should also express, through their chain of command and Public Affairs channels to FEMA HQ OPA, their desire and capability to support media embeds.
- 2.7.4** Freelance media will be authorized access if they are selected by a news organization as their access representative.
- 2.7.5** Reporters who happen upon units operating in the field may be permitted to join the team with the consent of the PAO assigned to the team in coordination with the team leader and FEMA HQ OPA and Response Division, as well as the agreement of other accessed media.
- 2.7.6** Units will be authorized direct coordination with media after assignment and approval by FEMA HQ OPA. All units with an accessed reporter will designate a PAO to facilitate media coverage and access. The PAO will be responsible for checking in with FEMA HQ OPA daily or as often as conditions allow. PAOs will also be responsible for forwarding questions about any topic other than the unit activities to FEMA HQ OPA.
- 2.7.7** Accessed media operate as part of their assigned unit. Unit leaders will ensure the media are provided with every opportunity to observe actual operations. The personal safety of correspondents may be a reason to exclude them from actual operations, but every effort should be taken so that media can witness operations from a safe distance whenever possible.
- 2.7.8** If, in the opinion of the unit leader, a media representative is unable to withstand the rigorous conditions required to operate with his/her team, the leader with consultation from the PAO, may limit the representative's participation with the unit to ensure safety.
- 2.7.9** Media will agree to abide by the FEMA HQ OPA ground rules, (copy included in this document). Any violation of the ground rules could result in termination of that media's access opportunity.

-
- 2.7.10** If pooling is implemented, pool products will be made available to all accredited media on an equitable, no-fee basis. Media pool coordinators and bureau chiefs will be responsible for distributing media pool products. Media pooling will be decided upon in advance. Media will be notified before deployment if pooling will be implemented.
- 2.7.11** Issues, questions, difficulties, or disputes associated with ground rules or other aspects of accessed media that cannot be resolved at the unit or JFO level will be forwarded to DHS/FEMA HQ OPA. Unit leaders who wish to terminate an access for cause must notify FEMA HQ OPA prior to termination. If a dispute cannot be resolved at the JFO/ESF #15 level, FEMA HQ OPA and the FEMA Response Division will be the final resolution authority. In all cases, this should be done as expeditiously as possible to preserve the news value of the situation.

Tabs

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

**Tab A to Appendix 5 to Annex F to Emergency Support Function #15 External Affairs
Media Access Letter**

Dear _____ [Media]

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

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

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

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

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

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

Speaking of comfort, it is important to understand that disaster situations are not pleasant places. You may experience sights, smells, and sounds that are highly unpleasant, and you need to be prepared for that. You may also have very limited access to basic services that we all rely upon.

You may go for several days without water, food, electricity, or a warm bed. Pack what you'll need to sustain yourself and stay modestly comfortable. Obviously you'll need clean water and food, but also bring along your toiletries, sunscreen, extra clothing, sleeping bag, camping gear, and anything else you can think that will be required in a very primitive environment for up to a week or more, depending on your team assignment.

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

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

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

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

FEMA's Office of Public Affairs

**Tab B to Appendix 5 to Annex F to Emergency Support Function #15 External Affairs
Media Access Informed Consent Form**

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

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

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

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

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

Signature

Date

Printed Name

Media organization

Address: _____

Phone: _____

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

Witness

Witness

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

Recommended items for media access:

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

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

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

Prohibited articles:

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

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

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures

NRF ESF #15 Quick Summary – Congressional Affairs (CA)	
Supports external affairs by:	<ul style="list-style-type: none"> ▪ Preparing an initial action plan to support the FCO and JFO with incident-specific guidance and objectives, at the beginning of and during an actual or potential incident. ▪ Establishing contact with congressional offices representing affected areas to provide information on the incident. ▪ Organizing an initial interagency congressional briefing within 24-72 hours of the event when possible and conducting daily briefings thereafter. ▪ Arranging for incident site visits for Members of Congress and their staff. ▪ Responding to congressional inquiries. ▪ Assisting in the development of written materials for presentation and making congressional notifications. ▪ Coordinating with the local liaison officers (LNOs) on all congressional issues.
Directed by:	<ul style="list-style-type: none"> ▪ Assistant External Affairs Officer (EAO) for Congressional Affairs

1.0 Purpose

The annex provides guidance on congressional affairs activities in response to an incident requiring a coordinated Federal response.

2.0 Congressional Affairs Primary Function

The purpose of the CA component is to coordinate the exchange of information between DHS, FEMA, Members of Congress, their staff, and congressional committees by fostering a positive and continuous dialogue. CA will educate, build relationships, direct energies, and manage expectations throughout the response and recovery phase of the incident.

3.0 Concept of Operations

- 3.1** An effective CA office requires delivering a coordinated message and an open exchange of information between the FCO, JFO, DHS, ESF #15 staff, FEMA, and regional elements.
- 3.2** The FEMA Director of Legislative Affairs will designate an Assistant EAO for Congressional Affairs during an incident requiring a coordinated Federal response.
- 3.3** CA will physically locate within ESF #15 spaces within the JFO. If not physically located in the JFO, every effort should be made to move CA within proximity of ESF #15 elements.
- 3.4** A coordinated interagency CA strategy will be developed with the staff from each Federal department or agency involved. It is important to establish procedural guidelines with congressional liaisons from other Federal agencies as soon as possible.
- 3.5** IMAT CA staffing needs shall take priority over other CA disaster staffing needs. This will require close consultation with the National Cadre Manager for CA.
- 3.6** ESF #15 Planning and Products will support CA for materials and information.

4.0 Initial Activation and Deployment Actions

- 4.1** Determine staffing using the “Staffing Analysis Guidelines” and consult with National Cadre Manager.
- 4.2** Make initial contact with the FCO and JFO staff.
- 4.3** Coordinate closely with the ESF #15 EA Officer, DHS Assistant Secretary for Legislative Affairs, Director, FEMA Office of Legislative Affairs (OLA), Disaster Response Team, and National Cadre Manager.
- 4.4** Assign CA staff to congressional offices.
- 4.5** Develop preliminary organizational chart and anticipated assignments.
- 4.6** Assign CA staff to liaise with key JFO components.
- 4.7** Establish protocol with Planning and Products for researching inquiries.
- 4.8** Anticipate staffing needs for potential increased individual assistance casework.
- 4.9** Anticipate need to acquire local hire staff to supplement CA operations.

-
- 4.10 Inform the JFO logistics staff and ESF #15 Administration and Logistics Officer of specific requirements and personnel movements promptly.
 - 4.11 Identify current and anticipated potential incident effects on normal practices (safety, transportation, communications, etc.) and plan alternate procedures as necessary.

5.0 Congressional Affairs Incident Tasks

- 5.1 Establish advisory and notification procedures for the coordinated release of response information to congressional, district, and Capitol Hill offices.
- 5.2 Determine when the OLA congressional briefing for Capitol Hill offices will take place, and provide supporting information if necessary.
- 5.3 Make initial contacts with congressional district offices as soon as possible.
- 5.4 Introduce Congressional Affairs Officer (CAO) as the Assistant EAO for Congressional Affairs.
- 5.5 Provide one point of contact, either CAO or designee, to congressional offices.
- 5.6 Provide initial incident information as necessary.
- 5.7 Confirm contact person(s) and contact phone, pager, fax, and cell numbers.
- 5.8 Determine district office needs and specific concerns.
- 5.9 Follow up with a fax/e-mail of the CAO or designee contact numbers and names to congressional State/district offices.

6.0 Outreach and Communications Activities

- 6.1 Provide key external messages to congressional offices that will be communicated to the public via congressional members and their staffs.
- 6.2 Use congressional office visits to identify congressional offices' concerns, needs, and emerging issues.
- 6.3 Update congressional State and district offices promptly by phone, e-mail, and/or fax advisories as significant information becomes available.
- 6.4 Maintain ongoing communications with all impacted congressional offices and promptly respond to all congressional inquiries.

7.0 Other Congressional Affairs Incident Coordination Measures

-
- 7.1 Support to FCO and JFO**
Provide the ESF #15 EA Officer and FCO summaries on the members affected (including expected level of their involvement), impact on their districts and other significant issues, biographical sketches of members (including their affiliation, term in office, major committee assignments, and leadership positions, and location of State/district offices)
- 7.2 Product Development**
Identify emerging issues and coordinate closely with the Planning and Products staff.
- 7.3 Congressional Advisory Process**
Establish a congressional advisory and notification process within the JFO.
- 7.4 Interagency Contact**
Establish contact with Federal department and agency personnel involved in order to develop a coordinated interagency CA strategy. Establish procedural guidelines with congressional liaisons from other Federal agencies.
- 7.5 Conference Calls**
Initiate conference calls with affected congressional offices prior to disaster landfall (if applicable) or 24–72 hours after the event and throughout the response operations. Initially, the conference call should be held daily and adjusted based on congressional needs and interests.
- 7.6 Documentation**
Document all significant activities and interactions with congressional district offices and key parties. Keep records of congressional inquiries.
- 7.7 Congressional Briefing Materials**
Plan for and develop a congressional briefing to be held within one week of an incident, or as soon as practical. Contents of briefing packet normally include:
- 7.7.1** Situation overview (1 page)
 - 7.7.2** Status of declarations
 - 7.7.3** State map of disaster area and designated counties
 - 7.7.4** Map of congressional districts (with members' names and district numbers)
 - 7.7.5** Background information page(s) – disaster specific
 - 7.7.6** Talking points
 - 7.7.7** Disaster report summaries
 - 7.7.8** Maps
 - 7.7.9** Overview of response
 - 7.7.10** Other appropriate materials
- 7.8 Anticipate VIP visits**

-
- 7.8.1 Coordinate with the ESF #15 EA Officer and staff.
 - 7.8.2 Pre-plan likely visits.
 - 7.8.3 Use the VIP Visit Guidelines and tools to plan for VIP visits.

7.9 Long-Term Recovery

DHS and the FEMA OLA should coordinate the designation of a long-term Assistant EAO for Congressional Affairs and long-term staffing needs. This should also include the transition of the incident to the long-term Assistant EAO for Congressional Affairs and staff.

**Annex H to Emergency Support Function #15 External Affairs
Planning and Products**

References:

- A. National Response Framework
- B. National Incident Management System
- C. Interagency Integrated JFO Standard Operating Procedures

NRF ESF #15 Quick Summary – Planning and Products (PP)	
Supports external affairs by:	<ul style="list-style-type: none"> ▪ Preparing an initial action plan and follow on communications plan(s) to support the FCO and JFO with incident-specific guidance and objectives before and during an actual or potential incident ▪ Supports lifesaving and life-sustaining communications by creating timely products to alert and advise the public, in coordination with State, local, territorial, and tribal counterparts ▪ Through unity of effort, centrally directs and develops all messaging from the JFO ▪ Developing <i>all</i> written external products and internal communications documents ▪ Using a broad range of resources, including the common operating picture (COP), to prepare timely information products ▪ Providing inputs for the ESF #15 Daily Summary
Directed by:	<ul style="list-style-type: none"> ▪ Assistant External Affairs Officer for Planning and Products

1.0 Purpose

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

2.0 Concept of Operations

Central coordination and unity of effort in development of all communications strategy and materials within ESF #15 and the JFO are critical. To this end, a new ESF #15 component, Planning and Products, is established to coordinate and develop all communications plans and materials. This central focus provides greater strategic coordination and enhanced messaging efficiency.

3.0 Planning and Products Operations

3.1 Staff Organization

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

3.1.1 Strategy and Messaging

3.1.2 Creative Services

3.1.3 Liaisons

3.2 Staff Composition

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

3.3 Release Authorization

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

4.0 Strategy and Messaging

This element is the central location for development of strategic planning and messaging. Personnel with strong interagency and strategic communications experience are desired for this function. The staff works closely with the JFO staff; ESF #15 components; Federal departments and agencies; White House Communications; and State, local, territorial, and tribal communications counterparts. Strategy and Messaging acquires information, assesses communications requirements within the incident response, incorporates FCO and JFO tasking, and develops and/or updates strategic communications plans. This element also prepares the ESF #15 Daily Summary in coordination with other Federal, State, local, territorial, tribal, and private-sector counterparts as appropriate.

5.0 Creative Services

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

5.1 Written Materials

Creative services will produce all written products involving ESF #15 components. In addition to external affairs materials, this includes brochures and flyers for internal communications, Community Relations, and translated materials.

5.2 Graphics and Visual Material

Creative Services will develop audio-visual presentations, briefings, briefing packages, talking points, and report summaries as well as providing information to the media as needed. Creative services develop graphics and visual support aids.

5.3 Recovery Times

Creative Services oversees the creation and delivery of the Recovery Times. An initial edition will be developed following declarations and additional editions will be determined by the Executive Officer in coordination with the ESF #15 EAO.

5.4 Web Materials and Incident Web site

If required, and with the approval of the Director, an incident-specific Web site will be established. This site will be the primary Web location for Federal response information. It will be linked to all Federal, State, local, territorial, and tribal counterparts.

6.0 Technical Support

VOCUS [brand name of a system] is a tool used for releasing written materials to the media and for documenting all media contacts. It serves as the database for all media contact information. *VOCUS* is important to the establishment of a JIC. One person should be identified to oversee all *VOCUS* activities and support within Planning and Products. Key *VOCUS* points:

6.1 A complete hardware/software package and staff must be in place and functioning within the first hours of response operations at the JIC in order to upload video, digital images, and news releases to other counterparts and/or major media outlets.

6.2 *VOCUS* must be utilized as soon as possible after the incident to allow for near-simultaneous transmission of news releases and media advisories to regional and national news outlets.

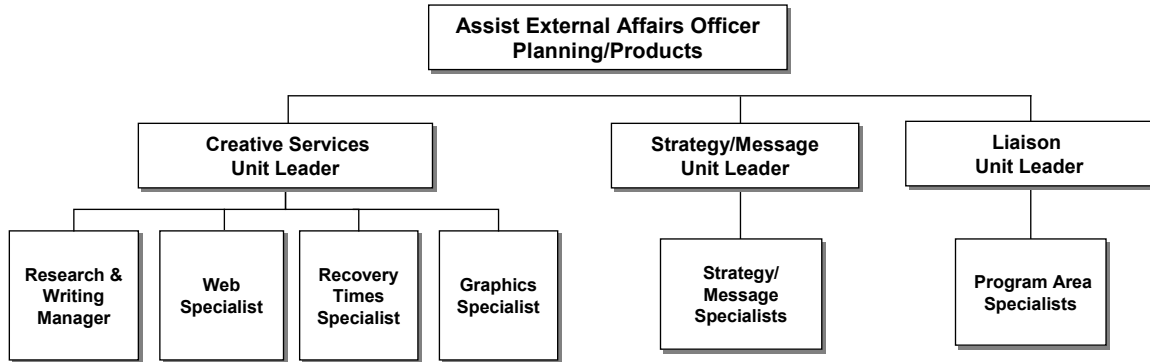
7.0 Liaisons

Planning and Products will gather information from JFO staff elements and other ESFs. A daily report summarizing current and emerging issues will be created to identify trends that can be tracked and analyzed. Planning and Products will work closely with the JFO Coordination Group and Coordination Staff. If assigned, the ESF #15 FCO Liaison will be a primary point of contact and coordination.

Appendices

1 Planning and Products Organizational Chart

Appendix 1 to Annex H to Emergency Support Function #15 External Affairs
Planning and Products Organizational Chart



Annex I to Emergency Support Function #15 External Affairs
Department of Defense

References:

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

1.0 Purpose

This annex outlines the roles and responsibilities of the public affairs function of the Department of Defense (DOD) in support of ESF #15. The DOD support will be executed by the Office of the Secretary of Defense and U.S. Northern Command in the Continental United States (including Alaska), by U.S. Pacific Command in Hawaii and the Pacific Territories, and by U.S. Southern Command for territories in the Caribbean area. The U.S. Army Corps of Engineers (USACE) and Emergency Support Function 3, Public Works and Engineering are contained in Appendix 1 to this Annex. The National Guard is described in Annex K.

2.0 Mission

2.1 Defense Support to Civil Authorities (DSCA)

2.1.1 DOD Support Agency Role

Under Reference A, DOD would be designated a support agency providing Defense Support of Civil Authorities for all Emergency Support Functions. Requests for DOD forces are submitted through the DCO and the mission assignment process and must receive approval from the Secretary of Defense prior to deployment.

2.2.1 Requests for DOD Public Affairs Support

The same process described above must be used when requesting DOD public affairs officers are needed to support a JIC or to obtain other DOD public affairs personnel or equipment.

