CSEPP

Public Affairs Guidebook

Second Edition 2014

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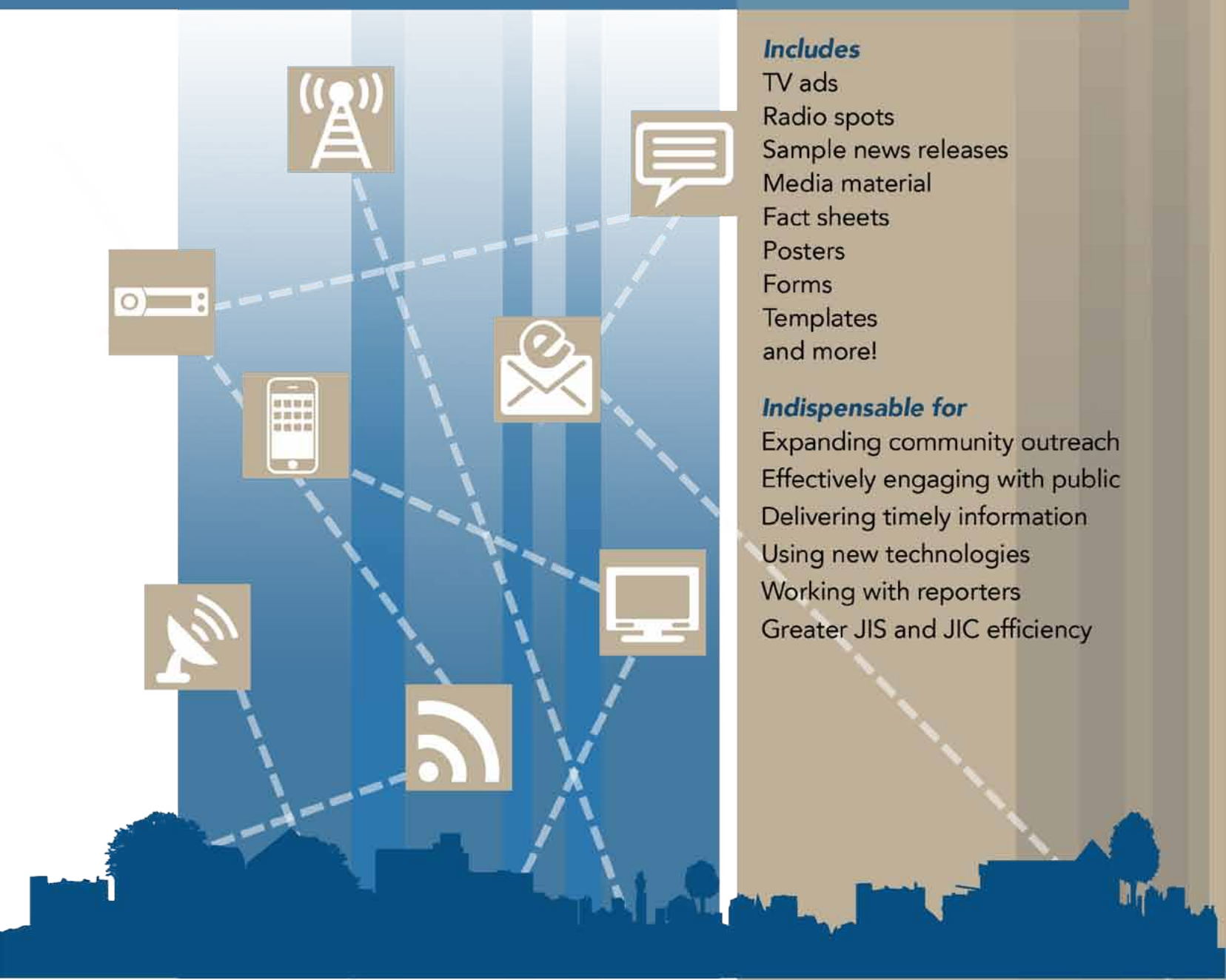
Interactive — Contains multimedia



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You are reading the electronic version of the Guidebook in PDF format.

Shown in blue italics in the text of the document are various supporting and resource documents that provide additional examples and more information. All are located on the Web and are hyperlinked from this Guidebook; if you are online, simply click on the blue italics to take you to the appropriate Web page.

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- Internal link to another point in this document, e.g., from the Table of Contents to the references section.
- External link to another document on the CSEPP Portal website.
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Items shown in red are in process of being uploaded to the CSEPP Portal. Please check here periodically for updates.

Introduction: A Guide to This Guidebook

Click on any heading or page number to go directly there.

Step One: Community Education

Step Two: Planning and Coordination

Step Three: Emergency Public Information

Step Four: Post-incident Information and Analysis

Introduction: A Guide to This Guidebook

A. The Role of CSEPP Public Affairs

While those affected by an emergency are ultimately responsible for taking appropriate action to protect themselves, public affairs and community education staff play an essential role in providing the information needed so people can make the right decisions before, during and after an emergency. An aggressive public information and education campaign is an essential part of an effective emergency preparedness program. In the Chemical Stockpile Emergency Preparedness Program (CSEPP), emergency public information identifies information that needs to be communicated to the public in the event of a chemical release and formulates a strategy for its rapid dissemination.

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

Information during an emergency can be as critical to life and safety as food, water and shelter. The goal of CSEPP public affairs is to protect the lives of those in the community through the dissemination of accurate, timely and well-coordinated information. This goal has been recognized not only by CSEPP but in the development and promulgation of emergency preparedness doctrine and guidance for all hazards by the federal government and at all levels of state and local government. The importance of this effort cannot be overstated.

Simply stated, the goal of emergency public information is to get the right information to the right people at the right time so they can make the right decisions.

All phases of the community education and public information effort must fit with other elements of a community's emergency preparedness program. Decisions made through the CSEP Program that are incorporated into local emergency operations planning will influence both the information needed by the public and the ways that information will be communicated. For example, the design of protective action and alert notification systems will directly affect the recommendations and instructions that will be included in public education and information materials, as well as the strategy for disseminating those materials.

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

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

B. The Purpose and Rationale of the Guidebook

The *CSEPP Public Affairs Guidebook* provides the local, state and federal public affairs officers (PAOs) and public information officers (PIOs) who make up the public affairs staff in CSEPP communities with a comprehensive guide to developing an effective community education and emergency public information program. The Guidebook includes practical, useful tools that will help in successful program development and implementation. This version is a revision of the Guidebook (originally called "Workbook") initially issued in 2005 and is based on the substantial new information and technology developed, guidance promulgated, and experience gained since that time. Of the original eight sites, six have completed destruction of their chemical stockpiles. Two remain: Pueblo Chemical Depot in Colorado, and Blue Grass Chemical Activity in Kentucky. The experiences of the six closed sites heavily inform this revision.

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

The Guidebook features four steps to take users through the process of developing a community education and emergency public information program. Steps One and Two should be taken concurrently, and must be completed before Steps Three and Four. Each step listed below refers to a section in the Guidebook:

Step One:

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

Step Two:

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

Step Three:

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

Step Four:

Post-incident Information and Analysis: Public affairs staff evaluate the success of the previous three steps after an emergency has occurred (or after exercises that simulate actual emergencies).

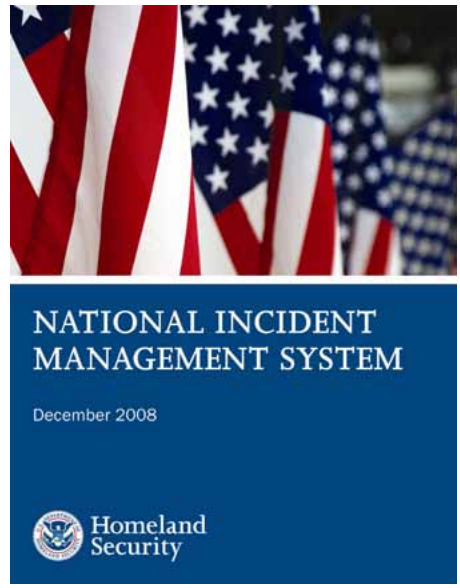
C. National-level Planning and Guidance Applicable to CSEPP Public Affairs

In recent years, the federal government has taken a proactive role in establishing principles and guidance for operating and coordinating emergency preparedness and response at all levels of government and within the private sector. CSEPP operates within this framework, and with the specific guidance of the U.S. Army and the Federal Emergency Management Agency (FEMA).

National Incident Management System

National Incident Management System (NIMS) guidance was first developed by the Department of Homeland Security at the request of the President, issued March 1, 2004, and officially revised

on December 18, 2008. NIMS integrates practices from all fields of emergency preparedness and response into a comprehensive national framework for incident management.



NIMS enables responders from any jurisdiction to work together more effectively and efficiently to manage emergencies, including events involving a chemical release. Under this system, all public affairs activities, including community education and emergency public information, must be performed within the framework provided by NIMS. DHS/FEMA has issued several guidance documents to help facilitate these public affairs activities:

Department of Homeland Security, National Incident Management System (FEMA P-501, December 2008)

- http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf

Federal Emergency Management Agency, FEMA-517, Basic Guidance for Public Information Officers — National Incident Management System (November 2007)

- http://www.fema.gov/media-library-data/20130726-1623-20490-0276/basic_guidance_for_pios_final_draft_12_06_07.pdf

Department of Homeland Security, Emergency Support Function (ESF) #15 [external affairs], Standard Operating Procedures, August 2013

- http://www.fema.gov/media-library-data/965d87d8c5ffc4bcccb01979913e01fc/ESF15_SOP_08-30-2013-02.pdf

National Preparedness System

Issued in November 2011, the National Preparedness System outlines an organized process to achieve the National Preparedness Goal:

> *"A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."*

The National Preparedness Goal identifies 31 core capabilities — the distinct critical elements needed to achieve the goal. Public Information and Warning is one of only three of these capabilities that appies to all five preparedness missions areas: protection, prevention, mitigation, response and recovery. It is defined as the ability to "deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate."

Department of Homeland Security, National Preparedness System, November 2011 National Preparedness System PDF

- http://www.fema.gov/media-library-data/20130726-1855-25045-8110/national_preparedness_system_final.pdf

Department of Homeland Security, National Preparedness Goal, September 2011 National Preparedness Goal PDF

- http://www.fema.gov/media-library-data/20130726-1828-25045-9470/national_preparedness_goal_2011.pdf

National Response Framework

Issued in January 2008, the National Response Framework (NRF) replaces the earlier National Response Plan and establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The framework incorporates best practices and procedures from incident management disciplines — homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services and the private sector — and integrates them into a unified structure.

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

Department of Homeland Security National Response Framework, second edition, May 2013

http://www.fema.gov/media-library-data/20130726-1914-25045-1246/final_national_response_framework_20130501.pdf

A related document provides guidance on recovering from disasters:

Department of Homeland Security National Disaster Recovery Framework, July 2013

http://www.fema.gov/media-library-data/20130726-1820-25045-5325/508_ndrf.pdf

CSEP Program Guidance

Previous CSEPP programmatic and planning guidance has been superseded and consolidated into the *CSEP Program Guidance*, December 2012, issued jointly by the Department of the Army and FEMA. It is intended to provide the basis for federal, state and local program managers to implement all aspects of the CSEP Program. The key relevant section for PIOs and PAOs is Chapter 13: Public Outreach and Education. That document is expected to be updated every two years. It was drafted with a particular focus on the two remaining sites, Pueblo Chemical Depot and Blue Grass Chemical Activity.

Chemical Stockpile Emergency Preparedness Program, Program Guidance, December 2012

https://www.csepportal.net/secure/portal/topics/programguide/Shared%20Documents/Program_Guidance_December_2012.pdf

CSEPP Strategic Plan

The CSEPP Strategic Plan, issued in November 2013, also includes Public Outreach and Education as one of its National Benchmarks, specifying two requirements: (1) to improve the public's awareness of CSEPP and its (the public's) role during an emergency through various methods, such as outreach offices, phone and mail communications, and the Internet, and (2) to keep the public and the media informed during an actual chemical accident or incident. Conducting the activities described in this Guidebook should aid CSEPP communities in meeting the identified benchmarks.

Chemical Stockpile Emergency Preparedness Program, Strategic Plan, November 2013

https://www.csepportal.net/secure/portal/topics/Guidance/Archive/CSEPP_Strategic_Plan.pdf

1.0 The Goals of Pre-incident Community Education

As noted, successful public response to a chemical emergency ultimately depends upon people taking appropriate action to protect themselves. Community members can protect themselves only if they understand what protective actions will be most effective and have the knowledge, motivation and confidence in community leaders to take those recommended actions quickly.

For example, in certain situations, people near the source of the chemical emergency may have only a short time to implement protective actions. For these adjacent populations, there may not be enough time to evacuate, the most common and often most natural protective action. Therefore, community education on the methods and effectiveness of shelter-in-place is critical to their safety.

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

- Educates community members about the potential dangers posed by a chemical release and the steps they can take to protect themselves.
- Encourages people to take appropriate preparedness steps before an emergency.
- Promotes quick and appropriate responses during an emergency.
- Builds the public's confidence and trust in the CSEP Program and its leadership and its ability to respond effectively to any chemical emergency.

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

CSEPP public affairs must then develop public education strategies according to the information that will be presented to each audience and the method of presentation that will be most effective in communicating this information. Public affairs also must conceive, design and disseminate educational materials using the full range of available media and methods (brochures, television and radio spots, social media, newspaper advertisements, public presentations, websites, etc.). The entire process must be repeated and updated periodically as conditions change (e.g., the chemical stockpile is reduced) to ensure that the messages are retained and understood.

As part of its educational efforts, the Army has established conveniently-located community "outreach offices" to provide information to stakeholders and to respond to questions and concerns on a range of subjects, including emergency preparedness, chemical weapons storage and disposal efforts, secondary waste operations and more recently, the closure process and progress. These offices are open to the public, staffed with public affairs specialists, and stocked with brochures, fact sheets, photographs and cut-away models of the munitions and the disposal plant to assist in explaining the mission.

Research plays a vital role in the planning, implementation and evaluation of CSEPP public outreach efforts. As the following chart from the CSEPP Program Guidance illustrates, research is conducted at the beginning, during and after an outreach campaign. Research is used at the outset of planning to identify knowledge gaps in the public's understanding of emergency protective actions. This

information can be obtained by reviewing previously obtained research, or gathering new information that will identify outreach targets. Goal-setting is important to identify the purpose of the campaign. Goals should be easy to understand, achievable and measurable.

Once the campaign goals are established, a plan for measuring success should be identified. Outreach strategies are researched, evaluated and selected for their potential to achieve outreach goals. During and after the campaign, measurement should occur and adjustments to the campaign should be made. This continuous process of research, planning, implementing and evaluating will assist local communities meet their outreach goals. Measuring public outreach campaigns in CSEPP is not only expected, but critical to the continued determination of the effectiveness of outreach efforts and a necessary tool to gather important information for future campaigns.

CSEPP communities have used a variety of processes to obtain the research necessary to implement and measure a campaign:

- Web analytics and social media monitoring tools
- Internet-based surveys
- Telephone surveys
- Focus groups
- Small group and individual in-depth interviews
- Informal feedback at community events

Costs and benefits must be carefully weighed. The following chart illustrates some of the advantages and disadvantages of various measurement types. CSEPP public information officers should evaluate various approaches to measurement and include an evaluation plan with their public outreach strategies.