2.2 DOD Public Affairs Operations

Generally, DOD will deploy public affairs officers with military units as they deploy in support of civil authorities. Those officers and service members remain with those units and are focused on providing tactical level public affairs support to the respective commanders. DOD has a responsibility to maintain public trust and confidence in the U.S. military. Therefore, DOD will actively engage the media to ensure that the public fully understands the role of the U.S. military in any operations. DOD will coordinate these actions with other Federal agencies at the appropriate levels and integrate their efforts with a Joint Information Center if and when one is established.

3.0 Concept of Operations

3.1 DSCA operations with advance notice

When there is advance notice, there are several preparatory actions DOD may take. Those actions include the following:

3.1.1 DCO Public Affairs Support

This PAO will support the DCO, maintain liaison with the ESF #15 POC, assist with requests for additional public affairs assets, and help manage public expectations of a DOD response.

3.1.2 DOD Pre-positioned Public Affairs Assets

Public affairs officers with these units and or organizations will actively engage the media to provide information regarding DOD preparations.

3.1.3 Primay Federal Agency (PFA) Request

The PFA may request use of certain military installations for staging and other operations. The public affairs officers assigned to these installations will actively engage the media to provide information regarding DOD support to the event and the PFA.

3.1.4 Requests for DOD Public Affairs Personnel Support

When specifically requested and approved through the MA process, public affairs officers and equipment may be deployed to JICs or other ESF #15 functions.

3.1.5 Rapid Response Public Affairs Support

DOD may also provide Public Affairs assets to the Lead Federal Agency (LFA) in support of their Go-Team concept.

3.2 Response to a Major Incident

For all events requiring DOD support, DOD may take the following actions:

3.2.1 Joint Task Force (JTF) Deployment

If a JTF is deployed, DOD will deploy a Public Affairs cell to conduct active media operations, coordinate Public Affairs operations with other Federal agencies and the National Guard, and support DOD senior leaders and spokespersons. This cell will provide representatives to the appropriate Joint Information Center, unless that support has already been requested. The JTF Public Affairs structure will normally be led by the JTF Commander's organic Public Affairs staff and augmented as required for the incident.

3.2.2 Joint Public Affairs Support Element (JPASE)

In the event the JTF Commander is not able to provide the necessary Public Affairs structure and staff immediately in response to a major incident, the commander has the ability to request and deploy a JPASE.

- JPASE training teams provide a standing, rapidly deployable, turn-key joint public affairs capability to support various operational requirements.
- Each training team is a scalable Public Affairs response, ready and mission-tailored to support exercises and to deploy in support of combatant commands for operations and contingencies. Each JPASE response team is designed to be self-supporting for up to 179 days.
- JPASE is organized to provide direct support to specific combatant commands. This alignment establishes a traditional and habitual relationship.

3.2.3 Media Access

DOD will actively seek to involve the media in all DOD operations, including media embeds. The goal is to ensure that the media has maximum access to the event to accurately report it to the public.

3.2.4 Satellite Coordination

DOD will request uplink capabilities (DVIDS) to be positioned at all DOD response centers of gravity. These assets will normally be requested by the DOD supporting command and may be organic DOD capabilities or contracted as required.

3.2.5 Supplementary Staffing Support

If properly requested and approved, DOD may provide additional public affairs support to the overall Federal response (additional manpower for JIC operations, public information distribution, etc.).

4.0 Coordination

4.1 Supporting Command Coordination

The DOD supporting combatant command Public Affairs Officer and the Office of the Assistant Secretary of Defense for Public Affairs will regularly participate in NICCL calls.

4.2 JTF Liaison with ESF #15

The deployed Joint Task Force Public Affairs Officer will maintain liaison with ESF #15 and the Joint Information Center.

4.3 DOD Public Affairs Personnel Operational Control

The commander, U.S. Northern Command, through the Director of Public Affairs, will retain *operational control* of all DOD public affairs personnel deployed in support of the operation or event in the Continental United States (including Alaska).

4.4 DOD Public Affairs Support Overseas

In the event of a terrorist attack overseas, DOD public affairs support will be provided by the appropriate geographic combatant command as requested by the host nation and approved by the Department of State and the Secretary of Defense.

Appendices

1 U.S. Army Corps of Engineers (USACE)

Appendix 1 to Annex I to Emergency Support Function #15 External Affairs
U.S. Army Corps of Engineers (USACE)

References:

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

1.0 Purpose

This appendix outlines roles and responsibilities of the public affairs function of the U.S. Army Corps of Engineers in support of the NRF and under its own authority PL 84-99.

2.0 Mission

2.1 National Response Framework

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

2.2 Public Law (PL) 84-99

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

3.0 Concept of Operations

- 3.1** USACE has 8 divisions with 41 districts that cover the United States and its territories. The Public Affairs offices in each district and division are responsible for coordinating information with local, State, and regional Federal agencies. These offices work with FEMA Regional External Affairs. If ESF #15 is activated, then USACE will provide public affairs support to the Federal JIC, the JFO, and External Affairs Planning and Products component.
- 3.2** USACE Headquarters Public Affairs Office is responsible for staffing the National Response Coordination Center and National JIC as required.
- 3.3** USACE PAOs provide mission public affairs support to Recovery Field Offices (RFOs) and/or FEMA efforts to include publicizing ice and water, debris, power, temporary housing, demolition, logistical distribution points, Rights of Entry (ROE) signup points for Blue Roof, and other related information needed by the victim community and other audiences.
- 3.4** USACE public affairs will maintain initial release authority prior to JFO establishment. Once FEMA public affairs operations are established, USACE PAOs will coordinate with their FEMA counterpart to determine local procedures for release of information. General guidance is that release authority is at the lowest level to provide accurate and timely information to citizens affected by the emergency.

4.0 Geographical Relationships

4.1 State Planning and Response

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

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

The following Divisions have the lead for Stafford Act planning and response as indicated:

4.2.1 LRD

FEMA Region III, for the State of WV
FEMA Region IV, for the States of KY and TN
FEMA Region V, for the States of IN, OH, and MI

4.2.2 MVD

FEMA Region IV, for the State of MS
FEMA Region V, for the States of IL, MN, and WI
FEMA Region VI, for the State of LA
FEMA Region VII, for the State of IA

4.2.3 NAD

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

4.2.4 NWD

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

4.2.5 POD

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

FEMA Region X, for AK

4.2.6 SAD

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

4.2.7 SPD

FEMA Region IX, for the States of AZ, CA, and NV
FEMA Region VI, for the State of NM
FEMA Region VIII, for the State of UT

4.2.8 SWD

FEMA Region VI, for the States of AR, OK, TX

USACE Civil Engineer Divisions and Districts



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

References:

- A. National Response Framework
- B. National Incident Management System

1.0 Purpose

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

2.0 Operating Concepts

- 2.1** If an incident is deemed to be terrorist-related, the FBI is the lead DOJ component handling the investigation.
- 2.2** Coordination of all DOJ components is crucial. As soon as an incident occurs, DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, DEA, USMS, BOP, and other DOJ components as appropriate, to discuss the incident and coordinate press strategy.
- 2.3** In the event of ESF #15 activation, an FBI and/or ATF public affairs officer will be designated as an ESF #15 EA Officer.

3.0 Communication Protocols

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

- 3.1** Communications strategy developed and coordinated with White House Communications and the DHS.
- 3.2** Participation in the NICCL and SICCL.
- 3.3** DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, and other DOJ components as appropriate before each NICCL call in order to discuss law enforcement operations and coordinate law enforcement messages.

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

3.5 Activation of a NJIC.

4.0 Objectives

During a terrorist-related incident, DOJ will:

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

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

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

5.0 Policies

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

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

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

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

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

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

5.5.1 Law enforcement and investigative efforts

5.5.2 Federal, State, and local coordination

5.5.3 Public safety

5.5.4 Legal issues

5.5.5 The need for public and media assistance to help track down those responsible for the crime through tip lines, photos, and other means

6.0 Message/Themes:

- 6.1** The DOJ is using all available law enforcement resources working with all [international] Federal, State, and local enforcement agencies in order to track down and hold accountable those responsible for the incident.
- 6.2** Law enforcement is organized and focused on these efforts. Our mission is clear – we are united in our efforts across [international] Federal, State, and local lines to bring those responsible for this incident to justice.
- 6.3** We are steadfast and resolute in our resolve to prevent further incidents against the United States.
- 6.4** We ask the American people to remain vigilant and report any suspicious activity to the FBI [or the DOJ component with primary jurisdiction].
- 6.5** We will continue to keep the public informed of our law enforcement efforts.

7.0 Message Development

- 7.1** The DOJ is the lead on law enforcement messages. Any mention of a law enforcement activity by any Federal agency official, in any press release or statement by any Federal agency, must be approved by the DOJ Public Affairs Office.
- 7.2** The DOJ Public Affairs Office will coordinate with its components and approve any message about law enforcement or investigative efforts.
- 7.3** Federal, State, and local law enforcement must work together to ensure that law enforcement messages are coordinated, accurate, and presented to the media and the public in a timely manner.
- 7.4** Correct misinformation promptly.

8.0 Message Dissemination

The DOJ will utilize a variety of ways to provide critical law enforcement information in a timely manner to the media, public, government, and non-government agencies.

- 8.1** The DOJ's Office of Public Affairs will provide critical law enforcement information to the media and public in a timely manner through various means:
 - 8.1.1** Conduct news conferences with the media (with agency and/or appropriate law enforcement officials). Press conference location sites may include Main DOJ, FBI Headquarters, DHS NJIC.
 - 8.1.2** Conduct conference calls with the media.

-
- 8.1.3** Issue press releases, press statements, fact sheets.
 - 8.1.4** Issue media advisories.
 - 8.1.5** Organize and participate in media briefings (on the record and on background).
 - 8.1.6** Organize and participate in television and radio interviews.
 - 8.1.7** Provide information on the DOJ Web site as well as other DOJ components' Web sites as appropriate.
 - 8.1.8** Send e-mail alerts to subscribers/e-mail lists.
 - 8.1.9** Provide updates to community partners through conference calls.
 - 8.1.10** Provide photos of fugitives (for law enforcement purposes).
 - 8.1.11** Conduct telephone calls and e-mail information to a list of DOJ beat reporters (which includes national and international media outlets: news wires, newspapers, television, magazines, Internet).
- 8.2** The DOJ's Office of Public Affairs will coordinate law enforcement messages with its various components' public affairs offices that will then provide information to their staff. For example, DOJ OPA will coordinate with the FBI and ATF Public Affairs Offices who will then communicate the law enforcement message to their Special Agents in Charge (SACs) across the country.
- 8.2.1** Provide Qs & As, talking points, public affairs guidance, and other information (and resources) to field office media coordinators (U.S. Attorneys offices, FBI, and ATF SACs) in order to ensure law enforcement message is accurate and coordinated.
 - 8.2.2** DOJ and its components will draft talking points and speeches for senior officials.
- 8.3** The DOJ's Office of Intergovernmental and Public Liaison will provide information to State and local government and non-government agencies.
- 8.4** The DOJ's Executive Office for United States Attorneys will coordinate information to the 94 United States Attorneys offices around the country.

9.0 Office of Public Affairs Incident Communications Plan

- 9.1** In the event of an incident, the Department of Justice’s Office of Public Affairs (DOJ OPA) will coordinate its operations with its components. DOJ OPA will relocate and conduct operations with the FBI’s Office of Public Affairs with representatives from ATF and DOJ’s other components. The offices will conduct operations and have representatives in several locations, which may include the FBI’s Special Incident Operations Center (SIOC), the Department’s Command Center, the DHS NJIC, and other undisclosed locations.
- 9.2** OPA’s Crisis Management Team, which includes the Director, Deputy Directors, senior Public Affairs Specialists, and Press Assistants, will report to various locations to perform its public affairs responsibilities. DOJ’s OPA staff will work in shifts to ensure that during an incident requiring a coordinated Federal response, OPA’s areas of responsibilities will be addressed 24 hours a day as necessary. The OPA Director, Deputy Directors, and senior Public Affairs Specialists will provide information to the media and answer press inquiries. OPA staff responsibilities include the following:
- 9.2.1** Director or designee (Deputy Director) responsible for overall law enforcement message, answers press inquiries and provides information to the media. Director or designee also accompanies the Attorney General to a relocation site.
 - 9.2.2** Deputy Directors/Public Affairs Specialists coordinate efforts with the White House, DHS, and other Federal agencies. These representatives will participate in the NICCL and the NJIC. They will answer media inquiries and coordinate OPA staff directives.
 - 9.2.3** Speechwriters and Public Affairs Specialists will draft press releases, statements, and law enforcement messages. Public Affairs Specialists will provide information to the media and answer press inquiries.
 - 9.2.4** Public Affairs Specialists will provide information and coordinate with U.S. Attorneys Offices and DOJ components.
 - 9.2.5** Designated Public Affairs Specialists will participate in a Federal agency deployment team as appropriate.
 - 9.2.6** Press Assistants will disseminate press releases, media advisories, and other public statements and logistical information to the media by telephone, e-mail, and fax. Press Assistants will also post press releases and press statements to DOJ’s Web site in coordination with the Department’s Justice Management Division (JMD).

Annex K to Emergency Support Function #15 External Affairs **National Guard**

References:

- A. Homeland Security Presidential Directive 5 (HSPD 5)
- B. National Response Framework (NRF)
- C. National Incident Management System (NIMS)
- D. NGB-PAM 360-5, NG PA Guidelines
- E. Joint Pub 3-61, Public Affairs
- F. AR 360-1, The Army Public Affairs Program
- G. AFI 35-101, Public Affairs Policies and Procedures
- H. DOD Strategy for Homeland Defense and Civil Support
- I. DOD Homeland Security Joint Operating Concept
- J. DOD Directive 3025.dd, Defense Support of Civil Authorities
- K. (Draft) DOD Homeland Defense and Civil Support Joint Operating Concept 2.0
- L. JP 3-12 Information Operations

1.0 Purpose

This annex outlines the key elements to be used by the National Guard Bureau Public Affairs (NGB-PA) office in planning and executing a response to a contingency such as a natural disaster or a national response to incidences of significant magnitude. Elements include themes/key messages, Qs & As, PA products, expected media interest, targeted internal/external audiences, and key POCs for agencies involved in the response to the natural disaster or incidences of significant magnitude.

2.0 Background

The NGB, in cooperation with the State Adjutants General, will respond to national incidents and natural disasters in accordance with the NRF and the roles and responsibilities outlined in the Homeland Defense/Defense Support of Civil Authorities directives (DOD Strategy for Homeland Defense and Civil Support; DOD Homeland Security Joint Operating Concept; DOD Directive 3025.dd, Defense Support of Civil Authorities; and (Draft) DOD Homeland Defense and Civil Support Joint Operating Concept 2.0). In all instances, NGB will cooperate and coordinate responses with the States involved, USNORTHCOM, Department of Defense, and other Federal agencies, as required.

3.0 Public Affairs Posture (PAP)

Public Affairs approach to the contingency will depend on the nature of the crisis. In all likelihood, the response will be active in coordination with the lead agency (State EOC, DHS, FEMA, or NORTHCOM). The following guidance should be included in the Public Affairs posture statement:

3.1 Personnel and units identified for deployment

Will actively engage the media to explain their role and support; however, any comments regarding a specific disaster situation will be referred to the primary lead agency (State EOC, DHS, FEMA, or NORTHCOM).

3.2 Units should deploy with a Public Affairs officer

Units are encouraged to embed media and place media on military flights supporting the operation. Advise NGB-PA of all embeds as soon as possible.

3.3 Units that deploy

Conduct PA activities in support of this operation and forward a sitrep of PA activities to NGB-PA daily. Send sitreps to NGB-PAP via e-mail.

4.0 Themes and Messages

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

4.1 Overarching Message

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

4.2 Other Key Messages

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

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

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

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

5.0 Media Interest

Expect natural disasters and incidents requiring a coordinated Federal response to generate 24-hour media coverage.

- 5.1 External (national, regional, local media outlets): **High**
- 5.2 Internal (internal news services, command publications, NG Web sites): **High**
- 5.3 Congressional: **High**
- 5.4 Civic Leaders: **Moderate to High (depending on the proximity of the incident)**

6.0 Targeted Media Outlets

All Public Affairs Officers will target national, regional, and local media outlets in order to convey NGB messages to internal/external audiences.