Type	Advantages	Disadvantages
Telephone Surveys	■ Quantitative ■ Results apply to entire population ■ Can provide trend analysis; repeatable	■ May miss cell phone users ■ Expensive ■ Fatigue
Focus Groups	■ Can target a specific demographic ■ Messages and product designs can be pre-tested ■ May gather the why, not just what	■ Hard to recruit participants ■ No trend analysis ■ Hard to code responses
Face-to-Face Interviews	■ Avoids "group think" ■ Enables in-depth questioning ■ Allows longer, more in-depth, responses	■ Single point of view presented; cannot be generalized to the larger target population ■ Analysis might lead to misrepresenting true outcomes of the data ■ Time-consuming and resource intensive

Type	Advantages	Disadvantages
Door-to-Door Surveys	■ Offers a personal touch that demonstrates care and concern ■ Enables a short quantitative survey plus the ability to ask follow-up questions and observe body language ■ Allows the evaluator to exclude any contribution of group think ■ Can be combined with existing door-to-door activities	■ Because outsiders may be viewed suspiciously, these should be conducted by trusted local representatives, such as first responders ■ Unless conducted concurrently with another door-to-door outreach activity, this type of survey is time-consuming and resource intensive
Intercept Surveys	■ Can be an efficient way to gather feedback if incorporated into an already scheduled CSEPP outreach event. (e.g., back-to-school night) ■ Enables a short quantitative survey ■ Enables targeting of a specific population	■ Scientific validity is reduced because the target sample is not random ■ Does not allow trend analysis ■ Requires skilled interviewers to avoid introducing bias ■ In a short and busy event, it may be difficult to obtain respondent cooperation
Web-based Surveys	■ After survey set-up and promotion, cost to conduct is low ■ Most answers can be processed automatically so results are quick and easy ■ Allows reaching those without land-line telephones	■ Respondents must have access to the Internet ■ Questions must be precisely formulated to assure clarity ■ Hard to control number of submittals by an individual – from one or several devices ■ Requires asking such demographic information as age, race, education level, gender, and socioeconomic status of respondents

Type	Advantages	Disadvantages
Crowd Sourcing	■ Actively engages key stakeholders and helps achieve buy-in for resulting solutions ■ Taps into creative thinking and problem-solving ideas that may not be available through other stakeholder input methods ■ Could result in immediate identification of issues within the program	■ Respondents must have access to the Internet, which will limit feedback from the elderly, the poor, and those with limited English proficiency ■ This outreach mechanism can be resource-intensive to implement and manage

The program continues to provide training and technical assistance to communities who seek additional information on measurement processes. There are numerous private sector and academic resources available to public affairs teams that provide information on various research tools and processes. Listed below are some tools and resources from government agencies that are available to communities for obtaining outreach research:

Measuring CSEPP Public Outreach Success with Public Surveys, June 2010
https://www.csepportal.net/links/Public_documents/Survey_LegacyArticle_6_4_2010ems_rev.pdf

CDC Healthcommworks is a free, web-based suite of tools that synthesizes decades of research and expert consensus to reduce the time and resources needed to optimize message development, social media strategy and evaluation.
http://www.cdc.gov/healthcommworks/

The CDC routinely measures the use of cell phones in the U.S. This data is important for considering telephone surveys in a community.
http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201312.pdf

CDC primer on use of focus groups for evaluating programs.
http://www.cdc.gov/healthyyouth/evaluation/pdf/brief13.pdf

U.S. Census Bureau demographic information
http://www.census.gov/

U.S. Department of Health and Human Services (HHS) Frequently Asked Questions (FAQ) document on the Paperwork Reduction Act.
http://www.hhs.gov/ocio/policy/collection/infocollectfaq.html

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

1.1 Coordination Between Agencies and Jurisdictions During Community Education

Interagency coordination must regularly occur as part of a successful community education program. Each agency's or jurisdiction's procedures for disseminating pre-incident public information should be coordinated and made compatible with the procedures developed by all other agencies and organizations that may respond to a chemical emergency. By working to coordinate community education efforts, public affairs not only ensures that the necessary information will reach the target audiences, but staff and community leaders are also building relationships that will prove invaluable to a coordinated response to a chemical emergency, should one occur.

Each jurisdiction must first establish a public affairs operation, to include designated primary and alternate spokespersons. Spokespersons not only include both senior public affairs staff from each agency, but also leaders such as military commanders, agency directors, elected officials and subject-matter experts. These top officials can play a visible role in educating the public so that they are recognized, credible and authoritative in the event of an emergency. Public affairs staff should be involved in all planning activities, including the coordination of outreach strategies with other jurisdictions and agencies, and providing support to designated spokespersons. Once established, each jurisdiction's public affairs operation should be involved in proactive community outreach, coordination and public information activities.

Representatives from each jurisdiction's public affairs operation act as a permanent advisory and decision-making body, or working group, for all issues related to public information and education in the CSEPP community. The Pueblo community, for example, has established a Risk Communication Network as a way for all the local PIOs to know each other in the event of a crisis. Its intention is to ensure coordinated information regardless of the nature of the emergency and it has evolved into several reciprocal relationships, both one-on-one and as a group, of more than 50 PIOs at all levels of government, and the nonprofit and private sectors. The group holds quarterly meetings where members share lessons learned; they frequently train together, often taking advantage of the CSEPP-provided technology and JIC training; and they have identified something that many communities are missing: a medium-level response model for incidents that require more than a single agency response but not the full activation of a JIC.

Public affairs representatives should also be members of the site's Integrated Process Team (IPT). At the national level, the Public Affairs IPT is a body that includes public affairs representatives from all CSEPP sites, as well as representatives from local, state and federal jurisdictions. The goal of the national Public Affairs IPT is to develop, share and implement comprehensive communication strategies so the public will act appropriately upon notification of an emergency at an Army installation.

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

Public Affairs Integrated Process Team Charter

- https://www.csepportal.net/secure/portal/ipts/publicaffairs_IPT/Public%20Affairs%20IPT/IPT_Charter_Rev2_111705.doc
- Pueblo County Risk Communication Network Presentation

Again, all public affairs activities, including community education and preparedness, must be performed within the framework provided by NIMS. Public information is an important component of NIMS, with an emphasis on close coordination between responding agencies. A unified,

consistent, easily understood message can only be achieved when all stakeholders coordinate their efforts — both before an emergency, in the community education phase, and during an emergency in the response phase. NIMS provides a framework to make this possible. Detailed information about NIMS is available at the Federal Emergency Management Agency (FEMA) website:

- www.fema.gov/nims/
- See FEMA and the Emergency Management Institute training courses at Section 2.10.

1.2 Development of Community Outreach Plan

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

The CSEPP National Joint Communications Action Plan, developed by the national Public Affairs IPT in 2001, outlined a process for communities to follow in developing community outreach plans. Its planning principles encourage communities to identify target audiences, strategically identify communication methods for those audiences, and develop and participate in special events and milestones. Pioneering at the time, its principles have been incorporated into many of the guidance documents published since, including the Public Affairs Support Annex of the National Response Framework (ESF #15) that guides the federal role in public affairs, and the *CSEP Program Guidance*.

Identification of Target Audiences

CSEPP community populations are not homogeneous; they are composed of many different groups and people with different needs and capabilities. Informational needs and communication methods can only be selected with confidence when decision makers have considered critical characteristics of the affected public. Two types of characteristics are important in identifying target audiences:

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

The "general" population typically encompasses most people in the community. These people can be characterized by an ability to read and understand English at least at a basic level of literacy; have few mobility or perceptual limitations; and generally have access to multiple ways of receiving information through some combination of a permanent address, radio and television, a computer or mobile communication device.

People who require that information be presented in specific ways include those with perceptual differences, as well as transient populations and visitors who are not exposed to information provided through traditional channels. Groups to consider include such special-needs populations like the hearing- and visually-impaired, the mentally disabled, people who depend on critical support animals (e.g., guide dogs) and those with limited English proficiency (LEP), as well as migrant workers, tourists and other transient visitors. All these groups are present, to varying degrees, in both the Pueblo and Blue Grass CSEPP communities.

Different segments of the community will need different types of information to guide their responses. For example, different responses may be appropriate for people in different emergency planning zones, and people who are physically disabled (and those who care for them) may need certain specific information about the protective actions they should take and how to implement them. In some cases, people may require instructions for actions they should take that go beyond personal protection, such as what to do if an emergency occurs while a child is at school. An

effective public education program will recognize varying informational needs within the community and pinpoint appropriate community-specific information targeted to all groups.

Public affairs can anticipate that the following audiences will be represented in CSEPP communities:

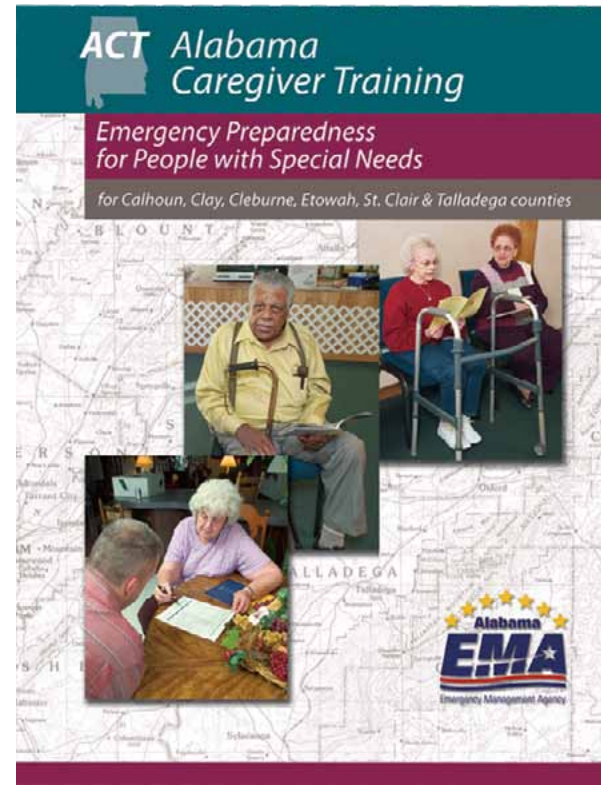
Internal audiences:

- Army, FEMA, states, cities, counties.

External audiences:

- News media, including print, television, radio and online outlets.
- Elected officials at the local, state and federal levels.
- Geographic planning zones, including Immediate Response Zones (IRZs) and Protective Action Zones (PAZs).
- Limited English proficiency (LEP) groups (with special attention to groups representing more than 1 percent of the total population in a given area).
- Residents with disabilities or special needs, and their caregivers.
- Institutionalized populations including those in hospitals, nursing homes, assisted living centers, and jails.
- People without access to a personal vehicle.
- Business, industry and agriculture, both operators and employees.
- Schools, public and private.
- Daycare facilities.
- Churches and other religious institutions.
- Other active community groups.
- Tourists, migrant workers and other visitors to the community.
- Universities and colleges with residents new to the community.
- Transient populations.

Each of these audiences, in addition to other audiences that may be unique to a given community, should be considered when developing a community outreach plan. Often organizations representing these sectors can play a useful role in helping to identify specific audiences and developing appropriate materials.



Strategic Identification of Information Needs of Target Audiences

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

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

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

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

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

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

General educational information should inform the public of the nature of the hazard posed by chemical stockpile storage and destruction programs. General public information should explain the role of emergency management and the preparedness capabilities and safety measures in place at the stockpile and the destruction site. Together, they serve to increase credibility, foster confidence and encourage the public to take appropriate protective actions when required.

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

CSEPP does not occur in a vacuum, but rather as part of the community's overall emergency preparedness. Much of the work that prepares a community for a chemical emergency applies equally to other potential hazards, both natural (hurricanes, floods, tornadoes, wildfires) and man-made (chemical spills, nuclear power plant accidents, explosions, terrorist attacks). Representatives from each site need to discuss how information about non-chemical stockpile hazards should be addressed as part of the community education program. In fact, in many communities, the CSEPP plan is a subset of the overall emergency response plan. Information about an all-hazards approach to emergency preparedness is available at the Department of Homeland Security website:

www.ready.gov.

Are You Ready? An In-depth Guide to Citizen Preparedness
http://www.ready.gov/are-you-ready-guide

Strategic Identification of Methods of Communication

There are numerous methods for conveying messages to identified target audiences, including print and electronic media, special-purpose publications, "niche" markets and community organizations such as churches and schools. New technologies have vastly expanded the tools available beyond

traditional means such as newspapers, TV, radio, mailing brochures and the like to include online and mobile means such as the Internet and social media. In determining the best means of communicating with an audience, program planners should consider:

- The information to be communicated to that audience.
- Group characteristics that may indicate which particular method is likely to be more effective in reaching the audience.
- The "reach" of particular outlets into the target community; e.g., the circulation of local newspapers, use of smartphones, and access to cable channels.

Consultation with representatives of the target audience can often help tailor both the messages and the means of delivery. Using more than one communication method for each target audience reinforces the message and increases the credibility and retention of information. Consider the many methods CSEPP public affairs staff use to reach out to the community:

- Written material: news releases, op-eds, pamphlets, instructional booklets, flyers, newsletters, direct mail, calendars, telephone book inserts.
- Visual media: videos, slide shows, exhibits/displays.
- Specialized media: signs, bulletin boards, stickers, magnets, calendars, telephone book inserts.
- Giveaway items: tote bags, first aid kits, pens, memo pads.
- Television/radio: news and public affairs programs, public service announcements, video news releases, special news programs, paid advertising.
- Newspaper: advertisements and feature stories.
- Websites: information should be available online and made accessible to all people.

  See Information Accessibility in Section 2.3.
- Social media sites: posting messages and inviting community members to become "friends" and "followers."
- Community outreach and information centers.
- Public presentations and speaking engagements at schools, community centers and church groups.
- Materials and activities for schoolchildren: field trips, coloring books, games.
- Placemats for restaurants, inserts in hotel and motel rooms, and lobby signs in campgrounds and other transient facilities.
- Special events that involve the community at-large: fairs, sporting events, safety weeks.

Special-purpose publications (e.g., pamphlets, brochures and calendars) updated and mailed regularly to IPZ or EPZ households can play an important role in community education. Such publications offer an opportunity to provide detailed information that focuses specifically on emergency preparedness related to the chemical stockpile.

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

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

- Qualities of Each Medium Fact Sheet (Courtesy of NHTSA/DOT)
- See Section 1.5 for guidance about working with the media.

Special Events and Milestones

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

For example, installation of emergency sirens in the community, distribution of tone-alert radios to households or rollout of a reverse 9-1-1 system provides an opportunity to educate the community on protective actions in the event of activation of the Emergency Alert System (EAS). This milestone may also be publicized as an accomplishment that will foster trust in the CSEP Program. Groundbreaking ceremonies for new buildings or milestones in the destruction program may serve the same purpose. Other examples of significant events that provide an opportunity for dialogue with the public include public meetings, installation of a new Army commander, hazardous material releases in other locales, and training and exercises conducted by the CSEPP community.

Since these events provide the chance to convey the lifesaving messages at the core of community education, include them in the community outreach plan. Once target audiences, information products and communication methods have been identified, the community outreach plan developed by public affairs must be validated by the appropriate CSEPP community decision makers.

1.3 Development and Production of Community Education Materials

Guidelines for the Production of Community Education Materials

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

The **first principle** of community education is to increase the likelihood that individuals will take appropriate actions to protect themselves in the event of a chemical release. Protective action instructions must be the central point of the program. Other types of information, such as descriptions of the threat and emergency preparedness measures, must support the single overarching goal of promoting public action when required.

The **second principle** is that all materials must be clear, accurate, consistent and conveyed in a professional, authoritative and easily understood manner. Because the chemical stockpile hazard and the associated emergency response programs are complex, great care must be taken to avoid inconsistencies and unclear language in the descriptions of these programs.

The following guidelines should help public affairs staff develop community education materials that support these two principles. For communities that already have developed these materials, this list can serve as a helpful review to be sure that all items are included:

- Involving members of the target audience is crucial when developing outreach materials. This helps ensure the message conveyed will be absorbed and retained by the target audience, and provides valuable insight into the most effective methods of disseminating information.
- Professionally conducted surveys and focus groups should be used to determine the information needs and abilities of the target audiences, if feasible. Assistance may be available from public affairs colleagues, state offices or the national Public Affairs IPT.
- All products should support the position statement formulated at the beginning of the community education effort. Protective actions must be the focal point in all community education material. Other information may be included, but only insofar as it supports the campaign's position statement.
- Vocabulary should be simple and appropriate to the audience, sentences should be brief and concise, and design and format should be attractive.
- All materials should match the comprehension level of their respective target audiences. This requirement presents a challenge, since it means that complex issues must be described in simple terms. Ideally, the education and comprehension level of each audience can be determined through research, polling of state and local organizations, or analysis of census data. In the absence of such data, public education materials should be designed for a grade 5–6 reading level. An alternative strategy would be to develop public information materials that are tiered to reach a variety of reading levels.
- Specific information that must be communicated to all people in the IRZ and PAZ includes the following:
  - Each publication or presentation must have a statement of purpose, and include date of issue and name of issuing agency.
  - A clear description of emergency notification methods should be given, including how the notifications will be made, e.g., sirens, EAS messages, tone-alert radios, text messaging, reverse 9-1-1 calls and all other means. The materials should indicate what recipients can expect to hear or see, and in what order notifications are made. Recipients should also be told where to turn for additional instruction during an emergency, including any radio or television stations participating in the EAS, and agency websites.
  - Instructions on the implementation of protective actions must list steps in priority order. Publications containing this information should include a highly visible statement advising the recipient to keep the document easily accessible for use during an emergency (even though public affairs contingency planning should assume that the information will not be accessible in an emergency). All materials and information developed and disseminated must comply with protective action guidance developed for the CSEP Program.
    - If sheltering has been identified as a possible protective action, materials should inform recipients of the step-by-step actions they should take to achieve the protection offered by this option (e.g., closing and sealing doors and windows, turning off

ventilation systems). In addition, as noted in Chapter 14 of the *CSEP Program Guidance* and in the shelter-in-place fact sheet, sheltering in place can take several forms, plus a measure known as "stay at home," which involves staying inside a home or other building but not sealing windows, shutting off ventilation systems, etc. The various sheltering protective action recommendations should be explained in advance to the potentially affected community and, in an emergency, communicated explicitly based on the level of risk to the affected populations.

- If evacuation has been identified as a possible protective action, evacuation routes and the location of reception centers and shelters should be indicated, using both maps and written directions. Information should also include critical items to be taken along when evacuating.
- Special provisions for school children should be provided, including sheltering and precautionary relocations, host schools or shelters, and pick-up information for parents. Explicit instructions are provided if these decisions are made during an emergency.
- Additional information for those institutionalized in hospitals, nursing homes or other assistance centers, and jails should be provided.
- In many instances, it will be necessary to explain both sheltering and evacuation procedures to residents, regardless of the recommended protective action. When evacuation is recommended, some individuals may be unable to evacuate and thus, must shelter. When sheltering is recommended, there will be a time when the shelter order is lifted and residents may then be told to evacuate the area. In addition, just as for initiating shelter-in-place, the *CSEPP Program Guidance* document and applicable fact sheets describe how the timing and method of ending sheltering may differ based on the relative risks of indoor and outdoor contamination.