7.0 Public Affairs Products

- 7.1 Daily Update/Talking Points
- 7.2 Internal/External News Releases
- 7.3 Media Embed Rosters
- 7.4 PA Volunteer Deployment Rosters
- 7.5 PA Deployment Assets Rosters
- 7.6 Media Interview Report (24 hrs past/24-48-72 hrs future)
- 7.7 Web Pages/Links
- 7.8 Internal Publication Special Issue – Focused on Issue/Incident

8.0 Responsibilities

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

8.1 NGB-PA

Provides public affairs advice and support to the Chief, NGB, and the States. Liaison with State and Federal agencies, Northern Command, Army, Air Force, and DOD. Deploys the National Guard Public Affairs Rapid Response Team (PARRT). Provides policy and public affairs guidance. NGB-PA manages embedding in support of the National Guard.

8.2 State National Guard PAO

Provides public affairs advice and support to the State adjutant general. Public affairs liaison with State agencies and the National Guard Bureau. Responsible for all National Guard support to incidents and events in their State/territory. Publishes daily talking points. Provides guidance, direction, and contact information to supporting PAOs. The State PAO will assess locations, space assets, and resources for the establishment of the JIC.

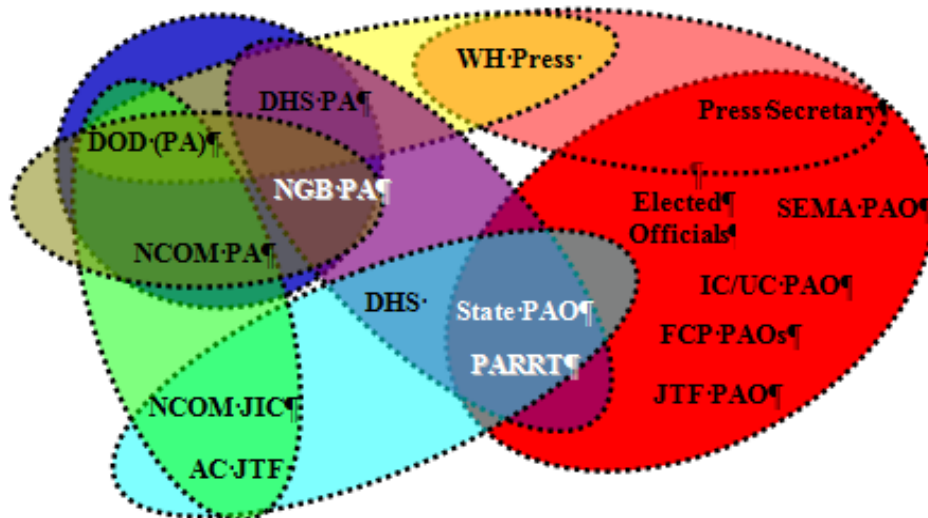
8.3 Supporting PAO

Reports to the State PAO, as assigned. Provides public affairs support to the State PAO. Embeds media when authorized to do so.

8.4 Unit Public Affairs Representative (UPAR)

Reports to the unit PAO and the State PAO. UPARs provide internal public affairs support and do not engage the media, the general public, or other external audience beyond the scope of their assigned duties.

9.0 Interagency/Intergovernmental Relationships



10.0 Questions and Answers

The plan includes anticipated questions and answers about the natural disaster or national incident of significant magnitude. The following Qs & As are examples of the types of questions that should be included in the Qs & As section of the plan. If the PA posture for the incident is passive, the Qs & As should only be used in response to a query. Don't avoid the "hard questions" when developing Qs & As.

Q1: How many National Guard Soldiers and Airmen are on (State, Title 32 or Title 10) active duty? How many have been placed on alert?

A1:

Q2: How many States are providing National Guard personnel/assets and what types of assets have been deployed or requested to deploy?

A2:

Q3: What capabilities have been deployed in response to the incident? Firefighters? Medical teams? Vehicles? Air assets? WMD-CST? CERFP?

A3:

Q4: What other NG/DOD assets/installations/capabilities have been tasked to provide support?

A4:

Q5: Will National Guard members be working for the Governor (SAD or Title 32) or the President (Title 10)?

A5:

Q6: Has this incident been declared a Special Event Homeland Security Level One?

A6:

Q7: Who is the lead agency for responding to the incident? Who is the supported military command in response to this incident?

A7:

Q8: Who is the JTF commander? Does he have dual status?

A8:

For a terrorist incident:

Q9: Were you previously aware of any communicated threats against the United States, its installations, or national assets?

A9:

Add additional Qs&As as appropriate.

11.0 Points of Contact

NGB, DOD, NORTHCOM, DHS, FEMA, State Adjutant General offices.

12.0 After-Action Report (AAR)

National Guard PAOs in the State(s) involved or who deployed in support of the incident/operation should provide an after-action report no later than seven days upon conclusion of PA activities or as determined by NGB-PA. Send AARs to NGB-PAP.

Annex L to Emergency Support Function #15 External Affairs **Public Health**

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)

1.0 Purpose

The Public Health annex to ESF #15 – External Affairs provides a framework for the U.S. Department of Health and Human Services (HHS) and its agencies, working with other relevant Federal agencies, to educate and inform the public, health care professionals, policy makers, partner organizations, and the media in a timely, accurate, and coordinated way during the response phase of an incident requiring a coordinated Federal response. This annex outlines the roles and responsibilities of the public affairs function of the HHS and its agencies in support of ESF #15.

2.0 Background

Under the NRF, HHS is the primary Federal agency for coordination of ESF #8 – Public Health and Medical Services. Given the unique requirements for the external affairs response during a national public health emergency, HHS and DHS, as the respective leads for ESF #8 and ESF #15, will team together to jointly coordinate and disseminate critical public health information and guidance.

3.0 Objectives

During an incident requiring a coordinated Federal response, HHS will:

- 3.1** Coordinate public health and medical messages across the Federal Government to ensure accuracy and consistency.
- 3.2** Coordinate communications activities with State and local communications staff, including regional or local communications centers as appropriate.
- 3.3** Promptly respond to rumors and inaccurate information to minimize concern, social disruption, and stigmatization.
- 3.4** Coordinate international information exchange and communication strategies.

4.0 Planning Assumptions

4.1 Operational Communications Assumptions

- 4.1.1** The HHS Office of the Assistant Secretary for Public Affairs (OASPA), along with all relevant HHS agencies and offices, will lead the overall Federal public health communications response under ESF #15.

-
- 4.1.2 The Office of the Assistant Secretary for Public Affairs, Department of Homeland Security, will lead communications for non-health effects of an incident (e.g., transportation, commerce, economy, education).
 - 4.1.3 White House Communications will guide overall communications strategy and policy for the U.S. Government.
 - 4.1.4 Access to communication channels and business destinations may be hindered, so OASPA staff may need to work remotely.
 - 4.1.5 Traditional communications channels (e.g., telephone, e-mail, Internet) may be unavailable or inaccessible, which will create difficulties for internal communications internally within departments/agencies and across the USG, resulting in delays or barriers to the timely release of information to the public.

4.2 Strategic Communications Assumptions

- 4.2.1 The news media will be the first to publicly announce a potential public health emergency.
- 4.2.2 The public affected by the incident will need to be informed quickly about the measures they can take to protect their health and the health of their families.
- 4.2.3 There will be incomplete information, misinformation, rumors, and misconceptions among the public.
- 4.2.4 There will be an insatiable demand for information from the public and from domestic and international media.
- 4.2.5 There will be overwhelming public pressure on government to provide facts quickly.

5.0 Control

A public health emergency may be locally confined or may have a non-specific geographic focus, which may require a very comprehensive and inclusive communications strategy. This plan recognizes that many players, especially non-governmental, have and will play a key role in communicating preparedness and lifesaving information on a rapid and mass scale. The principal elements of communications control and key leadership team include:

5.1 Strategic Communications

White House will direct strategic communications activities and efforts.

5.2 Medical and Public Health Communications

HHS will coordinate and direct all medical and public health communications activities, with support to VA and DOD.

5.3 Incident Communications

DHS will coordinate and, with HHS, direct appropriate elements of the Federal incident communications activities.

6.0 Coordination

OASPA is the central authority within HHS that will manage and coordinate the public health communications response to incidents requiring a coordinated Federal response. OASPA will work closely with its Centers for Disease Control and Prevention and its other key emergency response agencies. Although certain functions may be delegated to Agency assets at the discretion of OASPA, primary key coordination resources will be:

6.1 OASPA EOC

When the Plan is activated, OASPA will operate out of its EOC with the capability of originating or accessing video feeds; coordinating news conferences with studio/broadcast staff on the first floor; posting mass electronic mailings; responding to media calls; clearing and vetting messages of HHS OPDIV staff members, personnel of other Federal agencies, and State and local personnel. Primary methods of coordination include e-mail, virtual status boards, and the HHS Public Affairs Conference Line. CDC and DHS will each assign an agency public affairs staff member as a liaison in the ECC.

6.2 OASPA Public Affairs Conference Line

Central to the OASPA coordinating effort will be a conference line to allow telephone connectivity for public affairs staff throughout the Department. This conference line will allow HHS public affairs personnel to work from dispersed sites during the crisis yet be able to receive guidance or direction or to provide information to those needing it.

6.3 NICCL

The DHS NICCL will be used for transmission and exchange of critical and timely [e.g., “breaking”] *incident* information among Federal authorities. DHS will turn over control of the NICCL to HHS, when needed, to coordinate communications information.

6.4 ESF #15 – External Affairs

OASPA will support the activation and management of ESF #15 – External Affairs, which will be under the leadership of the DHS Office of Public Affairs. This function could involve a Washington, D.C. area and/or deployed site(s) to support a JFO(s) in other U.S. States, the District of Columbia, or insular areas.

-
- 6.5 HHS Secretary’s Operations Center (SOC)**
SOC serves as HHS’s official notification point for operational/non-media aspects of an impending or actual disaster or emergency. The SOC is staffed 24 hours a day, 7 days a week. This facility maintains a 24-hour capability to monitor all sources of warning/disaster information, including other Federal agencies, DHS regions, and the news media. The SOC reports disaster events to DHS key officials, DHS regions, and NRF signatory agencies. An OASPA staff member occupies a seat in the SOC during emergencies and serves as POC and liaison to the OASPA headquarters office.
- 6.6 HHS Incident Response Coordination Team (IRCT)**
HHS may deploy an IRCT to the field within hours following the identification of a public health emergency to establish situational awareness on the ground and to assess the short-term and potential long-term requirements for the HHS response. The IRCT leader is identified as the Senior Health Official (SHO) for the Federal response. A senior OASPA staff member will typically deploy with the IRCT and will serve as the senior public affairs advisor to the SHO and their IRCT staff, and will represent OASPA in the field, reporting back to OASPA HQ for final approval and clearance of public affairs activities.

7.0 Communication

- 7.1 Spokespersons**
HHS will provide two types of spokespersons, depending on the information need—public affairs officers and technical/subject-matter experts. When an information request is received, the HHS Public Affairs Office will assess the request and determine the kind of spokesperson who is needed to address the issues or provide the information. The information request will then be forwarded to the most appropriate available spokesperson.
- 7.2 Public Affairs Officers**
The Assistant Secretary for Public Affairs will act as the lead departmental public affairs officer. OASPA staff will act as the clearinghouse for information requests, triaging them as to priority and directing them to the proper spokesperson for a timely response. OASPA will track the number and type of requests and the follow-up responses. This information will be used to compile lists of frequently asked questions and to develop consistent communication messages that can be provided to HHS’s partners as appropriate.
- 7.3 Technical/Subject-Matter Experts (SME)**
HHS’s technical/subject-matter experts comprise the Secretary of HHS, senior Departmental and Agency officials, and the broad array of very specific subject-matter experts throughout the Department. These individuals will provide responses for information requests that cannot be addressed by the HHS Public Affairs Officers or are requested for official media interviews by OASPA.

7.4 HHS Leadership

Individuals serving in the following senior HHS leadership positions have been identified as primary spokespeople and/or subject-matter experts for public health emergencies. This list will be supplemented by additional staff-level subject-matter experts relevant to the specific nature of the emergency.

- 7.4.1 Secretary
- 7.4.2 Deputy Secretary
- 7.4.3 Assistant Secretary for Health
- 7.4.4 Assistant Secretary for Preparedness and Response
- 7.4.5 Principal Deputy Assistant Secretary for Preparedness and Response
- 7.4.6 HHS Science Advisor
- 7.4.7 Director, Centers for Disease Control and Prevention
- 7.4.8 Director, National Institutes of Health
- 7.4.9 Director, National Institute of Allergy and Infectious Diseases, National Institutes of Health
- 7.4.10 Commissioner, Food and Drug Administration
- 7.4.11 Assistant Secretary for Public Affairs
- 7.4.12 Deputy Assistant Secretary for Public Affairs/Media
- 7.4.13 Director, HHS News Division
- 7.4.14 Director of Media Affairs (regional media)

8.0 Core Communication Functions

8.1 Leadership Team

Led by the HHS Assistant Secretary for Public Affairs. Coordinates overall public affairs response effort. Liaison with Secretary, CDC Director, NIH Director, Office of Public Health Emergency Preparedness (OPHEP) Director, FDA Commissioner, and other principals.

8.2 Media/Message Team

Coordinates the handling of media inquiries, including coordinating requests and delivering on requests. Coordinates the development of unified talking points on issues that would be used by principals and communications staff in speaking to the media or in other public venues.

8.3 Materials Development and Writing Team

This team is charged with developing, writing, obtaining clearance, and producing any documents necessary in sharing information during an emergency. This covers press releases, background papers, fact sheets, question-and-answer documents, and secretarial speeches. This team also maintains documents to ensure they are up-to-date.

8.4 Web Team

Oversee the posting of public affairs materials on www.hhs.gov in a prompt manner. Assess how the Web can be best utilized to get messages and

information out about the crisis at hand.

8.5 Outreach Team

Oversee the outreach of communication materials and information to HHS partner organizations as well as interested organizations. This will include outreach to other governments, the private sector, not-for-profit organizations, minority groups, and other targeted organizations affected by the crisis.

8.6 Studio/Broadcast Team

Primary duty is to make sure the studio and auditorium are ready to go quickly, effectively, and professionally in an emergency. This includes quickly called news conferences; the need to tape messages on short notice; and the ability to link CDC into the auditorium. Sets up communications for any teleconferences. Document via video and still photography the activities of the Secretary and key components of HHS response during crisis.

8.7 GO Team

This team will leave the premises of OASPA and serve as its eyes, ears, and hands in the field or as part of other emergency response functions within HHS. The lead OASPA staff member deployed will serve as the public affairs advisor to the Senior Health Official assigned to lead the HHS Incident Response Coordination Team deployed to the field.

8.8 Support Team

This team is charged with essential administrative and technical support for Emergency Response Teams.

9.0 Message Development

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

9.2 HHS will utilize existing standardized communication messages, educational materials, and fact sheets to the maximum extent possible for carrying out its public health communication activities. In particular, HHS will rely on audience-tested messages developed for use in communicating in the first hours of a crisis. These messages are available at <http://www.bt.cdc.gov/firsthours>.