☐ Descriptions of pre-incident steps that recipients can take to increase the effectiveness of protective actions or minimize the time required to implement them (e.g., development of a household emergency plan, pre-positioning materials for sealing a room, pre-packing an evacuation supply kit) should be provided.

☐ Local emergency management notification of any special needs must be addressed. Tear-off postcards or similar mailers are often provided for community members to self-identify. The Pueblo community has also launched an on-line registry that allows people and facilities to self-identify as needing special assistance during evacuations or extended shut-in periods. The quarterly mailer also frequently reminds readers to connect with their neighbors so they can help each other in times of need. And both the Pueblo County and Madison County PIOs meet with appropriate officials and agencies, attend meetings to inform special needs residents about emergency assistance available, and enter names in databases so they can be reached in an emergency.

☐ An emergency assistance telephone number and instructions for its use should be included. (This depends on whether the local emergency plan calls for an emergency telephone number or makes other provisions.) Public and media telephone numbers for use during emergencies should be distinguished from informational numbers to be used during non-emergency times. Telecommunications Devices for the Deaf (TDD) have been widely installed to assist those with hearing impairment, but these are being phased out with the increasing use of digital devices linked to smart phones and computers. Designers should ensure that all special needs individuals have the means and tools to communicate and obtain needed protective action instructions.

- Plans for transporting people without access to private transportation and students in schools and day care facilities should be described.
- The significance and effectiveness of emergency procedures and protective actions should be explained. This is particularly important in instructions concerning school children, personal property and the agricultural community.
- Procedures for the handling of pets should be included. While pets normally are not allowed in shelters, communities are increasingly making provisions for the pets of evacuated persons. The *CSEP Program Guidance* document (Chapter 14) contains detailed information about dealing with pets during emergencies, including references to FEMA guidance and training videos.
- Educational information on the sources, symptoms, health effects and treatment related to chemical agents, including the nature of the hazard, range of possible emergencies, potential consequences, risk and geographic distribution of the threat should be provided.

- Promotional material may be included if it enhances lifesaving information or helps to foster trust and community support of the CSEP Program.
- Per *CSEP Program Guidance*, all public education materials should be translated into a non-English language if the LEP population of the community exceeds one percent of an IRZ or PAZ county. If the minority language population in the IRZ or PAZ counties does not exceed one percent and no foreign language materials are provided, other educational efforts must be made to assure that all those affected are reached.

  As noted above, issues of LEP necessitate special attention because of particular provisions of Federal law and CSEPP regulations that establish requirements, and provide assistance, to assure that such groups receive appropriate attention in CSEPP planning and, potentially, during emergencies. LEP includes both those who speak other languages but also those with perceptual limits, as noted in the reference below.

  Limited English Proficiency: FY 2014 CSEPP Report to Congress, April 21, 2014

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

Information Accessibility

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

- All online content must conform to the standards established by the Center for Information Technology Accommodation in the U.S. General Services Administration's Office of Government-wide Policy. This provision is explained in Section 508 of the Rehabilitation Act. More information, training and resources are available online at www.section508.gov.
- Typography should be easy to read.
- Document layout should be easy to follow from paragraph to paragraph and from page to page.

- Photographs, maps, charts, graphics and other artwork should support the key messages and be presented in ways that consider the needs of visually-impaired individuals.
- Most jurisdictions employ TDD or TTY systems to communicate with the hearing impaired, with the access number publicized alongside the agency's conventional telephone number(s). These systems are being supplemented or replaced with newer technologies such as Kentucky 7-1-1, a telephone relay number that connects standard (voice) telephone users with deaf, hard-of-hearing, deaf-blind and/or speech-disabled people who use text telephones. Newer systems, particularly those accessible via mobile devices, are continually being developed and should be explored.

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

Repetition and Revision of the Community Outreach Effort

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

1.4 Community Outreach Materials Library

Here is a selected list of materials that CSEPP public affairs teams may wish to review to see what has worked in other communities and to find useful ideas for outreach efforts in their own communities. Click on the titles below to be taken to the appropriate website. The types of icons in the list indicate links to two different kinds of information sources:

- External link to another document on the CSEPP Portal Website.
- External link to the Website of a different agency or organization.

Sample Community Outreach Efforts

"Ready, Set, Act!" Week

- RSA Week Calendar
- RSA Week Full-color Poster
- RSA Week Full-color Poster Green
- RSA Logos

Schools Campaign

- Your Schools and CSEPP Tabloid Insert 1
- Your Schools and CSEPP Tabloid Insert 2
- Your Schools and CSEPP Tabloid Insert 3
- Your Schools and CSEPP Tabloid Insert 4
- Your Schools and CSEPP Tabloid Insert 5
- Your Schools and CSEPP Tabloid Insert in Spanish
- Coloring and Activity Books

"Are You Ready?" Multimedia Spots

- https://www.csepportal.net/secure/portal/topics/Public%20Affairs/Oregon_Washington/schools_Csepp_Month11.pdf
- Are You Ready? Radio Spot 1
- Are You Ready? Radio Spot 2
- Are You Ready? Radio Spot 3
- Are You Ready? Radio Spot 4
- Are You Ready? Radio Spot 5
- Are You Ready? Radio Spot 6

Sample Brochures and Materials

CSEPP Brochure

- https://www.csepportal.net/secure/portal/ipts/publicaffairs_IPT/Public%20Affairs%20IPT/booklet13final-email.pdf

Emergency Alert System

- http://www.fema.gov/emergency-alert-system#1
- Emergency Alert System Labels and Magnets

Sample Fact Sheets

AEGL 1

- https://www.osha.gov/SLTC/emergencypreparedness/chemical/pdf/r-s-a_faqs-aegls_1_03.pdf

Blister Agent

- http://usmilitary.about.com/library/milinfo/blchemical-2.htm

Chemical Exposure

- http://www.ct.gov/dph/lib/dph/environmental_health/eoha/pdf/exposure.pdf

CSEPP Community

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676505

Decontamination

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676540

Emergency Planning

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676482
- Emergency Zones and Sectors Definitions

Evacuation

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676487

Evacuation Kit

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676485

Exercises

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676493

Family Emergency Plan

- http://www.acsim.army.mil/readyarmy/Family_Plan_Fact_Sheet.pdf

Immediate response Zones

- Immediate Response Zones

Joint Information Center

- https://www.csepppportal.net/secure/portal/ipts/publicaffairs_IPT/Public%20Affairs%20IPT/JIC.pdf
- Joint Information Center: Reporter's Source

Mustard Exposure

- http://usmilitary.about.com/library/milinfo/blchemical-2.htm

Nerve Agent Exposure

- https://www.osha.gov/SLTC/emergencypreparedness/guides/nerve.html
- Nerve Agents

On-post Residents

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676506
- Protective Action Zones
- Protective Measures
- Warning Systems
- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676504

Ready, Set, Act

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676502

Shelter in Place

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676507

State and Local Response

- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676508

Zones Map Example

- http://www.lexingtonky.gov/Modules/Showdocument.aspx?documentid=3678
- http://www.sheriff.co.pueblo.co.us/esb/csepp/CSEPP_Updates/CSEPP%20Zones%20w_map.pdf

Sample Posters

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

Sample Pre-incident News Releases and Media Material

- Sample Media Contact Sheet
- Media Advisory: Destruction of Weapons to Begin

- News Releases:
  - 50 Percent Milestone
  - Agent Alarm No Danger
  - Depot Project Update
  - Lab Worker Causes Alarm
  - Safety Record
  - Siren Test
  - Small Fire
  - Treaty Inspection

Sample EAS Announcements

- Accidental EAS Activation

Sample Special Needs Outreach

- Special Needs Fact Sheet 1
- Special Needs Fact Sheet 2

1.5 Media Relations

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

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

Furthermore, exercises should be recognized as opportunities to educate the media and develop the relationships that will prove invaluable in an actual emergency response. See CSEPP Exercises in Section 2.10. If media relations are good and the media have had positive experiences with the CSEP Program, reporters will be more apt to cover issues fairly.

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

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

- Get to know the journalists in the community personally. Editorial boards and roundtable discussions offer the opportunity to begin a dialogue with the reporters who cover issues related to the CSEP Program. Periodic meetings will also help public affairs staff and reporters get to know each other better. Provide business cards with full contact information and be available, accessible and responsive when called.
- Be knowledgeable of reporters' needs, including the types of information they are interested in and their deadlines.
- Generally, it is better to provide too much information than too little. At the same time, do not saturate media outlets with non-newsworthy material.
- Public affairs staff can be seen as an authoritative resource by staying informed of happenings around the Army installation and the CSEPP community. The goal is to have media rely upon CSEPP for its routine newsgathering. By proactively providing information, an agency is more likely to have its message accurately communicated.
- Do not be afraid of bad news such as an accident or a delay in reaching a milestone. It is always better to deal quickly and completely with bad news. Do not leave anything for the media to uncover after the opportunity for full disclosure, and never lie. By handling bad news in a fair and balanced way, media coverage will likely follow suit.
- Use the op-ed as a tool to help frame an agency's message about a specific issue. For example, an op-ed is an effective way to clarify information about a controversial issue or to disagree with someone's reasoning or conclusions. An op-ed can expand the reach of an agency's position, especially if the article appears in a publication with broad readership. Also, it is a good way to reach community leaders, who are apt to read newspaper editorials and op-eds.
- Always follow through on promises to provide information to media, no matter how insignificant the request may seem. Return telephone calls and e-mails quickly. Reporters will remember and respond positively to an agency's level of professionalism.
- If a reporter asks a question for which the answer is not known, say so. Never guess or speculate. Take the time necessary to find out the answer and then provide the information as quickly as possible.
- Remember that being fair to reporters increases the chances of reporters being fair in return. Equal access to information is critical to fostering trust within the journalistic community. Do not offer "scoops" in the hopes of garnering favorable coverage. It is best to work under the same code of ethics to which the media subscribe.
- Be quick to adapt to the new communication technologies that the media are increasingly using to reach their audiences. Make sure you are connected to and "following" the appropriate news outlets, both in your community and across the country, and make sure they are aware of your digital presence. It is especially important that reporters know how you will use these tools to disseminate emergency information in a crisis.

See Section 2.10 for information about media relations training.

1.6 Relationships with Elected Officials

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

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

1.7 Use of Social Media and New Technologies

Technologies developed in recent years (and those still emerging) provide new and exciting methods for enhancing community education. Digital media cost less to produce. More people are relying on the Internet and their mobile devices for news and information. Social media, in particular, has become widely used and heavily relied on for rapid information sharing. In a world with these new information opportunities, CSEPP public affairs should be innovative in its approach to community education, while not neglecting traditional "legacy" media.

For example, all materials developed for community education should be made available online. Online presentations make it easy to customize information for the needs of each target audience. Automatic e-mail updates, blogs, websites, podcasts, text messaging and community computer bulletin boards are efficient, convenient ways to keep the public informed about developments and events surrounding the CSEP Program. Use computer- and mobile-device-based interactive materials to provide vital preparedness information to households. This format also provides the opportunity to reach schoolchildren with innovative interactive games. Agencies should strive to give the public a reason to connect with and follow them during day-to-day operations, which creates an opportunity to reach people directly during an emergency with official life-saving information.

A list of technological options cannot be exhaustive because new ones are constantly becoming available, often replacing ones we've become familiar with. Instant messaging, for example, popular not long ago, has been rapidly superseded by text messaging as smartphones have become widely available. While Facebook and Twitter are the most popular and well-known today, dozens of other social media platforms are also growing in popularity, including Tumblr, Instagram, Pinterest and Reddit, particularly among youth, and may themselves be replaced in the future. It is important for public affairs professionals to keep up with and use these tools, both existing and yet to be developed, because those are what their audiences use.

As stated In the *CSEP Program Guidance* document:

> *The benefits of using and supporting social media as a tool for information sharing include the ability to access social media tools from mobile sites, making it a low-cost, accessible option for a wide variety of audiences. This allows PIOs to share information and messaging quickly with a large number of people and through a variety of social media tools at the same time. Public information officers use social media as a situational awareness tool to monitor new events in the community and the reaction to those events. Social media allows PIOs to evaluate how current messaging is being received and acted upon in the community. This also allows for engagement with members of the community, like residents, business owners, and community groups. The PIO is able to direct and manage the messaging about an activity or event directly with the community and with all levels of traditional news media (local, State and National). This tool allows PIOs to manage rumors and misinformation quickly and efficiently so the community has accurate information with which to make the safest choices for themselves. It is important that organizations establish a social media role in their community before a disaster or emergency occurs in order to be a trusted source of information.*

Public affairs staff should use technology in ways that will help community education and provide real-time information during actual emergencies. Technology should also be used to share and coordinate information internally, especially when multiple offices and field locations are involved. It is important for public affairs staff to work closely with their senior decision makers and information technology specialists in the establishment and execution of an effective social media policy. The policy must allow for both day-to-day and emergency uses of social media and related communication technologies. In some cases, this may require education and awareness training so internal staff understand the need for, and the value of, using new technologies as part of a comprehensive emergency public information program.

FEMA has created the "Social HUB" (http://www.fema.gov/social-hub), defined as "a centralized place where we feature social media conversations happening right now." Using this site to keep up with traffic on these platforms can be a productive way to identify how to use social media effectively in an emergency. Experience with recent emergencies and some preliminary studies have pointed out the significant value of using social media in emergencies.

Using Social Media for Enhanced Situational Awareness and Decision Support.

- http://www.firstresponder.gov/TechnologyDocuments/Using%20Social%20Media%20for%20Enhanced%20Situational%20Awareness%20and%20Decision%20Support.pdf

University of Missouri Extension, The Use of Social Media for Disaster Recovery, May 2012.

- http://extension.missouri.edu/greene/documents/PlansReports/socia_media_in_disasters.pdf

"CSEPP Ready" is a Google-based mobile app developed for training purposes and is designed to assist CSEPP communities to better prepare for the unlikely event of an emergency involving the chemical stockpile. It has two main components: (1) a checklist of items to include in a family disaster kit, and (2) a place to store important medical and insurance contact information.

- https://play.google.com/store/apps/details?id=gov.orau.orise.cseppready&hl=en

The *Step Two: Planning and Coordination* section has more information about employing new technologies when responding to emergencies, including training opportunities in the use of handheld and wireless technology.

2.0 The Goals of Pre-incident Planning and Coordination

Before an emergency occurs, communities must consider what information the public will need and develop strategies for disseminating that information quickly. Planning and coordination provides the groundwork for emergency public information and help ensure that the goals of minimizing victims and property damage are met. Such efforts are grounded in research and case studies that have shown that the public will respond to credible, consistent and specific warnings and instructions — if they are well informed in advance. As a result, the CSEP Program includes efforts to assure that information that meets these criteria will be provided in an emergency.

The first goal of planning and coordination is to prepare all CSEPP partners for a coordinated public information effort in response to an emergency. To do this, all agencies must prepare their staffs, establish protocols and gather resources appropriate to their community in a manner consistent with NIMS and the National Response Framework, so that their organization's efforts dovetail with other partners.

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

2.1 Public Information Systems

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

Under ICS, the PIO represents and advises the Incident Command on all public information matters relating to the management of the incident. The PIO handles public and media inquiries, emergency public information and warnings, rumor control and media monitoring. The PIO fulfills all functions required to coordinate and disseminate accurate and timely information related to the incident, particularly regarding public health, safety and protection. The PIO is also responsible for coordinating public information at or near the incident site, and serves as the on-scene link to the JIS and the Joint Information Center (JIC).

During emergencies, the public may receive information from a variety of sources, both official and unofficial, including the media and, increasingly, social media. Through collaboration, PIOs are able to create coordinated and consistent messages to:

- Identify key information that needs to be communicated to the public.
- Craft messages that convey key information and are clear and easily understood by all, including those with special needs.
- Prioritize messages to ensure timely delivery of information without overwhelming the audience.
- Verify accuracy of information and instructions through appropriate channels.
- Disseminate messages using the most effective means possible through a variety of channels.

The JIC provides a physical, centralized location for organizations participating in the management of an incident to work together to ensure that the public receives timely, accurate, easy-to-understand,

consistent and coordinated emergency information. The JIC includes representatives from each organization involved in the management of an incident. In large or complex incidents, JICs may be established at various levels of government. Those involved in disseminating emergency public information must communicate and coordinate with each other on an ongoing basis via the JIS.

It is important to remember that departments, agencies, organizations or jurisdictions that contribute to joint information management do not lose their individual identities or responsibility for their own programs or policies. Rather, each entity contributes to the overall unified message, while at the same time continuing to directly communicate relevant information to its stakeholders.

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

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

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

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

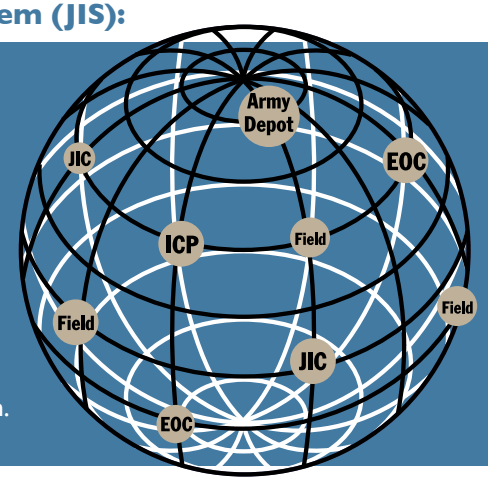
The NIMS structure enhances the ability of other agencies to respond in a mutual-aid capacity. The Emergency Management Assistance Compact (EMAC) is a multi-state agreement detailing the procedures for supplying mutual aid during a disaster. EMAC has been ratified by Congress and is law in all 50 states, the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands. Further highlighting the importance of NIMS compliance, EMAC may be activated during a chemical emergency. More information is available on the website of the National Emergency Managers Association at www.emacWeb.org.

2.3 Development of the Joint Information System

With the variety of agencies and jurisdictions likely to be involved in responding to a chemical emergency, careful coordination between agencies will take time and effort to develop and implement. The components of a JIS must be put into place before an emergency occurs. This includes the plans, protocols and structures used to provide information during incident operations, and encompasses all public information efforts related to an incident, including those undertaken at federal, state, local, tribal and private organization levels. It is critically important to understand that the JIS cannot be established during an emergency response; to be effective, the planning and coordination work must be done, and agreements must be in place, before an incident occurs.

Joint Information System (JIS):

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



Key elements of JIS planning include:

- Inter-agency coordination and integration
- Gathering, verifying and disseminating coordinated messages
- Support for decision makers
- Flexibility, modularity and adaptability

What is a JIS?

The JIS is an information network of PIOs working together to deliver the accurate and timely information that the public needs and wants. The JIS can be:

- As simple as two PIOs talking to each other on the phone about a news story that involves both of their agencies.
- A PIO at the EOC talking by phone to an "on-scene" PIO to confirm the number of responders at the scene prior to an initial news release.
- Three PIOs on the scene of a crisis "huddling" prior to making a statement to the media.
- As complex as 150 PIOs working a major disaster many times from different locations — all to ensure that clear and accurate information is being delivered amid the confusion of a disaster response.

What are the benefits of a JIS?

- Sharing information to ensure that what is released to the media and public is accurate.
- Sharing resources (equipment, staff, etc.) to enhance response ability.
- Two heads (or more) are better than one. In the high stress environment of a crisis, mistakes can be made by even the best PIOs. Having multiple, trained PIOs available for support can be exceptionally helpful.

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

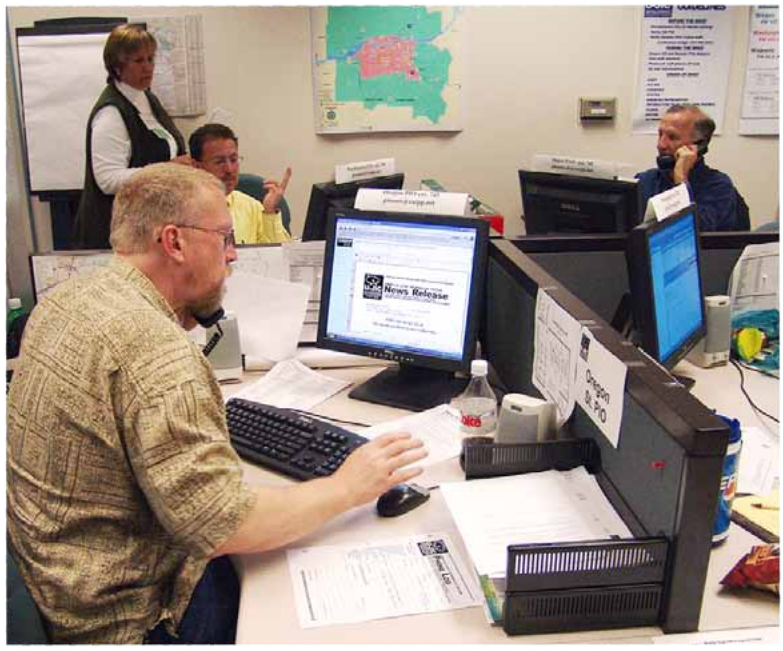
The JIS should be activated immediately upon notification that a chemical emergency has occurred. This can often be as simple as a phone call or e-mail alert. Partnership and teamwork are central to achieving the JIS mission and implementing successful public affairs strategies. By integrating public information activities between jurisdictions and with other private-sector and nongovernmental organizations, the JIS allows for accurate and coordinated emergency information to be provided to the public and the news media beginning almost immediately after an event. The JIS recognizes that Army and other federal, state or local public affairs staff may be unable to report to the JIC, or that more than one JIC may be established. The JIS allows public affairs staff to communicate effectively and make joint announcements as if located in the same facility. Use of the JIS is not dependent on JIC activation, and during an emergency, the JIS should be used to provide the public and news media with as much useful information as possible while preparations to establish a JIC are underway. Provisions should be made to use diverse communications methods for rapid and accurate information sharing between agencies and with the media and the public.

CSEPP public affairs planning should provide for jurisdictions to train and exercise in the JIS structure as often as possible, using a variety of realistic scenarios. The JIS should be activated in emergencies whenever feasible so that even in limited responses, it becomes a familiar tool for public affairs staff, emergency responders and the media. At the same time, this allows for glitches in procedures and protocols to be identified and fixed. Exercises are also an opportunity to test and fine-tune the JIS structure, and to educate the news media about the JIS concept.

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

2.4 Development of the Joint Information Center

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



In CSEPP communities, the JIC should include representation from the Army installation and affected governmental jurisdictions and, to the degree possible, private sector and non-governmental organizations involved in incident activities; e.g., the American Red Cross, other relief agencies, hospitals and school districts. An effective JIC gathers, verifies, produces and disseminates information using all available means and has access to the most current information and decisions about the response. A well-functioning JIS is essential to the JIC's effectiveness. In addition to JIS information inputs, the JIC also responds to incoming public and media inquiries, and monitors social media activity and news media coverage of the emergency, with rapid response capabilities to address identified gaps in information, misinformation or unconfirmed information (i.e., rumors or speculation) that might hamper the response effort.

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

Planning for the JIC should assume that not all representatives will be able to gather in one central location. The JIS should be used to coordinate information activities among the primary JIC and other locations where public affairs staff will be working, including Emergency Operations Centers, Incident Command Posts and additional JICs established by other responders. Adequate telephone, radio and computer linkage between facilities is critical. Information sharing will ensure consistency

of official information, enhance credibility, encourage greater public understanding and support, and most importantly, increase the likelihood that the public will take the appropriate protective actions.

Assuring adequate staffing for the many JIC functions is a key to its success. Leadership typically comes from the full-time PIOs or PAOs within the responding organizations' emergency structure. Positions may also be filled by agency staff members, personnel from other governmental agencies or by trained volunteers.

Particularly because the JIC is activated only during an emergency, and its staff does not typically work together on a regular basis, planning should provide for jurisdictions to train and exercise in the JIC structure as often as possible, including cross-training in various JIC functions. Systems such as computer networks, phone lines, websites and audio-visual equipment should be checked regularly to be sure that they work as intended. Along with the JIS, the JIC should be activated in emergencies whenever feasible so that even in limited responses, it becomes a familiar tool for public affairs staff, emergency responders and the media. Planning should also address surge situations where staffing, facilities, equipment and other resources may be inadequate to meet the needs of the public and/or the media, as well as the possibility of 24-hour operations.

The following principles of the National Response Framework (2013, p. i) establish fundamental response doctrine that applies equally to JIS/JIC planning: (1) engaged partnership; (2) tiered response; (3) scalable, flexible, and adaptable operational capabilities; (4) unity of effort through unified command; and (5) readiness to act.

- ***Sample Joint Information Center/System Plan 1***

  Pueblo:

  - https://www.cseppportal.net/secure/portal/cseppsites/colorado/Documents/2011%20JIC%20SOP%20Final.pdf

- ***Sample Joint Information Center/System Plan 2***

  Blue Grass:

  - Madison County JIC/JIS Plan
  - Sample JIC MOA
  - CSEPP MOA-MOU Guide

Site Planning and Security

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

- The JIC should be located outside the IRZ, so that all members of the JIC and the media may perform their work without being threatened by the chemical emergency.
- Size should be based on the maximum number of public affairs, congressional and legislative affairs personnel, visitors and media representatives expected in the JIC, recognizing that a chemical incident is likely to draw widespread media interest.
- Work areas for public affairs staff and the media should be separate and secure to protect privacy and ensure the coordinated release of all information.
- The JIC must have a conference or auditorium space large enough to accommodate all anticipated media and other participants for news conferences and briefings.
- The JIC must have an area where media can conduct interviews with spokespersons.

- Planners must arrange for the JIC to support a telephone bank with sufficient space and workstations for staff to receive calls from the public and media. This includes rapid activation of telephone lines in the building. Even the relatively low volume of calls during exercises has sometimes overwhelmed JIC phone banks. A real event would undoubtedly do so. CSEPP communities should consider ways to substantially augment phone banks by, for example, training additional staff and volunteers, gathering staff from other public or volunteer agencies, contracting with commercial telephone banks, or arranging for mutual support from similar organizations nationally. Basic training can be provided in advance, bolstered by on-the-job training and strong supervision as needed.
- The building should have sufficient electrical power and outlets to satisfy the load from computers, lights, cameras, microphones, radio equipment, fax machines and other equipment. The power supply should have a backup source in case of a power outage.
- Parking must be sufficient for the expected maximum number of JIC staff and visitors, including sufficient overhead clearance for news vans and trucks.
- Restrooms and other facilities must be sufficient for the expected maximum number of staff and visitors.
- The JIC staff must be provided with food and beverages.

JICs may operate under various management models. In some instances, the facility is owned and managed by one of the participating organizations (who may routinely use it for other activities such as training) and made available in emergencies. Other communities may jointly own the facility. Still others may contract with a third party, such as a university or other government agency, to make an appropriate site available. The specific model chosen is less important than its ability to perform the required functions and to be available for rapid conversion to a JIC (for training, exercises and real-world events).

Logistics and Equipment

Rarely will the JIC be fully functional and operational before an emergency occurs. Participating agencies must supply equipment and resources to rapidly bring the JIC to full operational levels upon activation. As part of the overall JIC plan, agencies must detail which equipment will be permanently stationed at the JIC and which equipment will be brought to the JIC upon activation, and by whom.

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

- Adequate, reliable and redundant communication links with the Army installation's Emergency Operations Center (EOC) and the community EOCs of affected jurisdictions, the state EOC and relevant agencies, and the public and media.
- Battery-powered radio.
- Contact lists.
- Pre-produced smartbooks (electronic for easy updating; web-based, if participating in a virtual JIC).
- Internal and external status board, preferably web-based (several commercial EOC management software packages are available that include routine status board maintenance).
- Personal computers with Internet access and e-mail capability for all staff, with alternate power sources, including accessories (e.g., memory sticks, DVDs, mice, etc.).
- Pre-produced website (set up, but "dark") ready for emergency situations, with information ready to go live.

- Incoming and outgoing fax machines and telephone lines.
- Telephone lines for JIC personnel, with voicemail and transferring capabilities.
- Cellular phones for all JIC staff.
- Public and media information telephone numbers, with sufficient number of telephone lines to handle incoming calls, and a TDD line and communication system for those with special needs.
- Printers and copiers sufficient for, and connected to, all JIC staff.
- Maps, both hard copy and electronic, showing emergency zones, shelters, evacuation routes and major facilties, and able to be updated readily to indicate the protective actions applicable to different zones.
- Podium with a public address system and mult-box for microphone plug-ins.
- Pre-scripted messages and template releases.
- Television sets outfitted for both cable and broadcast, and radios.
- Videoconferencing equipment and other media resources such as wireless routers, cable access for satellite trucks, racks for media releases, etc.
- Video and still cameras.
- Food and water for 72 hours.
- Bulletin and message boards.
- Office furniture and supplies.
- Equipment for mobile JIC, if applicable.

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

Activation and Deactivation Protocols

Protocols must be established that provide clear authority and responsibility for partial and full JIC activation. Partial JIC activation may take place, for example, when an incident occurs that, while limited to the installation, may create significant public interest or concern. A "community emergency," i.e., one that may affect the community outside the Army installation, triggers an automatic full activation of the JIC. Activation of the JIC should occur on an expedited basis following an emergency. If it is a large event, or an event that threatens the physical location of the JIC, protocols must be established for the activation of multiple and/or alternate JICs.

Notification procedures for JIC activation must be developed to detail which representatives from affiliated agencies will be contacted and how (e.g., via cell phones or texts), to ensure that staff are promptly contacted to fill all required positions. Care should be taken by each agency to develop its own protocols for internal notification, as well as staffing patterns and alternate position designations, and to plan for some staff to be unavailable because of vacation, illness or some other unforeseen circumstance. JIC deactivation may only take place once the public's informational needs have been fully satisfied. Public affairs staff will advise the designated decision maker(s), who will make the final determination to deactivate the JIC.

- Blank Call-Down Roster

Alternate, Mobile and Virtual JICs

Planners must consider situations that would make the primary JIC inaccessible or otherwise unworkable. In such cases, an alternate JIC must be established quickly, with a rapid transfer of

equipment and supplies to the back-up site. The alternate JIC must also be available on short notice. At a minimum, stand-by telephone lines should be available to permit immediate activation of the back-up facility. Other equipment may be transferred from the primary JIC.

Pre-incident preparation should include identification of an alternate JIC location in case the primary facility cannot be occupied. Pueblo, for example, has identified its City-County Health Department headquarters as a backup JIC. A mobile JIC equipment package can serve to fulfill this requirement, or be used to augment the primary JIC or a JIC in another CSEPP jurisdiction. Some communities have invested in mobile JICs — i.e., a specially-equipped motorhome or trailer, but these vehicles are expensive to purchase and equip and may not be feasible. Similarly, a JIC may utilize real-time, constant links to other sites, thus creating a virtual JIC when geographical restrictions, incident management requirements, and other limitations preclude physical attendance by public affairs leadership in a central location. In this situation, all participants should be fully integrated and technologically linked to the virtual JIC so that it functions as a single-site operation. This can facilitate rapid establishment of widespread yet centralized JIC functions and operations, offer greater flexibility and expanded resources for potential 24-hour staffing, and help build working relationships between the coordinating organizations. This in turn will reduce the need for volunteers in most CSEPP JICs and provide for CSEPP-trained public affairs staff to assist during any chemical emergency.

The JICs described above are consistent with those identified in the NIMS Plan and *Basic Guidance for Public Information Officers* (FEMA-517), which identify six different types of JICs (as shown in Table 1). The CSEPP primary JIC and virtual JIC conform to the first two types shown while the last four in the table are most likely to occur only in incidents taking place in multiple locations far beyond the limited number of emergency response zones surrounding CSEPP Army installations. Nevertheless, in the event of major incidents with wide geographic impacts occurring concurrently with an incident at a chemical stockpile installation, CSEPP JICs would become part of a network of multiple JICs of various types that would coordinate with one another and the affected public and media.

Alternate and mobile JICs, while not mentioned in the NIMS or PIO guidance, are frequently in the emergency plans of various facilities (e.g., those of nuclear power plants and jurisdictions such as major cities with communications vans) and could be activated in a multiple incident situation.

Table 1 — Types of Joint Information Centers (JICs)

Incident	Typically, an incident-specific JIC is established at a single, on-scene location in coordination with federal, state, tribal and local agencies or at the national level, if the situation warrants. It provides easy media access, which is paramount to success. This is a typical JIC.
Virtual	A virtual JIC is established when a physical co-location is not feasible. It connects PIOs through e-mail, cell/land-line phones, faxes, video teleconferencing, web-based information systems, etc. For a pandemic incident where PIOs at different locations communicate and coordinate public information electronically, it may be appropriate to establish a virtual JIC.

Satellite	A satellite JIC is smaller in scale than other JICs. It is established primarily to support the incident JIC and to operate under its direction. These are subordinate JICs, which are typically located closer to the scene of the event.
Area	An area JIC supports multiple-incident ICS structures that are spread over a wide geographic area. It is typically located near the largest media market and can be established on a local, state, or multi-state basis. Multiple states experiencing storm damage may participate in an area JIC.
Support	A support JIC is established to supplement the efforts of several incident JICs in multiple states. It offers additional staff and resources outside of the disaster area.
National	A national JIC is established when an incident requires federal coordination and is expected to be of long duration (weeks or months), or when the incident affects a large area of the country. A national JIC is staffed by numerous federal departments and agencies.

2.5 Functions of the Joint Information Center

The JIC is responsible for gathering, verifying, producing and disseminating information. For each function, information management is critical. This section provides an overview of the key steps involved in managing information, followed by the presentation of a model NIMS-based JIC organization that uses three primary JIC functions: information gathering, verification and production; information dissemination; and field information.