10.0 Message Dissemination

HHS will utilize a variety of channels for distribution of public health information and messages during a public health emergency, including the Web, new media (e.g., RSS, podcasts), satellite broadcast, public meetings, press briefings and releases, and mass media channels. Information will also be available through secured communication networks such as the National Electronic Disease Surveillance System (NEDSS), Health Alert Network (HAN), and the Epidemic Information Exchange (EPI-X) for health-related agencies. A more detailed list of potential channels is shown below:

10.1 Mass Media

- 10.1.1 Nationally broadcast public service announcements (PSAs)
- 10.1.2 Live-read radio PSAs on commercial stations and networks
- 10.1.3 Official USG Web sites, including www.hhs.gov, www.cdc.gov, etc.
- 10.1.4 National news and wire service releases
- 10.1.5 Mainstream media medical reporters
- 10.1.6 Multi-language media
- 10.1.7 Cell phone and telecommunications provider supports
- 10.1.8 Educational Channel 1
- 10.1.9 Emergency Alert System (EAS)

10.2 Governmental, Non-Governmental Agencies, and Private Sector

- 10.2.1 National Public Health Information Coalition (NPHIC)
- 10.2.2 Association of State and Territorial Health Organizations (ASTHO)
- 10.2.3 National Association of City and County Health Officials (NACCHO)
- 10.2.4 HRSA Community Health Centers
- 10.2.5 SAMHSA Grantee network
- 10.2.6 American Red Cross Chapter Network (860 nationwide chapters)
- 10.2.7 Newspaper editorial roundtable
- 10.2.8 U.S. Postal Service emergency mailing and distribution
- 10.2.9 Clinicians and medical experts
- 10.2.10 National Aging Services Network
- 10.2.11 Reverse 911
- 10.2.12 National Oceanic and Atmospheric Administration (NOAA) weather radio broadcasts

10.3 Corporate Intranet sites

10.4 Special Communications and Non-Traditional Methods

- 10.4.1 “Highway alert” boards with referring information
- 10.4.2 CDC EPI-X and HAN systems
- 10.4.3 Professional medical associations and organizations
- 10.4.4 State emergency health alert systems
- 10.4.5 First responder and cable television outlets
- 10.4.6 Faith-based and community organizations
- 10.4.7 Schools
- 10.4.8 Home and community based long-term care organizations

Annex M to Emergency Support Function #15 External Affairs
Environmental

References:

- A. National Response Framework (NRF)
- B. NRF ESF #10 and ESF #15
- C. National Contingency Plan
- D. National Incident Management System (NIMS)
- E. EPA's National Approach to Response
- F. EPA Memorandum on "Incorporating Environmental Justice Considerations into EPA Disaster and Response Procedures," dated Nov. 2, 2006

1.0 Purpose

This annex outlines the roles and responsibilities of the public affairs function of the U.S. Environmental Protection Agency (EPA) in support of ESF #15. EPA support will be coordinated by the headquarters Office of Public Affairs and the ten regional offices of Public Affairs as outlined in the EPA's National Approach to Response Crisis Communications Plan.

2.0 Guiding Principles

- 2.1 Use the Web to share data and information with the media and the public in a timely manner;
- 2.2 Communicate all data and information in a simple, easily understandable format;
- 2.3 Work with partner agencies at the Federal, State, local, and tribal levels, as well as private sector and non-governmental organizations, to develop and communicate key environmental and public health information to the public; and
- 2.4 Ensure that these messages are conveyed to the media and the public quickly and consistently; and as required by the incident, ensure all information dissemination is coordinated with the DHS ESF #15 EAO and the DHS JIC.

3.0 Mission

3.1 EPA Support of the Inter-Agency Federal Public Affairs Effort

EPA is a support agency for many Emergency Support Functions under the National Response Framework. EPA will support the inter-agency public affairs effort, including JIC staffing, to ensure coordination with DHS and other agencies' communications and outreach efforts. Public affairs personnel may be deployed from EPA headquarters, the affected region(s), or other regions. (See Appendix 1 for a map showing the EPA's regional organization.)

3.2 ESF #10 – Oil and Hazardous Materials

3.2.1 Incidents in Inland Zones

EPA is the lead agency for ESF #10 – Oil and Hazardous Materials Response Annex for incidents in inland zones. Inland zones are the environment inland of the coast zones excluding the Great Lakes and specified ports and harbors along inland rivers. ESF #10 provides the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents.

3.2.2 Incidents in Coastal Zones

The U.S. Coast Guard is the lead agency for ESF #10 incidents in coastal zones. For incidents affecting both inland and coastal zones, EPA is the lead agency and DHS/USCG serve as the deputy.

3.1.3 Lead Agency Responsibilities

When EPA is the lead agency for ESF #10, EPA public affairs will coordinate with and support the ESF #15 function in establishing and staffing a JIC, including private sector representation, when appropriate. EPA has the dual responsibilities of protecting human health and the environment. The agency public affairs effort at the on-scene, regional, and headquarters levels will pursue active media relations and public information programs during all incidents to quickly and accurately provide the media and the public with accurate and timely information about the extent of and risk from the incident.

4.0 Concept of Operations

4.1 EPA Public Affairs Deliberate Planning Operations

In those instances where there is advance warning of an impending incident, EPA through its headquarters and regional public affairs offices will support the inter-agency effort under ESF #15 by providing the media and the public with information on EPA's preparations for responding to the event. EPA will deploy public affairs personnel to the JIC(s) or other ESF #15 functions in advance of an incident when requested by the ESF #15 EAO.

4.2 Response to a Major Incident

4.2.1 EPA will staff the public information officer positions in its headquarters Emergency Operations Center and regional EOC(s), as well as continue to support the JIC(s) for the duration of the incident.

4.2.2 EPA will make every effort to give the media access to agency incident operations so that they can report them fully and accurately to the public.

4.2.3 EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident.

4.2.4 In coordination with the affected region(s), EPA headquarters public affairs will develop and maintain one Web site to keep the public informed with up-to-date information and data on the incident.

5.0 Coordination

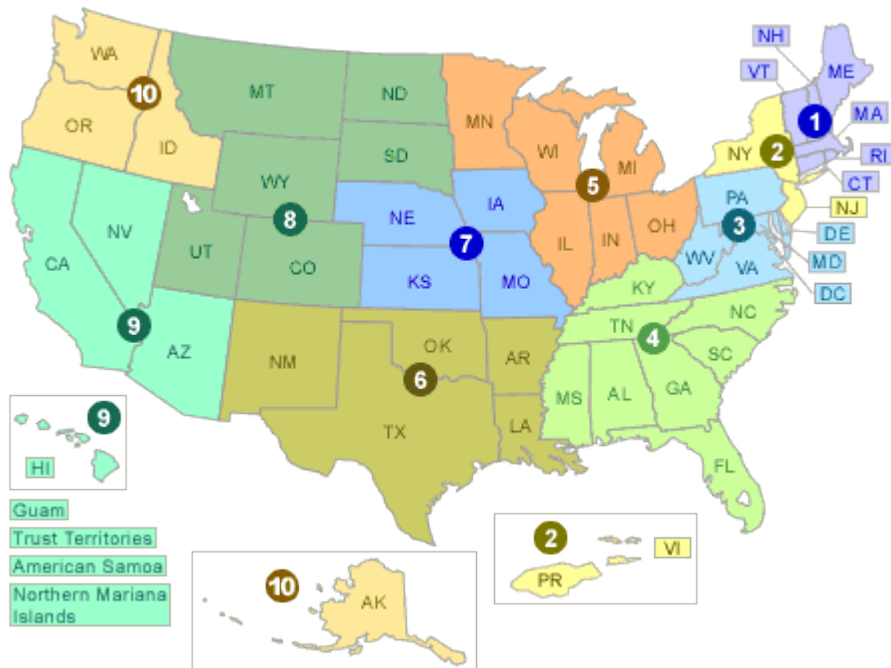
5.1 EPA Personnel Operational Control

The Associate Administrator for Public Affairs and/or the Regional Public Affairs Director(s) will coordinate the deployment of EPA public affairs personnel during an incident and the timing, methods, and content of agency information releases. The Associate Administrator for Public Affairs is the final approval authority for the release of incident data-related materials and information.

5.2 National Incident Communications Coordination Line

The EPA headquarters Office of Public Affairs will represent the agency on NICCL calls during incidents and will maintain liaison with the ESF #15 function at DHS Public Affairs.

Appendix 1 - EPA Regional Organization



Annex N to Emergency Support Function #15 External Affairs
Radiological

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)
- C. DOD 3150.8-M, Nuclear Weapon Accident Response Procedures (NARP) Manual D

1.0 Purpose

The annex details radiological incident communications strategy, actions, and coordination in conjunction with a domestic radiological accident or an act of nuclear terrorism in order to ensure coordination and execution of a unified public outreach effort.

2.0 Background

2.1 DHS is the coordinating agency for the overall Federal Government response to radiological incidents in accordance with HSPD 5 and the NRF. For radiological incidents of lesser severity (those incidents that do not reach the level of an incident requiring a coordinated Federal response), the agency with jurisdictional authority will serve as the coordinating agency for the Federal response.

2.2 Radiological Incidents

Incidents involving radioactive materials may vary in nature. The incident source will dictate which Federal department or agency is the lead coordinator. For example, the NRC is the coordinating agency for incidents involving commercial nuclear facilities licensed by the NRC. The U.S. Department of Energy (DOE) is the coordinating agency for incidents at weapons production nuclear facilities and incidents involving the transportation of radioactive materials shipped by or for the DOE. The DOD is the coordinating agency for nuclear weapons under military custody, and the National Aeronautics Space Administration (NASA) is the coordinating agency for the launch of radioactive materials. (See Table 1)

NRF ESF #15 Quick Summary – Nuclear/Radiological Facilities or Materials Involved in Incidents	
Type of Incident	Coordinating Agency
Nuclear facilities: 1. Owned or operated by DOD or DOE 2. Licensed by NRC or Agreement State 3. Not licensed, owned, or operated by a Federal agency or an Agreement State, or currently or formerly licensed facilities for which the owner/operator is not financially viable or is otherwise unable to respond	1. DOD or DOE 2. NRC 3. EPA
Radioactive materials being transported: 1. Materials shipped by or for DOD or DOE 2. Shipment of NRC or Agreement State-licensed materials	1. DOD or DOE 2. NRC

3. Shipment of materials in certain areas of the coastal zone that are not licensed or owned by a Federal agency or Agreement State 4. All others	3. DHS/USCG 4. EPA
Radioactive materials in space vehicles impacting within the U.S.: 1. Managed by NASA or DOD 2. Not managed by DOD or NASA impacting certain areas of the coastal zone 3. All others	1. NASA or DOD 2. DHS/USCG 3. EPA
Foreign, unknown, or unlicensed material: 1. Incidents involving foreign or unknown sources of radioactive material in certain areas of the coastal zone 2. All others	1. DHS/USCG 2. EPA
Nuclear weapons	DOD or DOE (based on custody/time of event)
All deliberate attacks involving nuclear/radiological facilities or materials, including Radiological Dispersal Devices (RDD) or Improvised Nuclear Devices (IND)	DHS

Table 1

3.0 Radiological Dispersal Device (RDD)

A dirty bomb is one type of RDD that uses a conventional explosion to disperse radioactive material over a targeted area. RDDs could also include other means of dispersal such as placing a container of radioactive material in a public place or using an airplane to disperse powdered or aerosolized forms of radioactive material.

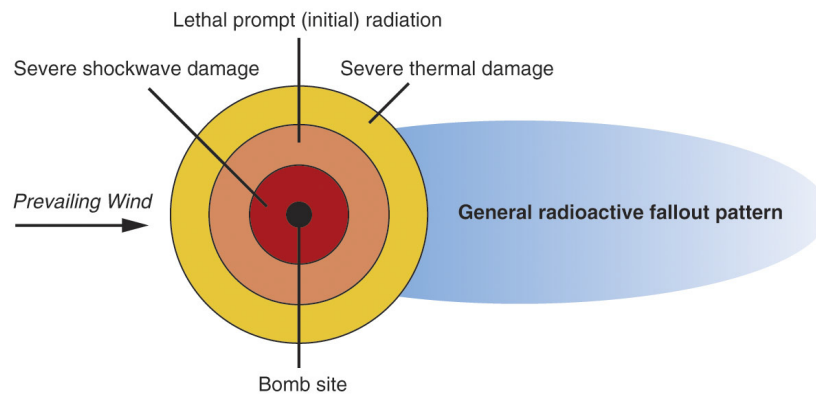
4.0 Improvised Nuclear Device (IND)

An IND is a crude nuclear device built from the components of a stolen weapon or from scratch using nuclear material (plutonium or highly enriched uranium). Unlike a dirty bomb, which disperses radioactive material using conventional explosives, a nuclear attack is the use of a device that produces a nuclear explosion. A nuclear bomb creates an explosion that is thousands to millions of times more powerful than any conventional explosive that might be used in a dirty bomb. The resulting mushroom cloud (or plume) from a nuclear bomb contains fine particles of radioactive dust that can blanket large areas (tens to hundreds of square miles) with fallout. By contrast, most of the radioactive particles dispersed by a dirty bomb would likely fall to the ground within a few city blocks or miles of the explosion.

5.0 Federal Response

5.1 Federal Interagency Modeling and Atmospheric Assessment Center (IMAAC)

The IMAAC is responsible for production, coordination, and dissemination of consequence predictions for an airborne hazardous material release. The IMAAC is the sole source for Federal plume modeling (prediction of atmospheric dispersions) and their consequences for incidents requiring a coordinated Federal response. IMAAC results are Web based and made available to departments and agencies participating in the response and State and local EOCs.



The immediate area of detonation of a 10 kiloton IND would result in a significant loss of life, flying debris, fires and intense radiation. The destruction from the initial effects—shockwave, thermal (heat) energy, and initial radiation—could extend to about a half a mile. Severe thermal damage would extend out about a mile. Flying debris could extend up to a few miles. Initial (prompt) nuclear radiation for a 10-KT blast could expose unprotected people within about $\frac{3}{4}$ mile of the explosion site to a lethal radiation dose. Radioactive fallout occurs in an elliptical pattern in the direction the wind is blowing; lethal radiation could extend up to six miles.

5.2 Access to Plume Maps

The plume is a critical component to develop public releases and messages. During a radiological incident, providing guidance to the impacted population is critical to a successful response. Emergency response personnel, including public affairs responders, need to understand and have access to plume maps. Both a lack of information and understanding can lead to ineffective, inappropriate, or even detrimental actions during an incident.

5.3 Federal Radiological Monitoring and Assessment Center (FRMAC)

The FRMAC is an interagency organization with representatives from various Federal, State, and local radiological response organizations. The purpose of FRMAC is to assist the State, local, and tribal governments in their mission to protect the health and well-being of their citizens with:

- 5.3.1 Verified radiation measurements
- 5.3.2 Interpretations of radiation distributions based on EPA, FDA, or local Protective Action Guidelines
- 5.3.3 Characterization of overall radiological conditions

5.4 Protective Action Recommendations (PAR)

State, tribal, and local governments are responsible for issuing and communicating protective actions to the public as they deem appropriate. DHS and the agency with jurisdictional authority support State, local, territorial, and tribal governments by developing and delivering Federal advice to State, tribal, and local governments (*not* directly to the public). These Federal PARs may include advice and assistance on measures to avoid or reduce unnecessary

radiation exposure to the public. This includes advice on emergency actions such as sheltering, evacuation, and use of pharmaceutical countermeasures, such as potassium iodide (KI). It also includes advice on long-term measures, such as restriction of food, temporary relocation, or permanent resettlement, to avoid or minimize exposure to residual radiation or exposure through the ingestion pathway.

6.0 Responsibilities

6.1 DHS

DHS will coordinate the overall Federal incident management response for nuclear incidents. Immediate action by DHS public affairs and other Federal, State, and local authorities is necessary to communicate health and safety information.

6.1.1 National Incident Coordination Conference Line (NICCL)

The NICCL is the primary interagency protocol for all departments and agencies involved in the coordinated Federal response to an IND, an RDD, or other radiological incidents. DOE, National Nuclear Security Administration (NNSA), DOD, FEMA, EPA, NASA, NORTHCOM, and other Federal public affairs personnel represent their agency on the NICCL to maintain liaison with the ESF #15 functions based on the nature of the radiological incident.

6.2 DOE and NNSA

DOE and NNSA facilitate the immediate and follow-on scientific support for public affairs as the public messaging effort is critical to saving lives by directing the movement of people to safe areas. The National Atmospheric Release Advisory Center (NARAC), the DOE component of the IMAAC, maps the initial spread of contamination so emergency managers can decide what protective actions are necessary. (See Appendix 2 for more information on the NARAC.)

6.2.1 DOE and NNSA public affairs may also be involved in preparing a Senior Energy Official (SEO) for a press conference along with the Secretary of Homeland Security following an IND/RDD.

6.3 DOJ/FBI

Under HSPD 5, the Attorney General, generally acting through the FBI, has lead responsibility for criminal investigations of terrorist acts or terrorist threats and for coordinating activities of other members of the law enforcement community to detect, prevent, preempt, investigate, and disrupt terrorist attacks against the United States.

6.3.1 A radiological terrorist incident may affect a single location, or multiple locations, each of which may require an incident response and a crime scene investigation simultaneously.

6.4 Domestic Nuclear Detection Office (DNDO)

Established by HSPD 14, DNDO resides within DHS and reports to the Secretary of Homeland Security. As part of the national effort to protect the nation from radiological and nuclear threats, the national office is staffed by representatives from several Federal, State, and local government agencies. DHS, Office of Public Affairs is responsible to determine what detection information is released to the media.