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

With all JIC functions, staff should maximize the use of technology-assisted communications. For example, it is possible to use cell phones, tablets or various other handheld wireless devices to communicate with personnel at the JIC, update an agency website, and send information directly to the public and media. Such versatility can enable communicators to conduct remote briefings and news conferences, use "e-spokespersons" by posting messages on a website, and send out fact sheets, interactive maps, pictures and short video clips.

At the same time, it is important to plan for emergency situations where the use of technology-based tools will be severely limited, in which case the emergency public information function will need to be executed using "low tech" or "no tech" communication tools.

Information Management

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

Step 1: Gather

A JIC must gather information from as many sources as possible including all participating EOCs, incident command posts and other field units, participating private organizations such as the American Red Cross, hospitals, the Telephone Team and media reports. When information comes to the JIC, it must be collected in an organized way. This requires trained, experienced staff that can look at information and put it into a useful form.

Step 2: Analyze, Triage, Verify

Information arrives from multiple sources ranging from emergency operations centers, field units, on-scene coordinators, other government agencies and officials, to the media and the public, and must be analyzed and verified. Information analysts will spend much of their time evaluating incoming information and deciding which pieces are accurate and critical to internal and external audiences. Analysts must also share information with the JIC staff responsible for producing informational products.

Verification is crucial to assure the accuracy of information generated by the JIC as it uses, compiles and combines informational inputs and disseminates them to the public, the media and others. Verification is a key component of the JIS/JIC system. NIMS states that prior to the release of this information there should be consultations with:

- ***EOC sources and technical specialists:*** to ensure that information received at the JIC is consistent and accurate.
- ***On-scene PIOs:*** to check the accuracy of information reported to the EOCs with reports from the news media, the offices of elected officials and people on the scene.
- ***Other PIOs in the JIC:*** to compare notes with the lead PIOs and others who act as liaisons with various assistance programs and response/recovery partners to ensure that their support activities are reported accurately.

These screening activities must often take place in a time-sensitive and highly charged response atmosphere. Still, the risks of issuing inaccurate or incomplete information that might place people in danger are greater than taking a few extra minutes to be sure the information is accurate.

Step 3: Organize, Write, Produce

The public needs information presented in a usable, understandable form, organized by category, priority and value to include what to do, what not to do, conditions of streets and highways, schools, medical facilities and more. In the early stages of an emergency, a "one sheet" concept can be used in which one sheet of paper is maintained with critical information listed in bullet format. Examples of critical information include what protective actions to take (evacuate, shelter), street and highway closings, schools, medical, etc. Public information is also produced in other multimedia formats, such as maps, pictures and videos.

Step 4: Review

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

Step 5: Document

Proper documentation is crucial for all ICS/NIMS functions, including public information. In order to resolve a miscommunication or dispute, or in the case of litigation, decisions and activities

must be documented. This may mean each supervisor maintains a personal log. It may also mean that dates, times and notes from certain actions are kept for each shift. At the end of each shift, supervisors must file and share the proper documentation, including an Activity Log (Form ICS-214).

Activity Log (Form ICS-214)
http://training.fema.gov/EMIWeb/is/ICSResource/icsforms.htm

Step 6: Disseminate

The JIC Information Dissemination Group is usually the largest, supporting the JIC's main mission to make available critical information to those who need it in a timely manner. JIC staff must use every means available to provide prompt information to those who need it. This is an increasingly complex process that includes traditional means such as news releases, media briefings, fact sheets and interviews, but also digital means such as webpages, social media and uploaded photos and videos. Dissemination must also include internal audiences involved in the response. And all this must be done quickly. Timely and accurate dissemination is the lifeblood of the JIC, essential to providing the necessary information on the protections that might be needed, reassurance if warranted, and to maintain the credibility of responding organizations.

Step 7: Monitor

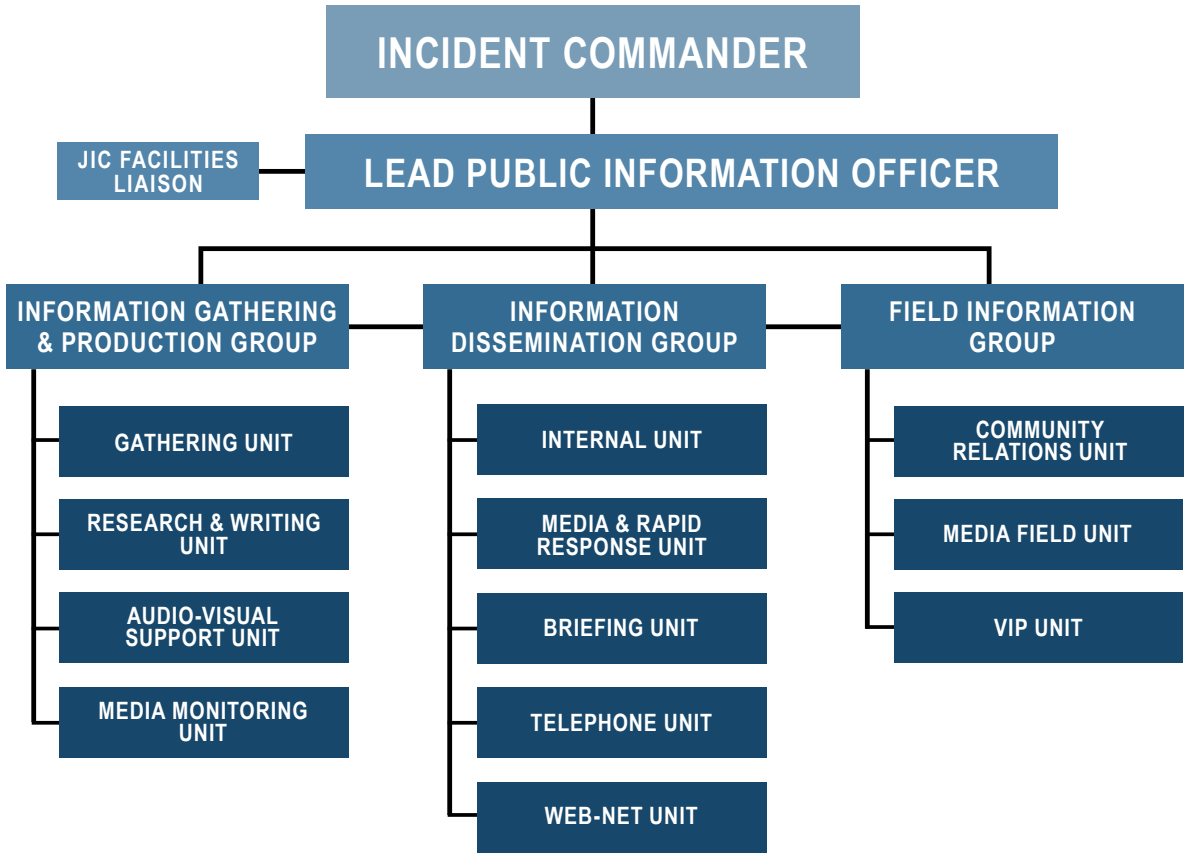
Monitoring information shared in media reports and on social media sites is a crucial function of the JIC. Staff must know what to look for and be able to spot issues and inaccuracies that could cause problems for people in affected areas, as well as for emergency officials. Increasingly, the JIC is being looked at as a source of situational awareness for incident managers, based on what is being posted on social media sites and reported in other forums.

This seven-step process is continuous from the beginning of an event until the end of the recovery phase. And each function must communicate two, three and four ways — up, down, sideways and internally. It is a systematic approach, managed by a team.

Model Joint Information Center

This section examines the leadership positions, groups and units that constitute the team in a JIC that gathers, produces and disseminates critical emergency information to the public, media and other audiences. The organization chart below illustrates how, under ICS and NIMS, each function is labeled to clearly define its role within the overall organization, generally under the leadership of a Lead Public Information Officer. In this approach, one function may be performed by multiple PIOs (in a larger incident) or multiple functions may be performed by a single PIO (in a smaller incident). The JIC model was developed by Argonne National Laboratory on behalf of the CSEP Program and it is included in the *NIMS Basic Guidance for Public Information Officers* (FEMA/517). It has been used successfully in responding to incidents large and small. But there is no single, standard JIC model that must be used by state and local jurisdictions; public affairs staff are encouraged to find the organizational approach that works best for their particular needs and circumstances.

JIC Organization and Functions



The organization and operation of a JIC is complex and requires a substantial investment of resources from all participating response organizations — money, time, personnel, various legal instruments such as MOAs or MOUs, and organization and political commitment are all critical to its success. The CSEP Program has been in operation for many years and the two remaining communities have successfully managed JIC operations, modernizing facilities, installing new technologies, recruiting and training staff and volunteers, obtaining the required funds and updating agreements — all practiced and tested in annual community-wide exercises and drills.

Lead Public Information Officer

The Lead PIO for the incident is charged with ensuring that timely, accurate and appropriate information reaches the public, partner agencies and other constituent audiences. Under the ICS framework, the Lead PIO should be the lead public information representative from the lead response agency, and is responsible for coordinating public information at or near the incident site and serving as the on-scene link to the JIS and JIC. The Lead PIO provides overall direction for the JIC and makes policy decisions while advising the Incident Commander about public information strategies. The Lead PIO also advises command staff regarding the public affairs implications of decisions and identifies constraints on the release of incident information. This is a management position and the Lead PIO should not be involved in "hands on" details; these responsibilities should be delegated to assistant or deputy PIOs, group supervisors and the facilities manager.

While this leadership function is widely followed, in some cases there may be more than one Lead PIO, most commonly under a Unified Command structure. In such cases, Lead PIOs from two or three of the lead response agencies may operate cooperatively to provide JIC

leadership — so long as they mutually agree on who serves as the overall lead for making key decisions; e.g., resolving conflicts and devising strategy.

JIC Facilities Liaison

The JIC Facilities Liaison (sometimes called the JIC Manager) reports to the Lead PIO and is responsible for the JIC facility and its operation. The liaison keeps the JIC running smoothly from a logistical standpoint and provides support to the Lead PIO, agency public affairs staff, group supervisors and all JIC functional areas. Responsibilities may include opening, setup (physically and electronically), and orderly closing; assuring availability, operability and replenishment of supplies and equipment; rapid distribution of documents; coordination of security; assigning staff to various support functions; provision of food; and all other logistical arrangements.

Information Gathering and Production Group

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

Although in smaller JICs the PIO may be required to gather information and produce materials in the initial phase of an emergency, JIC organizations should strive to recruit, train and mobilize support personnel from their constituent agencies' administrative or information technology staffs. Individuals trained in information technology, in particular, often have good skills in Website design, working with digital images, producing images and using social media, making them valuable resources for information gathering and production functions, thereby enabling PIOs to focus on management of the JIC and acting as spokespersons. Similarly, information gatherers may be employees of various agencies with critical information that needs to get to the JIC and may be physically located in different locations.

There are four units within the Information Gathering and Production Group: ***Gathering, Research and Writing, Audio-Visual Support*** and ***Media Monitoring.***

Unit 1: Gathering

The ***Gathering Unit*** consists of one or more people assigned to EOC(s) or ICP(s) with the task of gathering information from all sources in those locations and sending relevant public information back to the Information Gathering and Production Group. The Gathering Unit functions with the approval of the EOC Director and Incident Commander. Only "approved" information is sent from the EOC/ICP back to the JIC. This unit is proactive and aggressive in nature; it does not passively wait for information to be provided. Much of the intelligence and on-scene information gathered by the JIC comes from this unit, which reports to the JIC and does not interact with the media.

Unit 2: Research and Writing

The ***Research and Writing Unit*** is responsible for developing written material on assigned topics. The unit's work may include researching and identifying information needed for news releases, social media posts, talking points, EAS messages, media advisories, fact sheets and daily updates. Members of this unit should be capable of producing requested written material within time and format specifications, sometimes under extremely short deadlines, and at a level of literacy that can be understood by all members of the community. The unit also coordinates with other areas of the JIC to streamline and disseminate information,

coordinate approvals for outgoing products, develop public information strategies, and prepare summaries of news conferences, briefings and interviews. The "one sheet" summary of critical information discussed in Step 3 of Information Management is produced and regularly updated by this unit and sent to the Information Dissemination Group, as well as all other units in the response operation. Depending on the composition of the local population, materials may need to be translated into languages other than English. The unit must maintain an accurate, chronological log of products released to the public.

Unit 3: Audio-Visual Support

The ***Audio-Visual Support Unit*** provides assistance by developing audio, video and digital images that support and enhance communications with the public and the media. Staff in this unit must be highly skilled in graphic design, photography and videography so that they can produce maps, pictures, videos and any other multimedia products that will aid in information dissemination. They must also exhibit skill in coordinating with other areas of the JIC. The unit works closely with the Briefing Unit to prepare visuals and handouts such as diagrams, maps, still photos and broadcast-quality video of response activities — in hard copy or electronic form — for distribution to the media at news conferences and briefings. Some of this background information should be produced in advance of an emergency and made available to the media as part of media kits or upon request.

This unit also records events as well as interviews and news conferences to be streamed on websites, and provides the JIC with documentation for live or recorded viewing by JIC staff and other responders. Many of these useful informational products should also be disseminated directly to the public via new technologies — handheld devices in particular — and social media.

Unit 4: Media Monitoring

The ***Media Monitoring Unit*** is responsible for coordinating and analyzing information from media monitoring reports, the Telephone Unit, the Field Information Group and other sources. The goal is to ensure that lifesaving information is reaching the public, with key messages understood, rumors identified and errors corrected. The public's well-being may depend on its understanding of what is occurring, what are the right actions to take and how to get help, if needed. Inappropriate protective actions based on erroneous or misleading information could endanger lives.

A key part of this effort is the unit leader's responsibility to identify public misinformation and stories "skewed" toward unwanted or misleading angles. This requires the Media Monitoring Unit to read local, regional and national newspaper and wire stories; monitor broadcast and cable television and radio reports; and identify and monitor relevant media and private websites and social media platforms including blogs, Twitter feeds and Facebook postings that discuss the emergency.

With current technology, some JICs have extended their capabilities by using staff at remote locations to perform all or part of this function via the Virtual JIC concept.

Unit staff review this material against four criteria:

- ***Accuracy*** — Does the story or report accurately portray the facts?
- ***Balance*** — Does the report put the most important life-saving information first? Does it fairly present alternative viewpoints to controversial issues?
- ***Key messages*** — Are the key response messages coming through? Do they seem appropriate or is there an evident disconnect between the incident message and public attitude?

- ***Emerging issues*** — What is the undercurrent of the day's news? What might the public and media focus on next?

The unit must also anticipate and identify emerging, inaccurate rumors circulating in the public and suggest strategies to address and correct them. This unit works closely with the Media and Rapid Response Unit.

- Fact Finding Form
- Media Monitor Sheet
- Rapid Response Request

Information Dissemination Group

The primary mission of this group is the dissemination of approved information externally (to the public, VIPs, special interest groups and the news media) and internally (to responders and others working on the incident).

Information dissemination is the "output" side of the JIC. It helps to keep the community informed through news conferences and briefings, on-camera interviews, written news releases, fact sheets, website communications, blogs, mass e-mails or reverse 9-1-1 messages, telephone calls to the public and the media, and all evolving technological means. Priority is always given to disseminating protective action recommendations and other lifesaving information. In disseminating information, staff should be mindful of the various rules, regulations and guidelines that govern handling information in the context of disclosure requirements, privacy laws and standards for liability and public review. Sensitive information may include the names and condition of any victims, classified Army information, unverified information on a chemical release, potential criminal activity and the like.

The Information Dissemination Group must have the authority to release verified and approved information. Procedures must address the required coordination of information among the Incident Commander, Lead PIO and appropriate public affairs representatives before its release and any division of responsibilities among representatives for the release of specific types of information. Agencies and their spokespersons should speak only about subjects under their direct authority and responsibility. For example, offsite agencies should not discuss installation site mitigation and cleanup activities, and installation officials should not provide offsite protective actions. Before its release, information must be coordinated among each agency's public affairs staff and shared with partner agencies. This reduces the potential for the release of conflicting or erroneous information.

However, releasable information should come from as few sources as possible. Ideally, the Lead PIO or the PIOs from the partner agencies should be the primary sources for releasable information. Also, to assure that the information flow through this group is as smooth and rapid

as possible, the Information Dissemination Group supervisor should coordinate closely with the Lead PIO and release approved information to the group's units as soon as possible for dissemination. This should help accomplish the federal government's goal "to maintain public trust by proactively disseminating consistent, timely, accurate and accessible public information and instructions through coordination between federal, state, tribal, territorial and local communicators" with "maximum disclosure and minimum delay" (ESF 15 Standard Operating Procedures).

The five units within the Information Dissemination Group are: ***Internal; Media and Rapid Response; Briefing; Telephone;*** and ***Web-Net***. Some JICs add a sixth, focused on ***Special Needs Populations***.

Unit 1: Internal

Internal Unit information dissemination ensures that all individuals working in the JIC and others outside the JIC who are responding to the incident (e.g., traffic control point officers, shelter staff and hospital personnel) are kept informed about the event. In some JICs, staff responsible for internal dissemination also conduct internal JIC briefings.