6.5 Radiological Web Information

6.5.1 Radiation and Radiological Emergencies

- Centers for Disease Control
<http://www.bt.cdc.gov/radiation/index.asp>
- Department of Homeland Security <http://www.dhs.gov/dhspublic>
- NRC <http://www.nrc.gov/what-we-do/radiation/what-is.html>

6.5.2 Radiation Protection and Measurement

- International Commission on Radiological Protection
<http://www.icrp.org>
- National Council on Radiation Protection and Measurements
<http://www.ncrp.com>

6.5.3 Health Effects of Radiation

- Health Physics Society
<http://hps.org/publicinformation/radfactsheets/>
- Radiation Effects Research Foundation <http://www.rerf.or.jp>

Appendices

- 1 U.S. Nuclear Regulatory Commission
- 2 Department of Energy/National Nuclear Security Administration
- 3 Department of Defense
- 4 National Aeronautics and Space Administration
- 5 EPA Office of Air and Radiation

Appendix 1 to Annex N to Emergency Support Function #15 External Affairs
U.S. Nuclear Regulatory Commission (NRC)

References:

- A. National Response Framework
- B. National Incident Management System

1.0 Purpose

This appendix outlines the key elements to be used by the U.S. Nuclear Regulatory Commission's Office of Public Affairs in response to a significant incident which may affect public health and safety and involves a nuclear power plant licensee or any other facility or organization licensed by the NRC to use radioactive material.

2.0 Background

In response to a serious event involving an NRC licensee, NRC activates its Headquarters Operations Center in Rockville, Md., and one of its four Regional Incident Response Centers (Region I in King of Prussia, PA; Region II in Atlanta, GA; Region III in Lisle, IL; and Region IV in Arlington, TX). NRC's highest priority is to provide expert consultation, support, and assistance to the licensee and State and local public safety officials.

2.1 An Executive Team assembles in the Headquarters Operations Center to lead the response, obtain and evaluate event information and to assess the potential impact of the event. The Executive Team is typically headed by the NRC Chairman or a Commissioner acting as Chairman. NRC scientists and engineers analyze the event and evaluate possible recovery strategies. Meanwhile, other agency experts evaluate the effectiveness of protective actions recommended by the licensee, which may be implemented by State and local officials to minimize the impact on public health and safety and the environment.

2.2 If event conditions warrant, the NRC will dispatch a Site Team, consisting of technical experts and a Site Team Director, from the Regional Office to the site. Once the Site Team is in place, authority to manage event-related activities is turned over to that team. The Site Team provides a firsthand assessment of the situation and face-to-face communications with all participants. The Headquarters Operations Center provides round-the-clock logistical and technical support throughout the response.

2.3 As described in the Nuclear/Radiological Incident Annex to the National Response Framework, the NRC is the Coordinating Agency for events occurring at NRC-licensed facilities and for radioactive materials either licensed by NRC or under NRC's Agreement States Program. As Coordinating Agency, NRC has technical leadership for the Federal Government's response to the event. If the severity of an event rises to the level of General Emergency (the highest of the NRC incident severity categories), or is terrorist-related, DHS would assume coordination of the overall Federal response to the event, while the NRC would retain a technical leadership role.

3.0 PA Posture

The NRC Office of Public Affairs is responsible for keeping the public and the media informed about NRC's actions during an event. OPA's approach depends on the nature of the crisis and the potential impact on the public. Effective communications need to provide accurate, timely and reliable information.

3.1 It is intended that these communications should serve to:

- Convey the status of the crisis and our actions to protect people and the environment;
- Reduce uncertainty and dispel rumors in order to minimize counter-productive behaviors;
- Underscore NRC professionalism and credibility; and
- Reassure employees, Congress, the public and stakeholders that the situation is being handled appropriately.

3.2 Further, OPA uses these philosophies to guide its crisis response:

- Timely, accurate information is key to maintaining public trust and reducing possible health or safety consequences.
- Verified information must be released as quickly as possible, even if all the details are not yet known.
- Open and prompt information at the onset of a crisis protects the organization's credibility and creates a positive initial image.

3.3 Erroneous information not corrected immediately can become "common knowledge" and almost impossible to refute later. Monitoring the media and responding rapidly to correct mistakes is vital.

3.4 The concept of "people first" should motivate communication actions, including expressing concern for any victims or potential victims of the crisis.

3.5 Incident information must be in simple language and can and should be repetitive as people under stress are not processing information as well as under normal circumstances. Repeating consistent messages and using multiple media (i.e. print, television, radio and the Web), helps ensure the messages are heard and understood.

3.6 Incident communicators should look at the media as more of a partner than an adversary in extreme emergencies, when normal rules and roles are often temporarily suspended.

3.7 There will be many "voices" in the media from the Federal, State, local government, the private sector, academia, etc. during an incident requiring a coordinated Federal response. NRC spokespeople must discuss only NRC-related issues with the media.

3.8 When appropriate, an incident can be an opportunity to educate the public and the media about the NRC, its programs and responsibilities, and even nuclear and radiological subjects that might not otherwise draw attention.

3.9 If the NRC makes a mistake at any time during the crisis, either in handling the situation or in conveying information, the mistake must be immediately acknowledged and corrected.

4.0 Themes/Key Messages

4.1 The NRC is working with the facility operator (licensee), State and local officials, industry experts, and our Federal partners to bring this incident to a close as quickly as possible and to protect people and the environment.

4.2 The NRC is committed to keeping the public informed of the actions we are taking as this incident unfolds and will provide timely and accurate information primarily through the media and directly on our Web site, at www.nrc.gov.

4.3 We understand this situation may cause worry, but please stay calm and listen to instructions from your local officials if you are located near the site of the incident.

4.4 We have activated our headquarters' Operations Center and regional Incident Response Center and have a team of experts en route/onsite. (Specific NRC actions being taken, as appropriate.)

5.0 Media Interest

Any significant event involving nuclear or radiological material with a possibility of compromising public health and safety – whether terrorist-initiated or a safety system malfunction – will generate significant media attention requiring a coordinated Federal response and 24-hour-a-day media relations activities. Media attention will come from local, regional, national, and international news outlets and trade press. It can be anticipated that information on the incident will be disseminated via traditional print and broadcast media, as well as through new media channels, including Web sites, blogs, podcasts, electronic bulletin boards, e-mail, etc.

6.0 Media Outlets

NRC will release information to traditional media and new media outlets in order to ensure the timely, accurate dissemination of critical information related both to the safety implications of the event and the government's response.

7.0 Other Audiences

The NRC's Office of Congressional Affairs is responsible for communication with the Congress; other offices are responsible for communication with State, tribal, and local responders, the industry, and other stakeholders. OPA oversees communication via internal or external "call centers" to the general public.

8.0 PA Products

- 8.1** Press releases
- 8.2** Media interviews
- 8.3** Press conferences and teleconferences (alone or with other State, local, and Federal officials)
- 8.4** Fact sheets, backgrounders, and Qs & As
- 8.5** The Web site (including activation of the Emergency Event Web Page), Web casts, and streaming video
- 8.6** Response to inquiries (e-mail, phone)
- 8.7** Other tools as appropriate following resolution of the situation, including Op-Eds, trade press articles, public meetings, etc.

9.0 NRC Public Affairs Responsibilities and Staffing

9.1 HQ OPA Operations Center Team

During normal working hours, OPA's Director and another staff person move to the Public Affairs Liaison desk in the Operations Center immediately after it's activated and the Executive Team (ET) is called in. In this position, the OPA team assesses the situation, collects information, offers public affairs guidance to the ET, initiates press releases, obtains appropriate approvals before disseminating material, and schedules media briefings, as appropriate, using a phone bridge or the NRC News Center. OPA may also activate NRC's Emergency Event Web Page if the crisis warrants. The OPA team will also coordinate with the regions, as appropriate.

9.2 HQ OPA News Center Team

When OPA, with ET approval, determines the News Center should be activated, at least one Public Affairs Officer and one OPA support person staff the News Center. Activation is recommended if it seems likely that a briefing will be needed and/or that the media are likely to arrive onsite.

9.3 HQ Public Affairs Office Team

One secretary and at least two Public Affairs Officers remain in the Public Affairs Office to answer phones, maintain telephone logs, respond to incoming OPA e-mail, communicate with Federal partners and the regions, and manage the Emergency Event Web Page. (Note: Media monitoring could be done by the Bulletin News contractor; a decision to activate an internal or external "call center" would have to be made if OPA is overwhelmed or expects to be overwhelmed by public calls.)

9.4 Regional Public Affairs Staff

Two regional PAO staff members are initially dispatched to the licensee's JIC or to another suitable local site. Other regions' public affairs staff may come to headquarters or be dispatched by the OPA Director to other locations as needed. Regional public affairs staff communicate regularly with HQ and coordinate

release of information as appropriate. (Note: A technical briefer – an expert in either reactors or nuclear materials – is assigned to support OPA in each of these locations.)

9.5 Field Operations

As the focus of the event shifts from headquarters to the field, generally within the first 24–48 hours, a primary, high-ranking spokesperson will be designated to serve as the voice of the NRC. This spokesperson could be the Chairman, director of public affairs, regional administrator, or another knowledgeable individual experienced with the media. This individual will operate out of whatever location is most suitable and most accessible to the media. Additional NRC public affairs and administrative back-up from other regions and headquarters will also be dispatched to the field operations, depending on the scope of the event and the availability of space and resources. In a significantly large event, adjunct public affairs personnel will also need to be sent to the field.

Appendix 2 to Annex N to Emergency Support Function #15 External Affairs
Department of Energy/National Nuclear Security Administration (DOE/NNSA)

1.0 Purpose:

This appendix outlines the public affairs roles and responsibilities of the Department of Energy and National Nuclear Security Administration in response to significant radiological incidents.

2.0 Background

DOE/NNSA public affairs would coordinate the Federal response with DHS following radiological incidents involving materials in DOE custody such as:

- 2.1 Nuclear/radiological release at a DOE facility or involving DOE materials during the use, storage, and shipment of a variety of radioactive materials.
- 2.2 The shipment of spent reactor fuel.
- 2.3 The production, assembly, and shipment of nuclear weapons and special nuclear materials.
- 2.4 The production and shipment of radioactive sources for space vehicles.
- 2.5 The storage and shipment of radioactive and mixed waste.

3.0 Nuclear Weapons Incident Response Program

In response to an incident involving a nuclear weapon in DOE custody, DOE will be the coordinating agency. However, regardless of custody, DOE and DOD will conduct the response operation as partners. The NNSA Nuclear Weapons Incident Response (NWIR) Program serves as the Federal Government's primary capability for radiological and nuclear emergency response. The NWIR responds to all nuclear emergencies whether DOE is the Coordinating Agency or not. The NWIR provides emergency management, operations, support, and incident response to emergencies requiring DOE/NNSA expertise and technical assistance. Members of the program work as a team to respond with an effective range of technical and scientific capabilities to mitigate nuclear and radiological incidents worldwide. The NWIR provides core competencies in the following areas:

- 3.1 Knowledge of U.S. nuclear weapons, RDD and INDs with specific specialties in spectroscopy, nuclear device modeling, radiography and device diagnostics, and assessment technology
- 3.2 Technical operations (explosive ordinance disposal procedures and techniques for device access, disablement, render safe procedures, weapon recovery, stabilization and packaging for final disposition)
- 3.3 Technical support requirements (attribution, weapons effects, health and treatment

capabilities, and the radiological elements of consequence management)

- 3.4** Technical support for radiological monitoring and assessment, atmospheric modeling of radiological releases, and the medical effects of radiation exposure.

4.0 Policy

DOE/NNSA policy is to provide accurate, candid, and timely information to the public during all emergencies consistent with the requirements of the Freedom of Information Act and the Privacy Act in order to establish facts and avoid speculation. In situations involving classified information, DOE policy is to provide sufficient unclassified information to explain emergency response and protective actions required for the health and safety of workers and the public. Furthermore, under DOE policy, a DOE/NNSA public information officer will accompany the DOE/NNSA Senior Energy Official (SEO) to the accident site and be present in the Incident JIC.

5.0 NNSA Emergency Response Assets

There are numerous emergency response national assets that may gain the attention of the news media as the assets provide nuclear/radiological assistance in support of State and local agencies. Activation of these assets would occur following a major national or international nuclear or radiological accident or incident.

5.1 Radiological Assistance Program (RAP)

Maintained since the late 1950s, the RAP is designed to provide first-responder radiological assistance to protect the health and safety of the general public and the environment and to assist other Federal agencies, as well as State, tribal, local, and private individuals in the detection, identification and analysis, and response to events involving the use of radiological/nuclear material. Deployed RAP teams provide traditional field monitoring and assessment support. To provide a timely response capability, RAP is implemented on a regional basis. This regional coordination is intended to foster a working relationship between DOE radiological response elements and those of State, local, and other Federal agencies. RAP ensures a 24-hour response capability that can be deployed within 2 hours of the request for assistance. The response team(s) will be on the site of a radiological emergency within 6 hours of a request for assistance. The RAP response capability is self-sustained for the initial 24 hours of an emergency or until more permanent support is deployed to the emergency site.

5.2 National Atmospheric Release Advisory Center (NARAC)

NARAC is the DOE component of the IMAAC. When a hazardous material is accidentally released into the atmosphere, the NARAC can map the probable plume in time for an emergency manager to decide if taking protective action is necessary. NARAC is located at Lawrence Livermore National Laboratory (LLNL), Livermore, California. NARAC provides world-wide centralized emergency response service. (See <http://narak.llnl.gov/> for additional information.)

5.3 Aerial Measuring System (AMS)

The AMS provides helicopters and fixed wing aircraft to respond to radiological emergencies. Personnel and equipment aboard these aircraft provide aerial radiological detection and aerial radiation surveys. Aircraft are located at Las Vegas, NV, and Washington, D.C.

5.4 Radiation Emergency Assistance Center/Training Site (REAC/TS)

Formed in 1976, the REAC/TS has provided support to the DOE, the World Health Organization (WHO), and the International Atomic Energy Agency (IAEA) in the medical management of radiation accidents. REAC/TS operate the only Cytogenetic Biodosimetry Laboratory (CBL) in the U.S. civilian community. The CBL has the capability to clinically determine dose levels for potentially exposed victims following a nuclear emergency. REAC/TS is a 24-hour emergency response program at the Oak Ridge Institute for Science and Education (ORISE). As such, it trains, consults, or assists in the response to all types of radiation accidents or incidents. The Center's specially trained team of physicians, nurses, health physicists, radiobiologists, and emergency coordinators is prepared around-the-clock to provide assistance at the local, national, or international level. Designated a WHO Collaborating Center in 1980, REAC/TS is recognized around the world for its expertise and is called upon to assist the global community in providing medical care to radiation accident victims, directly or indirectly as consultants.

5.5 Federal Radiological Monitoring and Assessment Center (FRMAC)

In the emergency phase of the response, the DOE/NNSA coordinate FRMAC actions. Once the immediate emergency situation is stabilized, DOE transfers responsibility for coordinating FRMAC actions to the EPA to continue long-term monitoring activities.

6.0 DOE Personnel Operational Control

During an incident, the DOE Deputy Director of Communications will coordinate the deployment of DOE public affairs personnel to support a NJIC.

Appendix 3 to Annex N to Emergency Support Function #15 External Affairs
Department of Defense (DOD)

References:

- A. National Response Framework (NRF)
- B. DOD 3150.8-M, Nuclear Weapon Accident Response Procedures (NARP) Manual

1.0 Purpose

This appendix outlines the Department of Defense (DOD) public affairs response to a significant incident that may involve the transportation of nuclear weapons and the use of radiological dispersal devices (RDD) or improvised nuclear devices (IND). The DOD 3150.8-M, Nuclear Weapon Accident Response Procedures (NARP) Manual contains more information about the DOD response.

2.0 Background

DOD will manage the on-site response for incidents involving a DOD facility and the overall response for nuclear weapons or other radioactive material in DOD custody. If DOD has custody of the nuclear weapon at the time of the accident, DOD becomes the Coordinating Agency; regardless of custody, however, DOD will manage the response in partnership with DOE. In accordance with the NRF, the Coordinating Agency supports the DHS incident management mission by providing the leadership, expertise, and authorities to implement critical and specific aspects of the response.

3.0 Policy

The DOD policy for U.S. nuclear weapon accidents is to provide effective public affairs activities near the scene of a nuclear weapon accident in order to speed the flow of information to the public and the internal audience. Although it is routine DOD policy to neither confirm nor deny the presence or absence of nuclear weapons or nuclear components at any specific location, exceptions exist when a nuclear accident occurs. Joint Pub 3-61 provides further guidance on DOD support to media in conjunction with military operations.

3.1. In the United States, its territories, or its possessions, DOD policy requires DOD incident communications to confirm the presence of nuclear weapons or radioactive nuclear components in the interest of public safety or to reduce or prevent widespread public alarm. Public authorities must be notified if the public is, or may be, in danger of radiation exposure or other danger posed by the weapon or its components.

3.2. Statements confirming the presence of nuclear weapons should contain information about the possibility of injury from high explosive weapon components and/or potential radiation exposure. If injury or radiation exposure is unlikely, that should also be stated. The Office of the Secretary of Defense (OSD)/PA will be notified in advance, or as soon as possible thereafter, if these exceptions are used.

4.0 Responsibilities

The Department of Homeland Security's Office of Public Affairs (DHS OPA) has primary responsibility for coordinating the Federal incident communications effort for domestic incidents. In general, this office fulfills this responsibility by identifying Federal department and agencies necessary for coordination, providing a leadership role during domestic incidents when significant interagency coordination is required, and providing coordination with the Homeland Security Council and other entities within the Executive Office of the President on matters related to dissemination of accident-related information to the public. Specifically, DHS OPA relies on Federal agencies, the JIC, and the DHS ESF #15 EA Officer.

4.1 Interagency Public Affairs Directors

At the Federal level, accident messages are developed, coordinated, and delivered by interagency public affairs personnel involved in the accident response. For a domestic nuclear weapon accident, DHS, the Department of Defense, and DOE will be the coordinating departments involved in a response. Department of State (DOS) will be a member for foreign accidents.

4.2 Joint Information Centers (JICs)

The JIC structure provides a supporting mechanism to develop, coordinate, and deliver messages. JICs are established to coordinate Federal, State, local, tribal, and private-sector accident communications with the public. Major announcements, daily briefings, and accident updates from the JIC are coordinated through DHS Public Affairs; the affected Combatant Command Public Affairs office; affected State, local, territorial, and tribal leadership; and the interagency core group prior to release.

4.3 Protection of Classified Information

Responders must practice "security at the source" to ensure no classified, sensitive, or privacy information is provided to the media or the public. The DOD Incident Commander (IC) reviews all information about nuclear weapons intended for public release. Most information about the component design and storage of nuclear weapons is classified. However, certain information about nuclear weapon design may be unclassified and appropriate for release to the public. In addition, Unclassified Controlled Nuclear Information (UCNI) must be protected from public release. When the JIC responsibility is transferred, be careful to ensure nuclear weapons information proposed for public release is reviewed by the appropriate U.S., DOD, and DOE/NNSA offices.

4.4 Direct Communications with ASD (PA)

Establish direct communications with the Department-level public affairs office (Office of the ASD [PA] or the DOE/NNSA Office of Public Affairs) and the Combatant Command's public affairs office from the accident scene. The DOD IC should ensure that the EAO at the scene quickly establishes direct communications with the Department-level public affairs office by any means available. The DOD IC must have access to current policy guidance and

statements issued at the national level. Direct communications ensure that timely, accurate information may be provided at the accident scene and the national level. The Combatant Command, Military Department, DTRA, and interagency public affairs offices will be kept informed, as appropriate, of news releases and media interest. The U.S. Chief of Mission and the U.S. DOS PAO will be notified and consulted on accidents overseas or on accidents and significant events near a U.S. border.

4.5 Briefing Location

Identify and establish – in cooperation with State and local authorities, DOS, and host nation authorities – a news media briefing area near the accident scene, but not in a location that interferes with response activities or places the media in danger.

5.0 Public Affairs Response Organizational Concept

5.1 JIC

The JIC will contain public affairs decision makers who will develop a public information strategic plan that incorporates key messages and ensures frequent coordination with higher headquarters. The JIC should consist of a senior, co-equal on-scene public information representative from the Coordinating Agency, State emergency response (or foreign national government and/or military), and a local (police and emergency response) public information officer. The JIC should be located with the DOD IC and other senior response leadership.

The JIC should:

- 5.1.1** Authorize release of information upon approval of the DOD IC.
- 5.1.2** Ensure response personnel are prepared for news briefings/interviews.
- 5.1.3** Ensure adequate staffing, equipping, and support of the JIC.

5.2 Supporting Systems

The nuclear weapon accident response operation has four supporting systems that are potentially beneficial for the DOD IC command staff and Public Information Officers (PIOs). The systems are the virtual JIC, the National Incident Communications Conference Line (NICCL, pronounced “nickel”), the State Incident Communications Coordination Line (SICCL, pronounced “sickle”), the Homeland Security Information Network (HSIN), and Operations Center Support.

Appendix 4 to Annex N to Emergency Support Function #15 External Affairs
National Aeronautics and Space Administration (NASA)

References:

- A. National Response Framework (NRF)
- B. Launch site emergency response planning document
- C. National Aeronautics and Space Administration Headquarters Radiological Contingency Response Plan (by the Office of Security and Program Protection)
- D. NPR 8715.3B National Aeronautics and Space Administration Launch Requirements

1.0 Purpose

This appendix outlines the National Aeronautics and Space Administration's (NASA's) public affairs and communications support of the launch of radioactive materials in quantities requiring development of specific contingency response plans and predeployment of resources as described by NASA requirements or specified in applicable interagency agreements.

2.0 Scope

NASA will establish a JIC for launches of radioactive materials in quantities requiring development of specific contingency response plans and predeployment of resources. The JIC is managed by NASA and supports the timely interagency coordination and distribution of information regarding any launch, ascent, or reentry accident affecting the mission.

3.0 Policy

3.1 Public information releases on the status and consequences of a launch vehicle accident and/or radiological emergency must be accurate, timely, and easily understood. Information disseminated to the public must be released from official government sources. Information must also be closely coordinated between the Federal, State, and local agencies as well as tribal governments involved in emergency responses and be released from official government sources.

3.2 The NASA-managed JIC provides the single, unified source of information for the news media and the public about Federal radiological response to a declared launch accident or radiological contingency.

4.0 Staffing

Each participating Federal agency and State and county organization will assign a Public Affairs Officer or designee to the JIC to act on behalf of their respective organizations as a single point of contact for interagency coordination of information.

4.1 All representatives of participating agencies and organizations will be physically collocated in one general work area (the JIC) for the purpose of coordination and discussion of any issues prior to the preparation of statements, releases, response, or briefing.

4.2 Minimum JIC Staffing

- 4.2.1** JIC Manager (NASA Headquarters PAO)
- 4.2.2** JIC Support Manager (Kennedy Space Center PAO)
- 4.2.3** Risk Communication Coordinator(s) (designated by NASA and DOE)
- 4.2.4** NASA External Relations representative to coordinate with the Department of State
- 4.2.5** Department of Energy public information office representative
- 4.2.6** Launch site State representative(s)
- 4.2.7** Department of Homeland Security/FEMA representative
- 4.2.8** Environmental Protection Agency representative
- 4.2.9** Department of Defense/United States Air Force representative

5.0 JIC Operations

- 5.1** Activation of the NASA JIC will occur as part of the overall radiological contingency implementation. The JIC will continue to operate until released by emergency operations management.
- 5.2** JIC operations will be governed by a coordinated and approved JIC Plan, developed specifically for each mission. This plan will describe in detail the coordination concurrence and approval process for JIC information releases.

6.0 NASA Public Affairs Launch Commentator

- 6.1** The designated NASA Public Affairs Launch Commentator has the responsibility for announcing initial public information concerning emergencies. The commentator will be authorized to use pre-coordinated, pre-scripted statements for specific contingency situations as directed by the JIC.
- 6.2** Initial launch commentary releases pertaining to radiological hazards following any declared launch accident or radiological contingency will include initial emergency instructions and advisories to news media, on-site personnel, and visitors to the launch.

Appendix 5 to Annex N to Emergency Support Function #15 External Affairs
Environmental Protection Agency Office of Air and Radiation

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)
- C. ESF #15 SOP, Annex M
- D. EPA National Approach to Response Crisis Communications Plan

1.0 Purpose

This appendix outlines the EPA public affairs response to a radiological incident where EPA may be the coordinating agency or support an interagency response.

2.0 Background

Under the NRF Nuclear/Radiological Incident Annex, EPA has roles as both a support agency and as a coordinating agency. EPA is the Coordinating Agency for emergencies involving a source or facility that is not licensed, owned, or operated by another Federal agency and for emergencies involving radiological releases outside the United States. EPA may be called in as a support agency for radiological events that involve materials licensed, owned, or operated by another Federal agency or an agreement State.

2.1 EPA Office of Air and Radiation (OAR)

The EPA OAR develops national programs, technical policies, and regulations for controlling air pollution and radiation exposure.

2.2 Radiological Emergency Response Team (RERT)

As one of EPA's special teams, the RERT supports Federal, State, tribal, and local agencies responding to radiological incidents and emergencies. The RERT provides technical advice, monitoring, sampling, data assessment, and cleanup assistance. These services focus on minimizing threats to public health and the environment. Along with the technical experts and specialized equipment, the RERT has Public Information Officers (PIOs) specializing in radiological incident communications.

3.0 Policy

During an incident requiring a coordinated Federal response, EPA retains full responsibility for incident communication programs and policies related to its activities. EPA will implement an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public during an incident as outlined in EPA's National Approach to Response Crisis Communications Plan. EPA will contribute to the overall unified message of the response and support external affairs activities based on the ESF #15 Annex of the NRF, including providing staff and other support to the NJIC or other ESF #15 function if requested.

4.0 EPA Public Affairs Response

4.1 ESF #15 Staffing

EPA, through its field and regional incident management structures, will support the interagency effort under ESF #15 by providing the media and the public with information on EPA's response activities. EPA will deploy public affairs personnel to the NJIC or other ESF #15 functions of an incident when requested by the DHS ESF #15 Director. During a radiological incident requiring a coordinated Federal response, EPA PIOs working in the NJIC will be responsible for addressing on all issues raised to the JIC and not just those related to environmental or EPA-specific matters.

4.2 Addressing Public Concerns

In the event of a radiological incident, EPA will make every effort to give the media access to agency incident operations so that they can report them fully and accurately to the public. EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident. EPA's Office of Public Affairs (OPA), in coordination with the Office of Environmental Information (OEI), the DHS Web team, and the relevant regional Public Affairs Directors and Headquarters program offices, will develop and maintain one web site to keep the public informed of the incident status. All approved content and data will be posted to the Web site as quickly as possible. Phone lines will be established with a published number for public inquiries.

Annex O to Emergency Support Function #15 External Affairs **NTSB Transportation Investigations**

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)

1.0 Purpose

This annex outlines the roles and responsibilities of the National Transportation Safety Board and public affairs procedures regarding transportation incidents. Under Federal law, the National Transportation Safety Board is responsible for investigating and determining the probable cause of every civil aviation accident in the United States (including accidents involving certain public use aircraft, such as those owned by State and municipal governments).

1.1 The Board also investigates major accidents in the other modes of transportation – rail, highway, marine and pipeline. **Historically, the NTSB has been the lead Federal investigating agency for such major surface transportation accidents as maritime oil spills, train derailments, and bridge collapses.**

1.2 ESF #15 may or may not be activated following an incident requiring an NTSB investigation. Regardless of ESF #15 activation, NTSB retains the lead for all public affairs activity involving their investigative role.

2.0 Mission

The NTSB is an independent Federal accident investigation agency. Since its creation in 1967, the Safety Board's mission has been to determine the probable cause of transportation accidents to formulate safety recommendations to improve transportation safety.

3.0 Procedures for Major Accidents

3.1 The NTSB will send several public affairs officers (PAOs) to accompany an investigative Go-Team to the scene of a major accident to facilitate information dissemination. Usually, one of the five Presidentially appointed Board Members also accompanies the team and serves as the principal on-scene spokesperson. However, a senior career investigator, designated as Investigator-in-Charge (IIC), leads the Go-Team.

3.2 While the Board's investigative team will include representatives from other agencies and organizations (FAA, airline operator, airplane/engine manufacturer, etc.), only the Board will release factual information on the progress of the investigation.

3.3 A command post is established at the crash site, usually in a nearby hotel. On-scene public affairs operations are organized from the Command Post.

-
- 3.4 Media briefings are often held at Reagan National Airport, before the Go-Team’s departure, and on arrival at the accident site. On-scene, the Board strives to conduct two press conferences a day, one mid- to late-afternoon and the other in the evening following the daily progress meeting held by the investigative team.
 - 3.5 The Board’s spokespersons discuss factual, documented information. They do not provide any analysis, nor speculate as to the significance of any particular piece of information. The NTSB will not announce the cause of an accident while on-scene; indeed, the cause may not be determined for 12 to 18 months after the accident.
 - 3.6 The NTSB also will not release the identities of victims or survivors of accidents. The transportation company involved or the local medical authorities generally release such information. If conditions permit, NTSB PAOs will attempt to bring the news media to the accident site (using a pool arrangement if it is a large group), keeping in mind limitations posed by physical and biomedical hazards.
 - 3.7 The Board maintains a public affairs presence at an accident scene for as long as circumstances warrant, usually 3 to 7 days. After that, information is released from the public affairs office in Washington, D.C.
 - 3.7.1 There are occasions when multiple agencies, particularly State and local agencies, are involved in some aspect of the post-accident scene. For example, police are responsible for public safety, State transportation officials are responsible for arranging alternative transportation opportunities, the medical examiner is responsible for victim identification, etc. Each agency has its need to conduct press conferences. Although the NTSB does not conduct joint press conferences once the investigation starts to move ahead, it is willing to work with all other agencies to arrange press conference schedules so as not to interfere with each other.
 - 3.8 After the team has left the accident scene, the fact-gathering phase of the investigation continues. During this phase, the Board may hold a public hearing. At that time, a public docket is opened and a series of detailed factual reports are released, which become the basis for the analysis to come.
 - 3.9 The final report of a major accident investigation – containing the Board’s findings, a probable cause determination, and safety recommendations – is adopted by the five-member Board at a public meeting held in Washington, D.C.

4.0 Federal Bureau of Investigation

- 4.1 Federal law provides that, “If the Attorney General, in consultation with the Chairman of the Board, determines and notifies the Board that circumstances

reasonably indicate that the accident may have been caused by an intentional criminal act, the Board shall relinquish investigative priority to the Federal Bureau of Investigation.” The Board then ceases all media activity with regard to the accident and operates in support of the FBI as requested. This provision was employed on September 11, 2001.

- 4.3** Until such time that a criminal determination is made, the NTSB retains primacy in every civil aviation accident investigation, and every surface transportation accident investigation in which it has asserted jurisdiction.

Annex P to Emergency Support Function #15 External Affairs **Agriculture and Food**

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)

1.0 Purpose

This annex outlines the public affairs roles and responsibilities of the U.S. Department of Agriculture (USDA) in response to an incident requiring a coordinated Federal response involving agriculture and food systems.

2.0 Background

Agriculture and food incidents will require a coordinated external affairs response when public health, animal nutrition, food production, aquaculture, livestock production, wildlife, soils rangelands, and agricultural water supplies are affected.

3.0 Policies

3.1 USDA and the Department of Health and Human Services (HHS)

USDA and HHS, acting under their own authorities, lead public affairs efforts for agriculture and food incidents that occur due to natural causes.

3.1.1 USDA

USDA public affairs have lead for issues dealing with the safety and security of **processed meat, poultry, and egg products** through the USDA/Food Safety and Inspection Service (FSIS).

- **Nutrition assistance**, including determining nutrition assistance needs, obtaining appropriate food supplies, arranging for the delivery of the supplies, and authorizing disaster food stamps through the USDA/Food and Nutrition Service (FNS)
- **Animal and plant disease and pest response**, which includes response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation through the USDA/Animal and Plant Health Inspection Service (APHIS)
- **National forests and domestic rangelands incident response** through the USDA/Forest Service (FS)
- Disaster impacts on the **marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products**, through the

USDA/Grain Inspection, Packers and Stockyards Administration
(GIPSA)

- **Producer and rancher assistance**, which includes low-interest loans to rebuild the infrastructure and supply seed and start-up livestock, and the conservation reserve program to enable farmers and ranchers to restore buffers, trees, and other natural resources that protect water and wildlife through the USDA/Farm Service Agency (FSA)
- The **safety and well-being of household pets** by coordinating activities that include evacuation, transportation, sheltering, husbandry, and veterinary care of affected animals as mandated in the Pets Evacuation and Transportation Standards Act of 2006 through the USDA/APHIS
- **Rural utilities and rural housing assistance**, which includes essential public facilities and services as water and sewer, electric and telephone systems, housing, health clinics, emergency service facilities, and economic development throughout rural America through the USDA/Rural Development (RD).