One important step is to efficiently display current incident information. All those answering calls must be able to look at a status board display — physical or electronic — that shows by category the most important public information. This includes areas to be evacuated or sheltered-in-place, evacuee relocation centers, road closures, medical and school information, and other information most requested by the public and media.

Unit 2: Media and Rapid Response

The ***Media and Rapid Response Unit*** provides information directly to the media. The unit arranges for media access to field locations, and facilitates interview requests with PIOs and decision makers. Within the JIC, the unit also functions as an intelligence-gathering body, contributing insight regarding the concerns and interests of the media. The unit acts to address identified issues of concern such as inaccurate news stories and other misinformation. The Rapid Response Unit is generally a part of or attached to the Media Unit, and its prime function is to ensure that errors are corrected before they become accepted as "fact." Rapid Response can stem the flow of misinformation, helping maintain public trust; in some instances, rapid response can resolve issues before they appear in the media. Rapid response may take many forms, such as a news release; e-mails to multiple media outlets; talking points for a briefing; website posting of corrected information; a posting to a blog or social media site; a call to an editor, reporter or blogger; or a live interview.

Unit 3: Briefing

The ***Briefing Unit*** prepares and conducts news conferences and briefings as part of the effort to ensure that critical emergency information is provided on a timely basis. News conferences deal with multiple topics and are typically more formal than news briefings, which usually address a single topic and cover breaking information or updates. A properly planned and presented news conference or briefing can be a powerful tool for disseminating messages to the public, while one that is poorly planned and executed can result in desired messages being lost, and speculation and misinformation prevailing, with a resulting loss of the public's confidence in the ability of emergency responders to handle the incident.

The Briefing Unit may consist of several people who work together to prepare the briefing facility, arrange for speakers, facilitate the event and follow through with unresolved media needs. The JIC should conduct regular news conferences and briefings to keep the media

informed of updated or changing activities, and to communicate additional instructions to the public. The conduct of news conferences and briefings must be agreed upon in advance by JIC partners to include facilitation, order of speakers, stage management, topics to be presented, how questions will be handled, use of visual aids and exhibits, approximate length, live streaming, etc. For all sessions, the JIC should produce and distribute a media kit with background material and information relevant to the chemical emergency. Many communities have the means to record these sessions for archival and training purposes, and to potentially resolve questions about what was said.

News Conference and Spokesperson Preparation

Unit 4: Telephone

The ***Telephone Unit*** answers calls from the public and media about the emergency. Some telephone numbers in the JIC should be dedicated solely to inquiries from the general public and others for inquiries from the media. The telephone numbers should be publicized via news advisories, websites, social media postings and other dissemination tools. Call takers should receive special training to deal with members of the public and reporters. Training should emphasize the development of strong people skills and communication techniques — including calmness, empathy and sensitivity

To be fully effective, telephone teams need access to comprehensive background information (often provided via printed or electronic "smartbooks") and current, complete and readily available status information on the incident and the response. The Information Dissemination Group supervisor and Telephone Unit leader are responsible for assuring that all Telephone Unit team members have the latest approved information. Tools to provide this information may include status boards, news releases, news conference summaries and oral briefings — always distinguishing between approved, releasable information and background information.

Telephone team members must review all this information as it is provided and in turn, report back to the unit leader on rumors and other issues emerging from public and media calls that may need to be addressed by the Information Analysis Unit and JIC leadership.

Unit 5: Web-Net

The ***Web-Net Unit*** uses all available technological means to enhance the dissemination of information to the public, coordinating mass and targeted dissemination via a wide variety of new and emerging technologies. This unit creates and maintains public and media websites, and posts data, images and video to the sites. The unit generally does not produce original content but rather formats it for release through diverse channels, including social media sites. Staff also ensure that web servers can handle the expected surge in traffic, monitors traffic, and creates reports on how many people are using the site, where they are viewing the site from, and which information seems to

be of most use. Because this area is rapidly changing, staff members need to stay aware of emerging technologies being used by the community and develop means to incorporate them into their package of dissemination methods.

Unit 6: Special Needs/Multilingual

Some JICs are creating a separate unit to address the unique attributes of community members with special needs, including those whose primary language is not English. The scope and responsibility of this unit may include populations who are sensory, mobility or mentally impaired; unattended children; children in preschool facilities; school students; individuals in correctional facilities; individuals living at home with special medical equipment; chronically ill individuals who may be particularly susceptible to exposure to a chemical agent; people who have no access to an automobile; and those who do not speak English and who may require language translation services. Emergency plans will often provide special provisions for all these groups. Prior to an incident, this unit should prepare modifiable, pre-scripted emergency message translations; arrange access to real-time translators; develop agreements with specialized media outlets (e.g., Spanish radio stations) and health care organizations (nursing homes or hospitals); and work with individuals to ensure that appropriate in-home or handheld communications equipment such as tone-alert radios, TDDs or digital devices with appropriate applications are in place.

Field Information Group

Public affairs staff in the field are an essential element of the JIC. Unlike the JIC, which is a fixed facility, field PIOs deploy to where the "action" is and where the media will mostly likely be — for example, at shelters where evacuees might congregate, at a forward command post or at a hospital. Field Information staff have face-to-face contact with the public, special interest groups, public officials and other VIPs, and provide interviews and other crucial support to the media at high-profile sites in the field. They report back to the JIC with important intelligence about what is happening in the community, identify information gaps and report rumors and misinformation. Because of their remote locations, field officers require significant resource and information support from the JIC. The group leader facilitates support and coordinates field movements.

Field staff are often the public face of the emergency response. In the aftermath of an emergency, reporters and members of the public will often most remember the contact they had with field officers. For this reason, field PIOs must be especially well-trained, experienced and sensitive to the needs and perceptions of the public and the media, and they must have enough delegated authority from the JIC to interact effectively with those they encounter.

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

Unit 1: Community Relations

The ***Community Relations Unit*** helps coordinate outreach to groups of people united by a common interest. Examples include business owners, chambers of commerce, unions, church groups and other specific demographic groups. The unit also works with residents who have been forced out of their homes and into shelters, ensuring that they have clear and accurate information about the emergency and its

effects (often in coordination with the American Red Cross and other relief organizations). This helps to control the spread of rumors and misinformation while reassuring those who have been severely affected.

Unit 2: Media Field

The ***Media Field Unit*** is usually comprised of experienced PIOs capable of working under high stress as they move quickly into areas affected by an emergency. Using local knowledge and expertise, and with a firm understanding of the issues related to the emergency and the needs of the media, the staff of this unit give interviews and work with the Incident Commander at key "storytelling" locations where the media will gather. In addition, like all field units, these PIOs gather information, particularly on controversial issues they may encounter, for relay back to the Field Information Group supervisor for further sharing within the JIC.

Unit 3: VIP

The ***VIP Unit*** works as a liaison between the JIC and anyone with influence who is concerned about the unfolding emergency, including congressional members and staff, local legislators and other elected officials and representatives from governmental agencies. The unit works to ensure that VIPs have the information they need to make decisions and educate others, while building positive relationships with these community leaders. Such support may also include briefing VIPs and preparing them to give interviews to the media.

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

2.6 Development of Emergency Alert System Plan

The Federal Communications Commission (FCC) established the Emergency Alert System (EAS) in November 1994, replacing the Emergency Broadcast System and its predecessor CONELRAD as a tool to warn the public during emergencies. Working through the state, the system interrupts selected radio, television, cable stations and satellite companies with emergency messages about significant threats.

The EAS provides front-line notification to residents that an emergency has occurred, and where required, what protective action to take. Voice-capable sirens make it possible for emergency managers to communicate directly with the public. Alternatively, tone-alert radios and/or reverse 9-1-1 systems may provide public alert and notification. Plans must be made before an emergency occurs dictating when and how the EAS will be activated, and agreements signed with appropriate outlets. It is imperative that public affairs staff involve broadcast media outlets in the planning and coordination of EAS activation, ensuring their assistance in the broadcast of emergency messages.

Because of the confusion and panic caused by unnecessary activation of the EAS, strict procedures must be established to ensure that the system is activated only in a real emergency. Authorization protocols should dictate who may activate and deactivate the system. Messages are designed to cover all contingencies and are stored electronically for easy access by designated officials. Training is provided to ensure that the right messages are used, and updates or corrections are approved by senior managers.

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

More recently FEMA, working with various public and private partners, has begun developing the Integrated Public Alert and Warning System (IPAWS) to modernize and integrate the nation's alert and warning infrastructure, and to save time when required to protect life and property. IPAWS provides public safety officials with an effective way to alert and warn the public about serious emergencies using the EAS, Wireless Emergency Alerts (WEA), the National Oceanic and Atmospheric Administration (NOAA) Weather Radio, Internet services, unique state and local alerting systems and other new and emerging public alerting systems from a single interface.

Other WEA systems, such as the commercial CMAS (Cellular Mobile Alert System), have been developed and are being marketed, but are not yet in wide use. Wireless alerts are emergency messages sent by authorized government alerting authorities through mobile carriers, without requiring users to install applications or subscribe to a service. WEA will look like a text message that shows the type and time of the alert, any action that should be taken and the agency issuing the alert. The message will be no more than 90 characters. Special tones and vibrations distinguish WEAs from conventional messages.

- See: http://www.fcc.gov/guides/emergency-alert-system-eas

And for other alerting systems, see:

- http://en.wikipedia.org/wiki/Emergency_Alert_System
  and its citations to wireless messaging, etc.

IPAWS — Integrated Public Alert and Warning System

- http://www.fema.gov/integrated-public-alert-warning-system

Wireless Emergency Alerts

- http://www.fema.gov/wireless-emergency-alerts

2.7 Development of Emergency Public Information Plan

Identification of Target Audiences

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

Several circumstances must be considered when planning for emergency public information, including geographic proximity to the source of the threat; effects on business, industry and agriculture; special needs within the population; effects on institutions such as schools, hospitals, day care facilities, nursing homes, assisted living centers and jails; and those with limited English proficiency.

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

Certain businesses, industries and agricultural interests may be affected in ways different from the general population. Managers of food and water supplies and processing facilities, for instance, should develop procedures to protect their facilities, workers and the populations they serve in case

of a chemical emergency. CSEPP public affairs has the responsibility to alert and advise managers in business, industry and agriculture so they can initiate protective actions that take into account workers, inventories and public responsibilities.

CSEPP public affairs staff must also consider the special needs of the disabled and their caregivers. For example, the JIC must have a TDD or digital devices installed in order to communicate with hearing-impaired individuals. Institutions such as schools, hospitals, day care facilities and jails must be prepared to protect the people for whom they are responsible, and PIOs/PAOs must help with special protective action instructions during a chemical emergency. Special provisions must also be made for transients who may be passing through or visiting temporarily and who may be unfamiliar with the existence of an Army installation, zones and emergency systems and messaging. Finally, if a linguistic minority population exceeds one percent of the overall population, *CSEP Program Guidance* requires that all messages must be prepared in that language and plans for their broadcast or transmission must be made.

Identification of Methods of Communication

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

In any emergency, two steps take place to let the community know that something has occurred and to deliver the action message. These are called alert and notification (A&N), respectively. Alert delivers an audible signal — usually via a siren — that tells the community to immediately tune in to specified news outlets to receive notification — usually via EAS — on what actions to take. Both alert and notification are increasingly using several means to assure that identified audiences receive the required information. Public affairs staff often play a central role in the notification process.

EAS provides the community with the initial warning that a chemical emergency has occurred and conveys the first protective action instructions. The system is also used later to advise residents when the threat to the community has passed and what further actions may be necessary. In many communities, tone-alert radios, reverse 9-1-1, social media, IPAWS and sending messages via wireless devices offer other opportunities to send protective action recommendations and other emergency information directly to residents. The messages delivered via any of these media may be the same as those developed for the EAS, or abbreviated versions of them.

For most residents, the news media remains a primary source of information about a developing emergency. Radio and television broadcast media, in particular, will help to convey EAS messages and provide residents with much of the latest emergency information. Rapidly expanding Internet tools, including applications for handheld devices, offer an increasingly important way for planners to send emergency information directly to the public. Media outlets are increasingly using social media and other new technologies as well, in addition to webpages, which can serve as virtual 24-hour news operations. Response agency webpages and their use of social media complement broadcast media's ability to provide rapid updates as new information emerges and updated instructions are issued.

Newly-emerging technologies provide additional opportunities for communicating emergency messages directly to the public, during both the response and recovery phases. Public affairs professionals should be creative in finding ways to convey emergency information to the many residents who spend their days connected to wireless phones, tablets, and computers, and to other devices not yet in wide use. National and local IPTs and regional PIO associations are excellent vehicles for sharing information about new technologies and the best ways to apply them to emergency situations.

Identification of Information to be Communicated

The emergency public information plan developed by CSEPP public affairs must identify the kinds of information that will be communicated to each target audience and the methods for dissemination. In general, there are three kinds of emergency public information: (1) protective action recommendations, (2) information about the cause of the emergency, and (3) information about response and recovery activities. Section 2.8 offers guidance on the production and distribution of all emergency public information materials.

Development of Emergency Public Information Plan

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

- Identification of officials authorized to issue protective action messages.
- Identification of radio and television stations (including EAS) through which messages are to be disseminated.
- Requesting radio and television stations to broadcast the messages, including procedures for activation of the EAS.
- What other mediums, such as social media, will be used to supplement conventional use of EAS and how those sites will be activated.
- The order, based on urgency, in which messages will be issued.
- The method by which the messages will be communicated to distributing media.
- Obtaining and providing the media with specific instructions necessary to complete the protective action recommendation messages.

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

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

- A local operational area plan for the EAS has been developed with the participation of local broadcasters and state officials, and that the plan will provide an effective response in the event of a chemical release.
- A list of the persons authorized to activate the EAS and that explicit procedures to be followed have been made available to all concerned parties.
- There are copies of written agreements that the jurisdiction has executed with the broadcast media serving the jurisdiction to receive and disseminate warning messages and emergency information.
- Reliable, redundant communications paths are available linking the EOC with the EAS system and other local broadcast stations.
- EAS outlets have the capability to broadcast 24 hours a day, even when not staffed.

2.8 Production of Emergency Public Information Materials

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

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

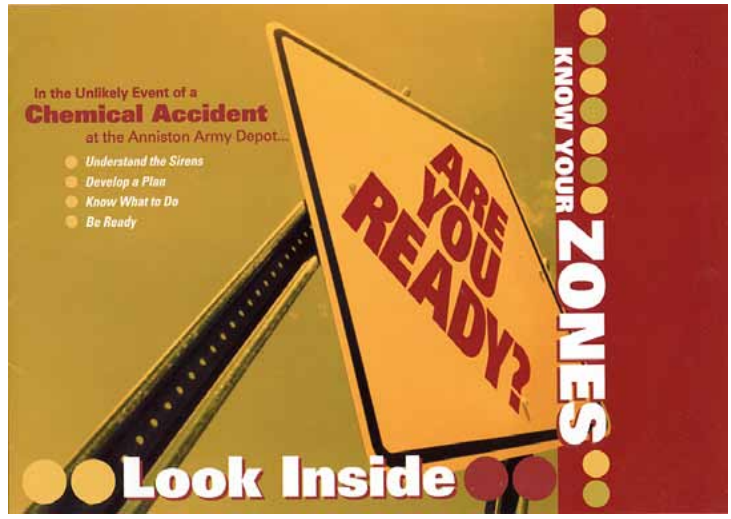
Pre-scripted EAS messages include, but are not limited to, the following:

- Initial chemical emergency announcement, with protective action directives aimed at target audiences or zones, typically to either evacuate the area or shelter in place.
- Recommendation for residents to continue sheltering in place.
- Recommendation for people in certain geographic zones to continue sheltering in place, with a recommendation for other zones to ventilate.
- Recommendation for people in certain geographic zones to evacuate.
- Recommendation for people in certain geographic zones to take no action.
- Where and how to get more information — e.g., emergency brochures or calendars, other media outlets, websites, social media sites and hotline phone numbers.

In most jurisdictions, EAS messages are limited to two minutes. As a result, officials need to follow up with expanded information, usually in the form of news releases, electronic posts, news conferences and briefings, and other instructional information. Pre-scripted emergency public information news releases include, but are not limited to, the following:

- Protective actions consistent with EAS messages.
- JIC operational announcement, with appropriate contact information.
- Terminate shelter-in-place announcement.
- Safe to return home announcement.
- News conference announcements.
- Road closures and openings.
- Updates on the event and nature of the emergency.
- Fatalities and injuries.
- Information about schools and institutions.
- Shelter openings and closings.
- How to submit damage claims.
- Field decontamination and reception center openings and closings.
- Accidental siren activation.
- Clarification of mixed messages; for example, some residents should ventilate while others should shelter-in-place.
- Information for special-needs populations.