3.1.2 HHS

HHS public affairs, through the Food and Drug Administration (FDA), has public affairs lead for all **domestic** and **imported food** except for meat, poultry, and egg products (see above). Besides food, HHS also has lead for issues such as **animal feed**, **food-producing animals**, and **animal drugs** intended for both therapeutics and non-therapeutic use in food animals as well as companion animals.

3.2 Department of Justice and the Federal Bureau of Investigation (DOJ/FBI)

A terrorist attack on agriculture or food may initially be indistinguishable from a naturally occurring event. Several days could pass before food, medical, or agriculture authorities suspect an attack has taken place. Criminal intent may not be apparent until some time after illnesses are recognized. Once a public health, food, or agriculture incident occurs (or becomes known) due to a biological, chemical, or radiological agent, or if there are indications that disease may not be the result of natural causes, the DOJ/FBI must be notified. Due to the criminal nature of the attack, the FBI will assume the public affairs lead for the investigation.

3.3 Department of State (DOS)

A food or agriculture incident could take place as a result of international trade. The USDA will coordinate with DOS public affairs to release information involving international trade with another nation as this information could have an effect on the economy.

4.0 Laboratory Testing

The news media will likely focus on the results of laboratory testing of contaminated food and infected animals and plants. USDA public affairs have the lead for dissemination of these results to the media and general public. Confirmation of contaminants could come from several labs in the Integrated Consortium of Laboratory Networks (ICLN). Some health laboratories are the Food Emergency Response Network (FERN), the Laboratory Response Network (LRN), the National Animal Health Laboratory Network (NAHLN), and the National Plant Diagnostic Network (NPDN).

5.0 Concept of Operations

5.1 USDA Public Affairs Operations

USDA's Office of Communications (OC) will provide policy direction, review, and coordination of all information programs; maintain the flow of information; and provide liaison between USDA agencies, mission areas and the mass communication media, State and local governments, and the public.

5.1.1 In the event of an agricultural or animal health emergency that is national in scope, OC, with support from USDA agencies, will conduct operations from a USDA JIC. And should the incident require a coordinated Federal response due to a natural or man-made disaster, OC will participate in the designated U.S. DHS NJIC during the emergency.

5.1.2 Under the ICS, OC will assign a public information officer (PIO) to support the incident command structure. The PIO represents and advises the Incident Command on all public information matters relating to management of the incident. The PIO handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, particularly regarding information on public health and safety and protection.

5.1.3 The PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the JIS. In a large-scale operation, the on-scene PIO serves as a field PIO with links to the JIC, which is typically collocated with the Federal, regional, State, local, or tribal emergency operations center responsible for primary incident coordination. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with private-sector and nongovernmental organizations.

5.2 USDA Response to a Major Incident

5.2.1 Intergovernmental/stakeholder outreach

- Internal USDA conference call with USDA agency PA/mission areas
- Federal interagency conference call (WH, HHS, Department of the Interior [DOI], DHS, Homeland Security Council [HSC], DOS)
- Intergovernmental conference call with local/State governments (including animal health, human health, homeland security, and natural resources)
- Stakeholder conference call with industry groups
- Congressional conference call or personal visits

5.2.2 Media outreach

- Conduct press conference with HHS, State rep, and other relevant officials to discuss animal, food, and/or human health implications, actions being taken, guidance for the public
- Issue news release
- Issue media advisory listing available resources (b-roll Beta tapes, still photos, Qs & As, fact sheet, updated sound bites via the Web)
- Establish media briefing schedule to ensure predictable, established lines of communication with reporters to provide updates on management of the outbreak
- Distribute Qs & As and fact sheet and post on the Web site
- Provide b-roll tapes upon request
- Post still photos on the Web site (lab testing/inspectors at processing plant)
- Offer updated sound bites via the Web site
- Monitor media 24/7 to promptly correct misinformation

5.2.3 General public outreach

- Distribute PSAs containing key messages to radio stations
- Post downloadable PSAs on USDA Web site

6.0 Coordination

6.1 State Communicators

The State communications officials in the affected State(s) will be notified first. OC, in cooperation with agency and interagency public affairs staff, will hold conference calls with communicators from State Departments of Agriculture, Health, Homeland Security, and Natural Resources when needed to coordinate and disseminate information regarding the situation.

6.2 USDA

OC will hold a daily conference call with OC staff and agency and interagency public affairs staff to coordinate and disseminate information regarding the situation. This conference number is available 24/7.

6.3 NICCL

USDA headquarters will represent the agency on NICCL calls during incidents and will maintain liaison with the ESF #15 function at DHS Public Affairs.

Annex Q to Emergency Support Function #15 External Affairs Staffing and Deployments

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)
- C. JFO Field Operations Guide (FOG) June 2006

1.0 Purpose

This annex outlines staffing and deployment policies and procedures to ensure that there are a sufficient number of external affairs personnel ready to deploy to fill critical ESF #15 staff positions following an incident. (Appendix 1 to Annex X provides the ESF #15 Leadership Roster.)

2.0 Staffing External Affairs Leadership Positions

An incident requiring a coordinated Federal response will require external affairs personnel to fill ESF #15 leadership positions over an extended time period. Additionally, the nature of the incident may call for PIOs with skills and experience from specific departments and agencies.

2.1 Terrorist Incidents

The FBI, ATF, CBP, ICE, USCG, and other law enforcement PIOs are well suited to serve as either the External Affairs Officer or Deputy External Affairs Officer due to their knowledge and background in law enforcement and terrorism.

2.2 Natural Disasters

Numerous Federal departments and agencies have deployed to support the emergency response following hurricanes, forest fires, floods, and other U.S. natural disasters. FEMA has the primary responsibility for leading and coordinating the Federal Government's disaster response efforts. Many other Departments and Agencies have a significant public affairs support role.

2.3 Public Health Incidents

Public Affairs personnel from HHS, the CDC, and the FDA would be called on to fill ESF #15 leadership roles for public health emergencies.

2.4 Aircraft Incidents near Military/Civilian Communities

Many unforeseen incidents may require a rapid response from Department of Defense, U.S. NORTHCOM, the FAA, TSA, and the NTSB. Incidents such as civilian or military aircraft crashes in (or near) military and civilian communities may call for a military public affairs officer to rapidly deploy to lead ESF #15 in an incident JIC. NORTHCOM relationships between the FAA, TSA, and the NTSB exist and would facilitate such an ESF #15 assignment.

3.0 Responsibilities

3.1 DHS Public Affairs

Following an incident, the DHS Director of Incident Communications may request Federal department and agency volunteers to immediately deploy to help form a JFO or an incident JIC. Volunteer public affairs personnel from State and local authorities in non-affected jurisdictions will be considered for assignment. Costs for deployment of these personnel will be covered by parent departments or agencies.

3.2 FEMA Public Affairs

FEMA PIOs frequently deploy in support of natural disasters and incidents requiring a coordinated Federal response. Due to the limited size of FEMA regional public affairs staffs, additional public affairs personnel and disaster assistance employees are often needed to staff JICs for more than 30 days.

3.2.1 Disaster Assistance Employees (DAE)

DAEs are FEMA reserve employees that are called up to deploy to fill long-term JFO and JIC positions following incidents. DAEs are hired under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

3.2.2 Automated Deployment Database (ADD)

DAEs are recruited, selected, trained, deployed, and managed by regional cadre managers with support and oversight by HQ-based national cadre managers. Considered national assets, DAEs make themselves available through the Automated Deployment Database (ADD) system to staff all types of disasters, wherever and whenever they occur within U.S. jurisdictional borders.

3.2.3 Functions

Reservists may only be used to perform disaster-related work, defined as specific disaster, emergencies, projects, or activities of a non-continuous nature. Disaster managers in the field, region, or at HQ identify their staffing needs and create deployment orders per current deployment policies, procedures, and protocols. Once identified, these orders are immediately transmitted to the ADD system for deployment execution by the Deployment Unit under the auspices of the Disaster Workforce Management Section, Disaster Operations Directorate, DHS/FEMA.

3.3 Federal Department and Agency Public Affairs

All Federal department and agency public affairs offices are strongly encouraged to develop plans, policies, and procedures to rapidly deploy personnel immediately following natural disasters and other incidents requiring a coordinated Federal response. Federal department and agency public affairs offices should develop and maintain national deployment rosters to give public affairs personnel maximum deployment predictability. Such rosters may be

forwarded to the DHS Director of Incident Communications for coordination purposes as they are updated.

4.0 Training

Given the activities and responsibilities under ESF #15, personnel must be trained in order to lead an ESF #15 staff. All personnel reporting to the JFO, including those in leadership positions, must understand a JIC and execute NIMS and NRP principles and have completed mandatory Independent Study courses offered on the FEMA Emergency Management Institute Web page (IS-100, IS-200, IS-700, and IS-800 [or agency equivalent training on the NIMS and NRP]). Members are also encouraged to complete IS-300, IS-400, and any additional ICS position-specific training. For more information about training, see Annex Y.

5.0 Federal Deployment Teams

Some departments and agencies deploy pre-identified personnel regularly in response to a crisis. While most deployment teams do not have an allocation for an external affairs or public affairs position, most teams require public affairs reach back support. Some of the Federal Government’s deployment teams that would require public affairs support are:

Lead Dept./Agency	Team	Capability
FEMA	Incident Management Assistance Team IMAT has replaced the Federal Incident Response Support Team (FIRST) and ERT-N teams. IMATs are activated for National East and National West Regions IV, V, and VI have IMATS Others are standing up by region	IMAT-National Readily deployable Of the 26 designated members there is 1 external affairs position IMAT-Regional Will be located within the FEMA region and contain one external affairs position. Regional IMATs are supported with regional Emergency Response Team-Advanced teams
HHS	IRCT	Deploys following the identification of a public health emergency to assess HHS long- and short-term requirements and response. A senior public affairs staff member typically will deploy with the IRCT and will serve as the senior public affairs advisor to the Senior Health Official and their IRCT staff
CDC	Advisory Team for Environment, Food, and Health	Team includes representatives from EPA, the Department of Agriculture (USDA), the Food and Drug Administration, the Centers for Disease Control and Prevention, and other Federal agencies.
EPA	Environmental Response Team (ERT)	ERT- Deploys to emergencies to

Lead Dept./Agency	Team	Capability
	Radiological Emergency Response Team (RERT) National Decontamination Team (NDT) National Counter-terrorism Evidence Response Team (NCERT)	deal with human health and environmental impacts of terrorist attacks RERT- Responds following the release of radioactive materials to provide technical advice, monitoring, sampling, and cleanup assistance NDT-Provides decontamination expertise of chemical, biological, and radioactive contaminants NCERT-Provides law enforcement support for contaminated sites linked to terrorism or environmental crimes
NTSB	Investigative Go-Team	See Annex O. Investigative team that deploys to civil aviation accidents and major accidents in the other modes of transportation – rail, highway, marine, and pipeline. The number of team members varies based on the circumstances of the accident and public interest.
U.S. Army National Guard	Public Affairs Rapid Response Team (PARRT)	See Annex K
USCG	Public Information Assist Team (PIAT)	Emergency public information during oil spills, natural disasters, domestic terrorism events, exercise participants
CDC	CDC Deployment Teams	Provide specific disease-related advice to State/Local health officials
FBI	Media Fly Team	Consists of one to eight public affairs specialists that deploy upon the activation of FBI incident teams
DOE/NNSA	Nuclear Incident Response Team (NIRT) [consist of the:] Federal Radiological Monitoring and Assessment Center (FRMAC) Aerial Measuring System (AMS) Accident Response Group (ARG) National Atmospheric Release Advisory Center (NARAC) Radiation Emergency Assistance Center/Training Site (REAC/TS)	FRMAC’s public information officer will deploy with a response team

Annex R to Emergency Support Function #15 External Affairs
Social Media

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)

1.0 Purpose

This annex outlines the plan for Federal departments and agencies to use interactive communications (Web and social media) with the public during incidents requiring a coordinated Federal response.

2.0 Concept of Operations

Federal, State, and local departments and agencies have an inherent responsibility to engage with the American public before, during, and after man-made disasters, natural events, and acts of terrorism. Providing timely and effective communications through all interactive communications channels – including Web, social networking, text (SMS), and other emerging technologies in addition to traditional methods – will better inform citizens affected by an incident. Official Web sites, social networking methods, online journals (blogs), photos, and videos are all effective tools to advise and inform the public if used in a coordinated, strategic, and timely manner.

2.1 Department and Agency Web sites

Individual department and agency Web sites are the foundation of Internet communications and social media efforts. A well-designed, user-focused Web site written in plain language is a critical communications channel. As an example, press offices and Web sites that offer automatic e-mail subscription of news releases, speeches, statements, testimony, and multimedia (photo essays) provide the background that will enhance the use of social media outreach. The best way to support the relief and recovery efforts on Web sites is to stay within agency mission-lanes and to link to other agencies with primary expertise. A few guidelines are listed below:

2.1.1 Immediate Web content focus is on saving lives, sustaining lives, and ensuring a comprehensive recovery effort reflecting current citizen information needs.

2.1.2 An agency Web site should not duplicate information that is the purview and expertise of other agencies.

2.1.3 Information needs to remain under control of the “expert” agency and linked to by other agencies.

2.2 Federal Newsroom

A Federal Newsroom will be established as a consolidated Web site for all relevant Federal department and agency Web sites to locate press releases and announcements providing information and resources for incident preparedness,

response, and recovery. Agencies can create RSS (syndication) feeds to help populate the newsroom. The Newsroom content will be syndicated to make it available to traditional and new media (loggers, social networks).

3.0 Social Media

Citizens immediately affected by an incident will use a variety of information sources that will provide information to save lives and property. There are numerous social media and social networking techniques that may be used to inform the public during day-to-day operations well prior to incidents requiring a coordinated Federal response.

3.1 Wikipedia

Wikipedia is an extremely popular site that allows anybody, anywhere to update information. It has been used to convey real-time information during previous incidents. Monitoring and making corrections to incorrect or dangerous entries are critical to providing accurate information to the public. In addition, cites on Wikipedia to Federal resources can help drive traffic to official government information on the Web.

3.2 Text Messaging (SMS)

Text messaging is an effective method to relay information using cellular phones.

3.3 Social Networks

Social networks such as Facebook and MySpace are platforms that allow users to connect online to one other. Early in the conceptual stages of use by official department and agencies, these social networks may be one of the many future methods government personnel connect with members of the public. Facebook and MySpace members must either be invited or accepted into the network. During recent college shootings, student Facebook pages provided real-time updates of the affected victims more rapidly than any official college communications.

3.4 Twitter and Micro-blogging

Twitter is a free [social networking](#) and [micro-blogging](#) service that allows its users to send and read other users' updates (otherwise known as tweets), which are text-based posts of up to 140 characters in length. Tweets can be easily posted via mobile devices (text/SMS) and can be fed using RSS to other social networking sites, blogs, etc. Twitter requires an account. Federal use of Twitter can push Federal disaster messaging into the Twitter stream and out to subscribers. It can be used to broadcast updates, press releases, preparedness messages, and instructions. RSS feeds from an agency can easily be broadcast via Twitter. Monitoring Twitter provides ground level information as well as rumors.

3.5 Widgets

Widgets are embedded codes that can be used by department and agency Web sites to spread official information virally in cyberspace. Widgets are commonly used by bloggers, social network users, and personnel who own Web sites.

Widgets embedded on blogs and other Web sites provide direct access to content such as links to other resources, updated news, or instructions.

3.6 Video and Photo Sharing

Sites like YouTube (video sharing), Flickr, and Picasa (photo sharing) can also extend the broadcast of imagery during an incident. These sites are an example of a social media method to showcase digital photography on a Web site.

Departments and agencies can use imagery to communicate operational response to an incident to the public, the media, and other audiences. Imagery content can also be syndicated through RSS feeds and can be set to interact with other social media tools like blogs or social networking sites.

3.7 Podcasts

Podcasts are video or audio clips that are made available through subscription, either via a service like iTunes (Apple®) or RSS feeds. The audio or video file is uploaded to a server and made available using an RSS feed and metadata. This can be used for regular broadcast or rebroadcast of press conferences, speeches, or instruction or information. An RSS feed can be established during an emergency, but access through another channel, like iTunes, should be established prior to an emergency.

4.0 Content

Posting important, accurate, and timely content is the most important component of any Web and social media operation.