Guidelines for the Production of Emergency Public Information Materials



In addition to accuracy and timeliness, materials produced for emergency public information must be as clear and succinct as possible. Within the allowable two minutes, each EAS message will contain at least the following information:

- The time the message was released and a sequential release number.
- The name of the agency authorizing the release and other sources contributing information that led to the authorization, including contact numbers.
- A clear statement of the recommended protective action, if applicable.
- A brief description of the reason for the protective action, including the nature of the threat.
- If this is a modification of previous instructions, an identification of what has changed (e.g., expanded or contracted evacuation area; those sheltered can now open windows and/or leave the area).
- A clear identification of the individuals, groups and areas to whom the message is addressed, and identification of who is not at risk.
- An indication of the time period available for implementing the protective action.
- A reference to relevant public information materials that are readily available that would provide more detail regarding implementation of the protective action.
- A repetition of detailed instructions for implementing the protective action.

New media tools have their own constraints. Twitter messages, for example, are limited to 140 characters. Facebook postings are not limited and have greater flexibility, although users tend to expect the messages to be more conversational. These can be written "on the fly," or distilled from longer EAS messages or news releases, with hyperlinks to the original sources (such as webpages) for details. Unlike EAS, images and graphics can be included or linked.

- See Section 2.9 for social media templates.
- See Section 2.10 for information about newswriter training.

Developing Site-specific Media Products

Emergency-Related Products

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

Many CSEPP communities have developed approved, high-quality, up-to-date videos and images that portray various aspects of the chemical installation and cover the range of potential chemical

emergencies. Ideally, these images would be provided to local media before an emergency occurs, with explanations, so that reporters could retrieve the images immediately and use them to provide the most accurate emergency information possible to the public. At a minimum, a digital library of stills and videos should be on hand and provided as part of a media packet or on request. Public affairs staff should also discuss with responders the value of securing on-site video and photo documentation during the emergency, as this imagery would support historical, legal and operational reporting needs.

The CSEPP Portal includes a number of training, outreach and education videos that have been developed over the years. Contractor support may be available for the development of additional multi-media products, through the Army and FEMA CSEP Program offices.

CSEPP Portal
- http://csepportal.net

CSEP Program Closeout Products

The successful destruction of chemical weapon agents at Army installations is followed by closeout activities. Responsibilities of Army and civilian CSEPP PIOs and PAOs in the closeout process vary, but typically focus on keeping the public informed about progress toward closeout and follow-up plans for workers and facilities. While the emergency preparedness and response activities that are the main focus of this Guidebook continue, focus will gradually shift to keeping the public informed about progress toward safe destruction, orderly closeout and what will occur at the chemical facility after destruction and any remediation activities conclude. Appendix A provides information regarding the PIO closeout responsibilities that occur before and during program conclusion.

2.9 Library of Pre-scripted Emergency Public Information Materials

EAS Messages:

- Templates (5)
- Madison County EAS messages (6)
- Pueblo County EAS messages (16)

News Releases:

- Oregon (26)
- Pueblo County news releases (4)
- Umatilla Chemical Depot news releases (11)
- Umatilla County news releases (7)
- Umatilla JIC news releases (21)
- Washington (State) Emergency Management news releases (8)

Social Media Messages:

Oak Ridge Institute for Science and Technology (ORISE) has shared a series of Google Documents-based social media templates that can be used or adapted for a variety of disasters including power failures, flooding and high winds, and to serve certain conditions such as shelter-in-place or general emergency preparedness. This list is adapted from @AnaheimCERT. They can be found here:

- https://docs.google.com/spreadsheet/ccc?key=0Ammf-AM-S2F6dGotQU1HNl95N3FMSjFkX0x4dGlQSEE&usp=drive_web - gid=0

2.10 Community Training and Exercises

Regular training teaches new JIC staff about their jobs and helps existing public affairs staff expand their expertise and learn new ideas and methods for enhancing programs, particularly as new systems and technologies are introduced. Exercises provide participating communities with opportunities to identify problems with developed plans and procedures, find solutions for any inconsistencies and inefficiencies that may be present and practice working together as a team.

CSEPP public affairs staff should strive for an ongoing, vigorous training and exercise program that integrates the entire community, including congressional members and their staffs, other elected officials, the news media and community groups. By involving all available stakeholders in training and exercises, opportunities for coordination and familiarity with emergency procedures will be maximized and the response team will be strengthened. Most importantly, everyone will be prepared to assume their critical roles should an event occur.

CSEPP Training

A wide variety of generalized and specialized training is available to CSEPP staff. The information provided here is current at the time of this writing. However, courses and curriculums frequently change as new guidance and information is developed, so all training opportunities should be confirmed with the providers with respect to content and availability. For courses developed and offered directly under the auspices of CSEPP, there is also the ability to take the existing training and customize it to address specific community needs.

Spokesperson Training

Course description: The interview is the heart and soul of news gathering and dissemination. The exchange between a reporter and spokesperson helps to shape a story, influence the public and provide important information to targeted audiences — before, during and after an emergency. Spokesperson Training enables decision makers, emergency managers, PIOs/PAOs, subject-matter experts and others to work confidently with the news media and make their points more effectively when timeliness and accuracy count. In this day-long course, participants learn how to work with reporters and how to make points effectively, practicing on- and off-camera with a skilled team of media experts.

Presented by Argonne National Laboratory for the CSEP Program.

Spokesperson Fact Sheet

Joint Information System/Center Workshop

Course description: In an emergency, it is vital that everyone shares accurate, timely and complete information across jurisdictional and functional lines. The two-day JIS/JIC Workshop is designed specifically to meet the informational needs of the public and the media. This workshop provides public affairs staff with the concepts, tools and skills necessary to effectively manage information during an emergency by emphasizing development of a JIS/JIC team. It is designed within the framework of NIMS and offers a methodology for handling information regardless of the type of emergency or the number of responding agencies involved. It focuses on the communication and management of critical information, and how to design and operate a JIC based on a widely tested and approved model. (Note: A key to successful JIS/JIC operations is the existence of a multi-jurisdictional cadre that has trained and exercised together. Therefore, attendees should be selected based on their availability to participate in exercises and in potential CSEPP emergencies.)

Presented by Argonne National Laboratory for the CSEP Program.

JIC-JIS Workshop Fact Sheet

Emerging Communication Channels Workshop

Course description: Communication technology is evolving at an unprecedented pace. As technology changes, knowing how to use the latest communication channels to relay information

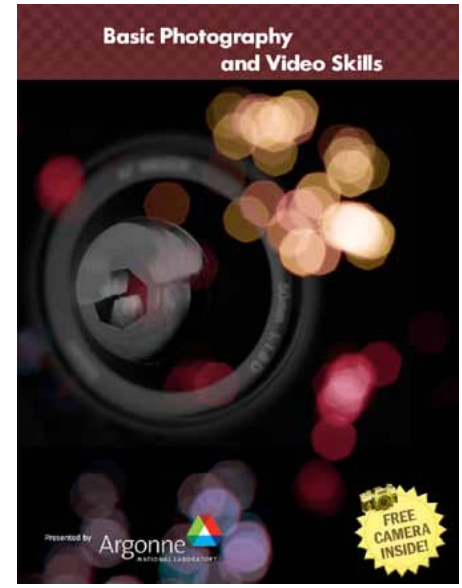
about potential risks, inform people about life-saving actions, identify misinformation and gather facts becomes critically important. This workshop gives an overview of how the public and the news media increasingly want their information delivered. It also provides practical, hands-on experience on how to use new communication channels (many of which are available at little or no cost) to address public concerns, monitor news media reporting, gather event information and deliver timely and accurate information to everyone who needs it.

Presented by Argonne National Laboratory for the CSEP Program.

Emerging Communication Channels Workshop Fact Sheet

Basic Photo and Video Skills Workshop

Course description: PIOs, PAOs and other communication professionals serve as a liaison between the public and media. The challenge is always to communicate clearly and effectively, whether conducting a public education and outreach campaign, or providing protective action information during a fast-moving crisis. Today, agencies are in a unique position to capture photos and video and to use those images to tell stories in new and creative ways—thereby influencing how information is perceived and acted upon. This hands-on, highly experiential two-day workshop will help you learn how to make the most of your digital camera so you can take effective photos and video.



Presented by Argonne National Laboratory for the CSEP Program.

Basic Photo-Video Skills Workshop Fact Sheet

Public Affairs and Information Technology

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

Basic and Advanced CSEPP Public Affairs and Emergency Preparedness Courses. Presented by Oak Ridge Institute for Science and Education.

http://orau.gov/csepp/

Other Public Affairs Training

Communicating Public Information in Emergencies

The *CSEPP Communicating Public Information in Emergencies* training video is intended to assist in the development of a credible and comprehensive Joint Information System that effectively communicates risk information to the public in emergencies and provides support for a Joint Information Center when needed. It is beneficial for those who: (1) work in emergency situations on a daily or periodic basis, (2) are involved in technical or commercial warning endeavors, (3) regularly communicate with the public, and (4) are responsible for others' safety, such as school principals or managers of health care facilities or other institutions. Video is available on the CSEPP Portal along with other CSEPP training, education and outreach videos.

Job aids

Argonne has produced a number of pocket guides designed to provide brief overviews of various emergency public information topics. These include:

- Joint Information System/Center Guide (PDF)
- Crisis Communication Guide (PDF)
- Crisis Communication Legal Guide (PDF)
- News Briefing Guide (PDF)
- News Interview Prep Guide
- News Media Staging Guide

Wallet-size cards:

- Media Dos and Don'ts
- Media Relations and Message Triangle

- ***The NewsWriter***

  NewsWriter is an interactive online training course that enables users to work at their own speed to improve newswriting skills. As designed, each "chapter" begins with a topic discussion that includes advice from experts in journalism and media relations, followed by a series of activities so users can try out new skills or brush up on old ones. The training covers practical considerations involved in newswriting and provides resources helpful to the application of public information skills and techniques in real-world situations, including writing for new digital formats. A complementary classroom training course can also be made available.

  
  Welcome to
  The NEWSWRITER
  Learning to Write Accurate and Timely News Releases
  June 2004

  Developed by Argonne National Laboratory for the CSEP Program. For more information, visit

  - http://www.dis.anl.gov/groups/riskcomm/services/newswriter.html

FEMA and the Emergency Management Institute

FEMA and the Emergency Management Institute (EMI) provide a large number of training courses for emergency managers and response personnel. Many courses are applicable to JIC personnel, spokespersons, and those involved with community education and public affairs. The EMI catalog cited below offers a wide range of courses specific to both public information and emergency management, generally. The courses change periodically and some are offered in the field or presented at the state level, online via independent study, or only on the EMI campus. They vary in length from a few hours to several days. See the full course catalog for current information. Since the catalog includes detailed descriptions, they are not described in detail here. Among those of particular interest to individuals in public affairs/public information are:

IS-0029 Public Information Officer Awareness

IS-0242.a Effective Communications

IS-250.a Emergency Support Functions (ESF) #15 -- External Affairs: A New Approach to Emergency Communication and Information Distribution

IS-702.a	National Incident Management System Public Information Systems
IS29	Public Information Officers Awareness
G291	Joint Information System/Center Planning for Tribal, State, and Local Public Information Officers
E388	Advanced Public Information Officer
E389	Master Public Information Officer

- http://training.fema.gov/emicourses/

Local Training

Many local jurisdictions offer their own public affairs training, particularly for other agency workers and volunteers who may be needed to staff JIC and JIS functions in an emergency, but for whom public information is not a routine activity. These local training sessions typically cover the basics of emergency public information, and the role of the JIS and the JIC. Referencing local plans and procedures, the training is also used to orient staff to the positions they may be required to fill in an emergency. Some of these programs are locally developed or adapted from existing EMI courses. CSEPP PIOs and PAOs from the state, the Army installation and local counties should be able to provide additional information about available local training opportunities.

National Highway Traffic Safety Administration/Department of Transportation

The National Highway Traffic Safety Administration, Department of Transportation, has developed extensive training resources for the public affairs community. While not specific to the CSEP Program, these products provide considerable detail on how to build the elements of an effective community education and emergency public information program. (Most are out of print, and in some cases dated, but still offer useful insights.)

- Article Design Tips
- Brochure Design Tips
- Building Media Relations
- EPI Pocket Guide
- Forms of Communication
- Media Kits
- News Conferences
- Op-Ed Design
- Radio PSAs
- Television PSAs
- Using Radio

CSEPP Exercises

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

- Timely and adequate activation, staffing, and equipping of the JIC.
- Timely and adequate communication among the Army installation EOC, EOCs of the affected jurisdictions, the JIC, the public and the news media.
- Timely dissemination of appropriate, accurate emergency information to the media and the public.

- Timely and appropriate coordination of emergency public information among all responding jurisdictions and organizations through the JIS, and effective operation of a JIC.
- Effective use of social media and related communication channels to enhance conventional dissemination methods.

These large-scale exercises are an excellent opportunity to train staff — particularly those new to their jobs — build teamwork within and across agencies, test facilities and equipment, and provide assurance of effective response in an actual emergency. Following each CSEPP exercise, an after-action report is developed that analyzes the community's level of preparedness. These reports are an objective accounting of the performance and readiness of each of the jurisdictions within the CSEPP community. The reports are an excellent way for public affairs staff to learn about the range of issues affecting their site, including public information assessments. Reading reports from other sites can also provide new perspectives and fresh ideas.

Exercises are also a valuable opportunity to show local media how the CSEPP community would respond to an actual emergency and to demonstrate the coordinated efforts and commitment of local, state and federal officials to keeping residents safe. A public affairs plan is included as part of each exercise where local reporters are invited to observe exercise play, including demonstrations of key response elements, with appropriate public affairs staff available to explain plans and procedures, and to answer questions. Guidance on conducting public affairs-related exercise activities is included in *CSEPP Program Exercise and Policy Guidance*, December 2012 (The Blue Book).

CSEPP Exercise Policy and Guidance (Blue Book)

- https://www.csepportal.net/secure/portal/Benchmarks/Exercise/Exercise%20Documents/Blue_Book_December_2012.pdf

Samples of CSEPP Exercise Reports (on the CSEPP Portal)

- https://www.csepportal.net/secure/portal/Benchmarks/Exercise/Exercise%20Reports/Forms/AllItems.aspx

Mock Media in Exercises

A key part of the public affairs exercise component is mock media. Mock media are controllers who simulate real-world media and test the emergency public information response capabilities of organizations in the CSEPP community. Mock media reporters work from field locations and ask questions, conduct interviews, participate in news conferences and briefings, produce news stories, and use social media platforms — just like the real media would. There is also a media table in the Simulation Cell (SimCell) where mock media reporters make calls to exercise players. This process provides a robust demonstration of the ability of PIOs and PAOs to function within the JIS and JIC, and is an excellent training tool. Mock media are also available to support CAIRAs (Chemical Accident or Incident Response and Assistance) and other smaller-scale drills and exercises. See the fact sheet for detailed information about the role played by mock media at exercises.

Mock Media in CSEPP Exercises Fact Sheet

- http://csepp.dis.anl.gov/ENN/pdf/Mock%20Media%20Fact%20Sheet.pdf
- http://www.cma.army.mil/fndocumentviewer.aspx?docid=003676499

3.0 The Goals of Emergency Public Information

Where planning and coordination prepares the community should an emergency occur, the logical next phase is the provision of public information during an actual crisis. Immediately following an emergency, CSEPP public affairs staff implement plans and procedures and begin the process to distribute previously developed materials. Emergency public information operations continue until all internal and external information needs are fully satisfied.

As with community education, the principal objective of an emergency public information program is to prevent loss of life and minimize injuries and property damage by ensuring that appropriate instructions are distributed to the public in a timely manner during a chemical emergency. To accomplish this, agencies must rely upon their pre-incident planning and coordination, plus careful monitoring of the public information being developed and disseminated, to determine what course corrections, if any, are necessary.

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

Emergency public information plans and procedures exist for the sole purpose of ensuring that the public affairs team from all involved organizations, including PAOs, PIOs, spokespersons and support staff, are able to provide clear, accurate, appropriate, timely and consistent information to all people affected by a chemical emergency. This team is likely to be comprised of one or more Army PAOs and PIOs from the jurisdictions (particularly in the IRZ) affected by the incident and participating in the response, each with its own emergency operations structure. Working together they form the JIS. All work done by this team must be coordinated with other jurisdictions and agencies within the framework of NIMS, and in accordance with the agreements established previously during the *Community Education* and *Planning and Coordination* phases.

- See *Community Education* in Section 1.0
- See *Planning and Coordination* in Section 2.0

Breakdowns in this coordination can lead to the public and media being provided with inconsistent, incomplete or untimely information. The JIS mirrors the Incident Command System so the primary responding agency will most likely take the lead in releasing information.

When an emergency occurs, participating CSEPP agencies must use their protocols to quickly decide what types of information will be provided to which groups, in what order of priority, and how it will be provided. At this point, public affairs staff should be trained and thoroughly familiar with their plans and procedures. Following NIMS guidelines, representatives from all over the country may arrive to augment the local emergency public information effort. If the nationally-recognized NIMS approaches are followed, these supplemental staff can be readily integrated into the local team to support the local effort. As noted, many critical public information tasks must be performed during an emergency response, such as gathering and disseminating information, responding to inquiries from the public and the media, monitoring news reports and social media, correcting rumors and misinformation, presenting news conferences and briefings, and conducting interviews. While public safety remains the top priority, managing this operation — which can include a complex mix of people (PAOs, PIOs, decision makers, subject matter experts, support staff, etc.) and resources (computers, hardware, wireless telephones and networks, digital cameras, television monitors, etc.) — will be a significant challenge.