Annex X to Emergency Support Function #15 External Affairs Administration and Logistics

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)
- C. Interagency Integrated JFO Standard Operating Procedures
- D. ESF #5 Standard Operating Procedures

1.0 Purpose

This annex outlines information and procedures concerning administration and logistics requirements and operations support for the ESF #15 organization.

2.0 Requirement

External affairs operations *are* mission-essential tasks, and they must be afforded a high priority by the JFO when establishing basic operational capabilities. Infrastructure and supporting capabilities to deliver lifesaving and life-sustaining communications must be established in a timely manner. For example, this includes telephones (coordination and communications), televisions (media monitoring), and satellite support (to disseminate lifesaving and life-sustaining information). **If the ESF #15 team does not have these and other basic tools, external affairs operations cannot be successfully executed.**

3.0 Responsibilities

3.1 Emergency Support Function #5 Emergency Management Support

In accordance with the NRF, the ESF #5 staff establishes required field facilities, supplies, and equipment to support ESF #15.

3.2 ESF #15 External Affairs (EA) Officer

Upon designation and activation of ESF #15, the ESF #15 EA Officer will assess initial logistical requirements necessary in establishing operational capabilities in the JFO (and JIC). The ESF #15 EA Officer will work closely with the ESF #15 Deputy, ESF #15 Executive Officer, ESF #15 OD, assistant external affairs officers, and JFO staff to ensure that initial requirements are identified in a timely manner and action is taken to address shortfalls where they exist. **This information should be provided by ESF #15 to the JFO Coordination Group Scoping Meeting.** If the nature of the incident requires, the ESF #15 EA Officer should identify an ESF #15 Resource Manager.

3.3 ESF #15 Resource Manager (ESF #15 RM)

If assigned, the ESF #15 RM will report to the ESF #15 Deputy and supervise all related activities in this function. This will include office space and equipment needs, JIC support, and coordination with JFO staff elements. The RM will coordinate directly with the ESF #5 staff and JFO Logistics and Finance and Administration staffs as necessary.

4.0 Personnel and Staffing Coordination

The RM will maintain close coordination with the ESF #15 OD, ESF #15 Deputy, ESF #15 Executive Officer, component directors, and interagency and State and local public affairs counterparts to ensure that appropriate staffing is provided for the ESF #15 organization.

Appendix 1 to Annex X to Emergency Support Function #15 External Affairs
ESF #15 Leadership Roster

EMERGENCY SUPPORT FUNCTION #15 – INCIDENT LEADERSHIP STAFFING						
INCIDENT SITE & SITUATION:						
POSITION	ASSIGNED	DUTY	E-MAIL	OFF PHONE	CELL	OTHER INFO
ESF #15 NATIONAL LEADERSHIP						
Director						
Private Sector						
Cong Affairs						
State & Local						
Comm Relations						
Operations Direct						
JOINT FIELD OFFICE LEADERSHIP						
FCO						
Deputy PFO						
JFO ESF #15 LEADERSHIP CADRE						
External Affairs Officer						
Deputy, Ext Affairs Off						
Executive Officer						
Press Secretary						
FCO Liaison Off						
Asst EA Off-PS						
Asst EA Off-CA						
Asst EA Off-SL						
Asst EA Off-CR						
Asst EA Off-JIC						
Asst EA Off-PP						
Spokesperson						
FEMA Reg EA						
IMAT EAO						

Annex Y to Emergency Support Function #15 External Affairs Training

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)
- C. Interagency Integrated SOP

1.0 Purpose

This annex outlines necessary training for ESF #15 staff personnel and training requirements for Federal, State, local, territorial, and tribal counterparts.

2.0 Training and Objectives

2.1 Director's Perspective

Training is critical to the success of ESF #15 in support of the FCO and JFO. We recognize that personnel assigned to the ESF #15 team are proficient in their functional areas. But integrating these different component players in one team to achieve unity of effort is the larger requirement. To this end, pre-incident training builds teamwork, expertise, and confidence that the ESF #15 staff will be successful during an incident requiring a coordinated Federal response or major incident. **Training will be a fundamental building block of the ESF #15 operation.**

2.2 ESF #15 Training Program Responsibilities

2.2.1 Program Direction, Oversight, Coordination

DHS Office of Public Affairs

2.2.2 Program Support (Materials and Course Development)

FEMA Office of Public Affairs, in coordination with Emergency Management Institute (EMI)

2.3 ESF #15 Training Program Objectives

2.3.1 ESF #15 Leadership Cadre is fully prepared to assume assigned positions when directed and in support of the FCO and JFO

2.3.2 ESF #15 staff is prepared for duties within the organization and in support of the FCO and JFO.

2.3.3 Federal interagency ESF #15 deploying leadership and staff are fully prepared to assume assigned positions.

2.3.4 State, territorial, and tribal counterparts have awareness of ESF #15 functions and integration within the JIS and ICS.

3.0 Training Program Requirements

ESF #15 staff training requirements are detailed in Appendix 1 and discussed in the following paragraphs. These requirements are based on existing and planned resources.

4.0 Training Resources

Summarized below are training resources and supporting details.

4.1 Recommended Online Courses

The below courses are recommended for all ESF #15 leadership and staff personnel. Information on enrollment is at FEMA.GOV.

4.1.1 IS-100. Introduction to Incident Management

4.1.2 IS-200. Incident Command System

4.1.3 IS-700.a. National Incident Management System (NIMS)

4.1.4 IS-702. NIMS Public Information Course

4.1.5 IS-800.b. National Response Framework (NRF)

4.1.6 IS-250. ESF #15/External Affairs

This course provides basic training on the concept and practical application of the ESF #15 Standard Operating Procedures to support Federal domestic incidents requiring a coordinated Federal response. The course is designed for all External Affairs staff (Public Affairs, Office of Legislative Affairs, Community Relations, Intergovernmental Affairs, and Private Sector), regardless of duty station, as well as to staff in all other agency divisions and Federal, tribal, State, local, military, and voluntary agency partners.

4.2 EMI Training Courses

Both resident and condensed field versions of External Affairs courses have been developed to train leadership and functional staff in the tasks associated with their assigned positions.

4.2.1 ESF #15 Leadership Course (E-729)

This 4-day, scenario-driven course is open to representatives of all Federal partners who might assume a leadership role when ESF #15 is activated. The course offers an overview of the roles and responsibilities assumed by the various External Affairs components, as well as training in specific job functions. The course includes presentations by a FCO and State and tribal representatives, training on reports and communications products, writing and presentation workshops, a variety of leadership and partnership exercises, and a comprehensive final exam set in the context of a simulated large-scale disaster. Evaluation metrics are included.

- A 2-day field version of this course (L-731) has also been developed, focusing less on leadership roles and more on the structure and functional responsibilities of ESF #15 and External Affairs. This course has been designed for regional and field use, providing staff

already deployed to a disaster with a comprehensive training opportunity.

4.2.3 Basic Policy and Procedures Courses (Public Affairs E249, I-385, Congressional E368)

ESF #15 External Affairs training and exercises have now been incorporated into the basic training modules for FEMA External Affairs staff – both in resident and field courses. Practical exercises, including one specifically focused on working with State and local partners, are included.

4.2.4 State & Local Public Affairs Courses (Basic G-290 & Advanced E388)

ESF #15/External Affairs training will be incorporated into the Advanced State & Local PIO course offered at EMI (beginning in March, 2007).

4.3 Federal/State/Local/Voluntary Agency Partner Outreach

A scalable series of PowerPoint presentations have been developed and delivered to Federal, State, local, voluntary agency, and private-sector partners nationwide. These include a complete 2-hour presentation, various abbreviated 1-hour presentations (including a version that provides a brief overview of all External Affairs components, and several that focus on a specific component), and a 20-minute Executive Level Summary. Material is posted online for easy trainer access.

4.4 Video/Video Teleconference (VTC)

Scalable, digital versions of the ESF #15 External Affairs training have been developed. The video is fully customizable, depending on the audience, and is available on-demand. Like the PowerPoint presentation, several versions have already been created, including a 10-minute Executive Level Summary. The video can be shown when a trainer is unable to make the presentation personally, yet can be available by teleconference to answer any questions in real-time. Videos posted online for easy trainer access.

4.5 Exercises

Personnel at all levels within the Federal, State, local, territorial, tribal, and private sector participate in homeland security and all-hazards exercises. Many of these are conducted on a national scale, such as the National Level Exercise series. These exercises provide a superb means to train personnel on ESF #15 procedures and respective staff assignments. DHS will use this SOP as the primary planning document for all exercises.

4.6 Real-World Training

Real-world events, and those that directly result in activation of ESF #15, provide an equally valuable opportunity for training of leadership and staff personnel. ESF #15 leadership should actively consider deploying available personnel to

real-world incidents, if conditions permit, for training purposes. This should be coordinated with the FCO and JFO staff.

4.7 Interagency Coordination

Interagency meetings, such as the Incident Communications Public Affairs Coordination Committee (ICPACC) meeting and related events will be used to discuss ESF #15 processes, teamwork, and training needs. DHS OPA will coordinate these during the quarterly meeting program.

4.8 Basic Guidance for Public Information Officers (PIOs/National Incident Management System [NIMS] – FEMA 517/November 2007)

This guidance document was developed in coordination with Federal, State, tribal, and local Public Information Officers (PIOs). The goal of this publication is to provide operational practices for performing PIO duties within the ICS. It offers basic procedures to operate within the JIS and establish an effective JIC – including integrating with Federal support and ESF #15.

Appendix 1 to Annex Y to Emergency Support Function #15 External Affairs
ESF #15 Staff Training Requirements

ESF #15 Staff Training Requirements			
	ESF #15 HQ Staff	ESF #15 Leadership Cadre	ESF #15 Staff
ONLINE COURSES			
IS-100, Incident Mgmt	R	R	R
IS-200, ICS	R	R	R
IS-700, NIMS	R	R	R
IS-702, NIMS PIO	R/O*	R/O*	R/O*
IS-800, NRF	R	R	R
NETC RESIDENT TRAINING COURSES			
ESF #15 Leadership Course	R	R	
ESF #15 Staff Course			O

Key

R-Recommended

O-Optional

Notes:

***Optional for non-public affairs ESF #15 personnel**

Annex Z to Emergency Support Function #15 External Affairs
Acronyms and Key Terms

AEAO	Assistant External Affairs Officer (ESF #15)
ADD	Automated Deployment Database
AMS	Aerial Measuring System
APO	Accountable Property Officer
ARF	Assistance Request Form
ASD-HD	Assistant Secretary of Defense for Homeland Defense
ASPA	Assistant Secretary for Public Affairs
AT	Annual Training
BLOG	WEB LOG
CA	Congressional Affairs
CAT	Crisis Action Team
C4	Command, Control, Communications and Computers
CDC	Centers for Disease Control and Prevention
CERT	Cyber Emergency Response Team
CIP	Critical Infrastructure Protection
COMC	Communications Coordinator
COML	Communications Unit Leader
COMT	Communications Technician
COOP	Continuity of Operations
COP	Common Operating Picture
CR	Community Relations
CSG	Counterterrorism Security Group
DAE	Disaster Assistance Employee
DCE	Defense Coordinating Elements
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DNI	Director, National Intelligence
DOC	Department of Commerce
DOD	Department of Defense
DOI	Department of Interior
DOS	Department of State
DRF	Disaster Relief Fund
DRG	Disaster Readiness Group
DSCA	Defense Support to Civil Authorities
EA	Emergency Authority
EAO	External Affairs Officer
EAS	Emergency Alert System
ECS	Emergency Communications Staff
ECT-F	Emergency Communications Team – Field
ECT-N	Emergency Communications Team – National
EOC	Emergency Operations Center
EOP	Executive Office of the President
ESF	Emergency Support Function
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FECC	Federal Emergency Communications Coordinator
FEMA	Federal Emergency Management Agency

FIRST	Federal Incident Response Support Team
FOC	FEMA Operations Center
FRC	Federal Resource Coordinator
FRMAC	Federal Radiological Monitoring and Assessment Center
GETS	Government Emergency Communications Service
GIS	Geographic Information System
GSA	General Services Administration
HHS	U.S. Department of Health and Human Services
HLD	Homeland Defense
HLS	Homeland Security
HSA	Homeland Security Advisor
HSAS	Homeland Security Alert System
HSC	Homeland Security Council
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
ICEPP	Incident Communications Emergency Policy and Procedures
ICP	Incident Command Post
ICS	Incident Command System
IDT	Inactive Duty Training
IEC	Interexchange Carrier
ILC	Infrastructure Liaison Cell
IMA	Individual Mobilization Augmentee
IMAAC	Federal Interagency Modeling and Atmospheric Center
IMAT	Incident Management Assistance Team
IMP	Incident Management Plan
IMPT	Incident Management Planning Team
IOF	Interim Operating Facilities
IP	Internet Protocol
IRCT	Incident Response Coordination Team (HHS)
ISAC	Information Sharing and Analysis Center
IT	Information Technology
JOC	Joint Operations Center (Law Enforcement)
JDOMS	Joint Directorate of Military Support
JFO	Joint Field Office
JIC	Joint Information Center
JPASE	Joint Public Affairs Support Element (DOD)
JS	Joint Staff
JTF	Joint Task Force
JTRB	Joint Telecommunications Resource Board
LFA	Lead Federal Agency
LNO	Liaison Officer
MA	Mission Assignment
MATTS	Mobile Air Transportable Telecommunications System
MERS	Mobile Emergency Response Support
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTSO	Mobile Telephone Switching Office
NARAC	National Atmospheric Release Advisory Center
NICCL	National Incident Communications Conference Line
NCC	National Coordinating Center

NCP	National Continuity Program
NCRCG	National Cyber Response Coordination Group
NCS	National Communications System
NCSD	National Cyber Security Division
NCTC	National Counter Terrorism Center
NDA	Non-Disclosure Agreement
NDAC	Network Design and Analysis Capability
NEMT	National Emergency Management Team
NGB	National Guard Bureau
NICC	National Infrastructure Coordination Center
NIFC	National Interagency Fire Center
NIICD	National Interagency Incident Communications Division
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NIRSC	National Incident Radio Support Cache
NJIC	National Joint Information Center
NLE	National Level Exercise
NNSA	National Nuclear Security Administration
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NRCC	National Response Coordination Center (FEMA)
NRF	National Response Framework
NS/EP	National Security and Emergency Preparedness
NSSE	National Special Security Event
NTIA	National Telecommunications and Information Administration
NWIR	Nuclear Weapons Incident Response
NWS	National Weather Service
OA	Operational Analysis
OMNCS	Office of the Manager, NCS
OPERIOD	Operations Period
OPLAN	Operations Plan
OSD	Office of the Secretary of Defense
OSTP	Office of Science and Technology Policy
PDD	Presidential Decision Directive
PA	Public Affairs
PACOM	Pacific Command
PAR	Protective Action Recommendation
PARRT	Public Affairs Rapid Response Team – National Guard Bureau
PFO	Principal Federal Official
PICCL	Private Sector Incident Communications Conference Line
POA	Point of Arrival
POP	Points-of-Presence
PP	Planning and Production (ESF #15)
PSA	Protective Security Advisor
PSAP	Public Safety Access Points
PSN	Public Switched Network
RAP	Radiological Assistance Program
RCC	Regional Communications Coordinator
RD	Regional Director
RFA	Request for Assistance (to DOD)
RFF	Request For Forces

RFI	Request For Information
RRCC	Regional Response Coordination Center
SA	Situational Awareness
SECDEF	Secretary of Defense
SFLEO	Senior Federal Law Enforcement Officer
SCO	State Coordinating Officer
SICCL	State Incident Communications Conference Line
SIOC	Special Incident Operations Center (FBI HQ)
SIPRNET	Secret Internet Protocol Router Network
SITREP	Situation Report
SLOSH	Sea, Lake and Overland Surges from Hurricanes
SOP	Standard Operating Procedures
SOUTHCOM	Southern Command
SSA	Sector Specific Agency
STA	Special Temporary Authority
STU-III	Secure Telephone Unit III
TDY	Temporary Duty
TS/SCI	Top Secret/Sensitive Compartmented Information
TSP	Telecommunications Service Priority
TTAD	Temporary Tour of Active Duty
USACE	U.S. Army Corps of Engineers
USFS	United States Forest Service
USNORTHCOM	United States Northern Command
VIPR	Visible Intermodal Protection Response
VTC	Video Teleconference
WHO	World Health Organization
WPS	Wireless Priority Service