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

All public information activities during an emergency follow plans developed in the *Planning and Coordination* phase. This includes activating a JIC at the earliest possible time during the emergency response to provide a single location to coordinate and disseminate emergency information. Activities in the initial stage of a chemical emergency will be dominated by the dissemination of protective action instructions.

Because the public must be protected as soon as a chemical incident occurs, activation of the JIS cannot wait until the JIC becomes operational. Plans must be in place to ensure active coordination and release of emergency information and instructions immediately before, or concurrently with, JIC activation. This will necessarily involve effective communication from PIO offices, EOCs, field locations or even while en route to the JIC. Once the JIC becomes operational, the staff and the many resources assembled there will support ongoing JIS activities. Furthermore, some crises may directly affect local communication networks, so plans for operating the JIS must include contingencies for when traditional communication channels are not available.

At their core, emergency public information planning principles are simple and straightforward. They are derived from the three defining words: accurate, timely and coordinated. While each crisis is unique, and PIOs and other responders must be adaptable and flexible, response plans strive to anticipate all tasks and functions, all personnel and equipment, and to the greatest degree possible, all products and messages. If these plans and procedures are in place and up to date, even unforeseen situations can be effectively addressed. As guiding principles, accuracy, timeliness and coordination are closely interconnected, but are subject to a specific ordering. Accurate information comes first — the facts and messages have to be right, especially in an emergency. Next is timely information — lifesaving messages are always needed now, not "as soon as possible." And the information must be coordinated, making sure everyone is on the same page. Just as accuracy must come before timeliness, timeliness cannot be sacrificed to a drawn-out coordination process.

Chemical emergencies are likely to be fast-moving events. Facilities such as EOCs and the JIC will be activated within minutes after notification that an accident has occurred. Staff must be in place soon thereafter and the JIC will begin activation. JIS activities will occur simultaneously as public affairs staff from all jurisdictions share information. EAS messages and initial news releases with protective actions are drafted from pre-scripted templates, approved quickly, and disseminated to the media. Reporters and the public will begin calling and demanding information and probably interviews. Radio and TV stations will break in with news bulletins. Social media platforms will be abuzz. Public affairs staff at each responding agency must be prepared to effectively handle these many and sometimes competing demands — and often within the first minutes after an event occurs. It could appear chaotic but, with careful planning, all can be anticipated and managed.

As a chemical emergency progresses, the emphasis at the JIC will shift from protective action instructions to informing the public about the nature of the emergency and its causes, and response and recovery activities. All information regarding military actions in connection with the emergency should be provided by the Army PAO or command staff to include the nature of the event, mitigation and cleanup activities, any on-site victims, protection of installation workers and protection of the environment.

The Army PAO is responsible for information on the activities of other federal agencies and departments that are operating in direct support of the Army as the coordinating federal agency for chemical events at Army installations under NIMS. The Army PAO also coordinates and consults with public affairs staff from local, state and volunteer organizations, but does not exercise control

over their actions, and coordinates information activities with federal agency public affairs staff operating off-site.

With only two stockpile sites remaining, an event at one will almost surely bring instant attention to the other. If safety at one appears to be compromised, media will want to know if the other is safe. The unaffected installation — and the entire CSEPP community — should prepare to respond to information requests. Similarly, as a result of comparable conditions and experience, public information professionals at the second site can be used to augment those where the emergency occurs, particularly by performing functions that can be done remotely, such as media monitoring and newswriting.

3.3 External Communication from the Joint Information Center

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

CSEPP public affairs staff working in the JIC disseminate information in a variety of ways, all of which should have been carefully planned earlier. The public information activities of the JIC must be supportive of and coordinated with emergency alert and notification methods. In many instances, plans require detailed, pre-scripted news releases to immediately follow broadcasts of the time-restricted EAS messages.

Whenever possible, messages from the JIC should refer recipients to existing educational materials that are likely to contain more complete instructions, providing sources for more information by telephone, websites and social media. However, public affairs contingency planning should assume that pre-incident information will not be accessible in an emergency and will have to be provided again in the form of EAS messages and other informational products, and in terms more specific to the situation at hand.

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

3.4 Transition from Response to Recovery

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

The community's need for information, and the kind of information needed, will change as the emergency transitions from response to recovery. Protective action decisions may dominate early messages, but public affairs staff must anticipate these changes and reorient later messages to the recovery needs of the community. Immediacy may diminish, but the need for accurate information will continue. The media's interest will gradually diminish from insistence on immediate information to reporting on the aftermath and effects, including a determination of fault. Local media will stay interested for the long term while the attention of the national media may shift elsewhere.

The JIS will remain the principal mechanism for distributing information during the recovery and remediation phase, with staff still co-located at the JIC. The public and media will want to know what happened and why; what can be done to keep it from happening again; when they might return to

normal life, if possible; what the status is of any victims; if the environment has been affected and how it will be cleaned up; how they might be compensated for losses; and what continuing services may be available.

The remediation and recovery plan should support CSEPP public information staff in:

- Gathering information and coordinating with public information staff of all organizations involved in the recovery effort, at all governmental levels;
- Obtaining advice from disaster recovery experts in areas such as environmental remediation, claims and social services; and
- Disseminating recovery information to the public and the news media via news releases, interviews, regularly scheduled news conferences and briefings with senior officials, maintaining up-to-date websites, distributing recovery materials, providing social media updates, and responding to media and public inquiries.

In other words, JIS and JIC activities will continue, but at progressively lower levels of staffing and by providing different types of information. Twenty-four hour staffing may no longer be required. Planners need to anticipate this transition, not only for informational requirements, but in terms of long-term, sustainable staffing and maintenance of the JIC.

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

- See Introduction Section C for information about the National Response Framework.

4.0 The Goals of Post-incident Information and Analysis

As disruptive and potentially life-threatening as a chemical event might be, the CSEPP community will learn from the experience what efforts were most effective in educating the community and preparing and responding to the event. The CSEPP community also has the obligation to collect and quantify the results for the benefit of the entire CSEP Program.

The goal of *Post-incident Information and Analysis* is to evaluate the effectiveness of the *Community Education, Planning and Coordination,* and *Emergency Public Information* phases after an emergency has occurred. A formal assessment of the community's understanding and retention of the CSEPP preparedness message and its ability to respond to the emergency will help to improve community education and public information efforts around the country. As part of that assessment, a survey of the public and/or focus groups will help identify strengths and weaknesses in the pre-incident planning and emergency response.

The Army has protocols for conducting after-action reports. In addition to the off-site community's participation in these investigations, it will also conduct a review of its own actions. (Exercise evaluation methods may serve as helpful background on what to look for in after-action investigations.)

These experiences should be compiled into a formal report summarizing lessons learned and best practices, and then shared with the other CSEPP community and the national emergency management and response community. The report should be completed regardless of the nature of the emergency. If an event occurs without directly threatening the public, the event still has important lessons that may help improve the CSEPP public affairs program.

4.1 Evaluation: Pre-incident Community Education

After a chemical emergency occurs, CSEPP public affairs staff should evaluate how community members responded to the emergency, focusing on each target audience identified in the community education phase. The evaluation of the community response will lead directly to conclusions about the quality of the community education effort.

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

- Was the public at large prepared to take actions to protect itself? Did people have the information they needed, both in advance and during the event?
- What was the response level of each of the target audiences? Were any audiences neglected or overlooked in the course of the emergency response?
- Were any injuries or fatalities caused by bad information or lack of available information about protective actions?
- Did residents show faith in the community education plan by following protective action instructions?
- Were any problems caused by poor interagency or inter-jurisdictional coordination? Was NIMS effective in helping to streamline the efforts of the organizations in preparing the CSEPP community?
- Was the information provided by the response organizations — individually and collectively — timely, accurate and consistent?
- Were all available tools used to reach the public and the various target audiences?

- Were spokespersons — decision makers and PIOs/PAOs — effective and credible in delivering their messages?
- Was the community outreach plan effective in guiding CSEPP public affairs through the community education effort?
- Were the community education materials effective?
- Were the media effective in their role of conveying important pre-incident information? Did reporters work as partners or adversaries?
- Were the congressional staffs and members educated effectively before the emergency?

4.2 Evaluation: Pre-incident Planning and Coordination

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

The evaluation of *Pre-incident Planning and Coordination* should address the following critical questions, which provide a basis for using the events occurring during the emergency response to assess whether these planning and coordination activities contributed to or hindered the public information efforts:

- Were all partners sufficiently prepared for the response to the chemical emergency?
- Was a unified, coordinated system developed to address the emergency public information needs of the community?
- Was NIMS an effective framework for planning and coordination?
- Did all agencies work closely and efficiently to produce timely, accurate and coordinated information products?
- Did information flow freely between agencies and the public in the context of a JIS?
- Was the JIC efficient in its operation as the primary source of information for the public and the media? Did the media view the JIC as the primary source of emergency information or did reporters attempt to bypass and/or undermine it?
- Was the JIC physically capable of handling the media and all of its activities?
- Was the EAS effective as a tool for communicating with the public? Were there other delivery systems that could have been used instead of or in addition to EAS?
- Were the emergency public information materials effective in communicating lifesaving information?
- Were local training and exercises effective in preparing agencies and the community for an emergency response?

4.3 Evaluation: Emergency Public Information

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

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

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

Appendix A

Closeout Planning Information and Resources for CSEPP Public Affairs

The goal of closeout planning at each installation is to successfully transition the emergency management infrastructures of the CSEPP community (involved jurisdictions and their partner organizations) from being funded by the federal government to a non-CSEPP funded all-hazards emergency management capability following chemical weapons stockpile destruction. Planning and conduct of activities to dismantle or transition CSEPP capabilities during closeout will begin long before agent disposal operations are completed and will likely vary considerably between installations.

Learning from the experiences of already-closed installations, the challenge for closeout planners at the two remaining sites will be to reorient their focus, preparedness systems, infrastructures and thinking away from chemical agents as the primary hazards to an all-hazard organization no longer dependent on CSEPP funding after closeout. This reorientation will be made easier because CSEPP communities, through their cooperative participation in this program, have received the many preparedness benefits funded by the Army and administered by FEMA. Some of these benefits have included the use of federal funding to develop well-trained emergency managers, public information officers and emergency first responders. Additional federal funding has provided these professionals with new or improved emergency operations centers and joint information centers; public alert and warning systems (e.g., sirens, tone alert radios, etc.); communication systems (e.g., dispatch radios, towers, etc.); information technology devices (e.g., computer hardware, phones, printers, displays, etc.); personal protective equipment; personal information technology (e.g., cell phones, PDAs, etc.); decontamination trailers, systems and supplies; and shelter and reception center equipment and supplies. Furthermore, all of these personnel, facilities, equipment and supplies have been integrated into a larger emergency response organization that includes neighboring communities, volunteer organizations and federal and state agencies that has greatly increased preparedness for emergencies involving other hazards (such as floods, earthquakes and tornadoes) that these communities may face.

The reorientation efforts are also aided by flexible Army and FEMA closeout guidelines contained in the August 2010 *CSEPP Closeout Guidebook*, which gives local officials the opportunity, with careful transition project planning and implementation emphasizing affordability and cost minimization, to preserve and maintain the legacy of all-hazards emergency preparedness capabilities left behind by the CSEP Program. In particular, community support will be needed to select and design the set of transition projects that will continue affordable levels of CSEPP emergency preparedness capabilities as they are adjusted and redirected toward all-hazards preparedness. In addition, once closeout is complete, continuing community support in the form of budgetary allocations and other public and private financial, time, talent and effort contributions will be needed to ensure the continuing viability and success of new, all-hazards emergency response capabilities.

The *Closeout Guidebook* describes the public affairs closeout program as follows:

> *Many CSEPP jurisdictions have developed highly sophisticated public information capabilities based on the program's emphasis on educating the public and quick and effective dissemination of emergency information. To some degree in each community, the work of the public affairs function will continue through program adjustment until closeout. These issues are addressed in more detail in Annex A: CSEP Program Closeout Public Affairs Plan Template. At the same time, JICs and related components of the JIS established within and among CSEPP jurisdictions are extremely valuable*

community resources and should be preserved. Ongoing maintenance of CSEPP JIC/JIS capabilities for non-CSEPP, all-hazards application, including the concept of a "Virtual JIC," should be a high priority. The effective support provided to exercise participants by PIOs in distant jurisdictions as part of CSEPP exercises suggests that a comparable approach is possible within individual states and should be examined. Furthermore, experience with actual events in CSEPP states has illustrated the importance of the public information function, generally vested in a dedicated PIO. Where it does not already exist, state and local officials should carefully consider how this capability (whether unique to emergency management or not) can be retained internally or transferred to another agency.

Key PIO tasks during closeout will be to get closeout messages out to foster sufficient levels of federal, state, and local community internal and external cooperation, and to assure that any subsequent efforts and projects are well coordinated and publicized. Many other messages will also need dissemination, including how public safety will continue to be the paramount concern, how personal and family preparedness will continue to be essential under the new all-hazards emergency management infrastructure and operating systems, and that Federal CSEPP funding will be terminated after closeout because of the government's responsibility to be fiscally responsible stewards of public funds. Another important message to be disseminated will be how, once chemical agent destruction and closeout are complete, the chemical weapons threat to the public will be eliminated and other natural and technological hazards present in the region will be the focus of preparedness and response systems and efforts.

Not to be overlooked in this final stage of closeout is recognizing the significant national achievement represented by eliminating the very real danger posed by the chemical weapons stockpile at each site. A ceremony at which the civilian and military communities' shared success can be recognized and celebrated is a regular element of closeout planning. This will often require the local public affairs staff to work closely with and in support of Army and FEMA headquarters counterparts, including those of the Assembled Chemical Weapons Alternatives (ACWA) in the organization and execution of an appropriate closeout/end of de-militarization ceremony.

The electronic files and links below provide the complete August 2010 *Closeout Guidebook*, which includes a highly detailed Public Affairs Communication Plan Template and appendices with guidance on key public information messages and talking points, plus internal CSEP Program and external Closeout Fact Sheets and Frequently Asked Questions (FAQs).

- https://www.csepportal.net/secure/portal/ipts/closeout_IPT/Closeout%20IPT%20Documents/Closeout_Guidebook_08-03-10.pdf

The *Closeout Guidebook* includes, in Annex A, the following sections specific to public affairs: Closeout Public Affairs Plan Template, Key Messages & Talking Points (Phase One); Appendix B: Public Affairs Activities (Phase One); Appendix C: Key Messages and Talking Points (Phase Two); and Appendix D: Public Affairs Activities (Phase Two).

Additional links provide examples of public information materials developed and disseminated by the Aberdeen Chemical Agent Disposal Facility in Maryland and the Newport Chemical Depot in Indiana, both of which have successfully completed their closeout.

See extensive list of CSEPP closeout public affairs documents at

- https://www.csepportal.net/secure/portal/ipts/closeout_IPT/Closeout%20Public%20Affairs%20Documents/Forms/AllItems.aspx
- https://www.csepportal.net/secure/portal/ipts/pa_mockup/_layouts/WordViewer.aspx?id=/secure/por-tal/ipts/pa_mockup/PA%20IPT%20Documents/CSEPP%20Closeout%20Fact%20Sheet%20Internal.doc&DefaultItemOpen=1

Electronic files for "internal" and "external" CSEPP Closeout Fact Sheets

- https://www.csepportal.net/secure/portal/ipts/closeout_IPT/Closeout%20Public%20Affairs%20Documents/Forms/AllItems.aspx

Umatilla CSEP Program Closeout: Public Affairs Plan (Dec. 19, 2009)

- https://www.csepportal.net/secure/portal/ipts/closeout_IPT/Closeout Public Affairs Documents/PA Plan_Draft 4_09Dec18.doc

Appendix B

CSEPP History and Overview

Program Origin

In 1985, Congress directed the Department of Defense (DoD) to dispose of its lethal unitary (pre-mixed) chemical agents and munitions while providing "maximum protection for the environment, the general public and the personnel involved." In 1987, the U.S. Army released a Draft Emergency Response Concept Plan (ERCP), which presented a basis for the development of local emergency response programs and examined various methods of emergency planning. The Army also prepared a Chemical Stockpile Disposal Implementation Plan, and requested funds to implement enhanced emergency preparedness on-post and off-post for all eight domestic chemical stockpile sites. The effort to enhance emergency preparedness became the CSEP Program when FEMA joined in that effort through a Memorandum of Understanding (MOU) signed in August 1988. This MOU was reaffirmed in 1993 and revised in 1997 and 2004.

Army and FEMA Organizational Roles

CSEPP is a project conducted under the chemical demilitarization program, a major defense acquisition program executed by the U.S. Army. Prior to demilitarization, CSEPP augments the Army's Chemical Materials Activity whose mission is to safely store the stockpile by ensuring maximum protection to its workers, the public and the environment. The Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA [ALT]) Joint Program Executive Office — Chemical and Biological Defense (JPEO-CBD) is responsible for overseeing CSEPP execution. The Chemical Materials Activity (CMA) executes day-to-day management of CSEPP, including upgrading on-post response capabilities; developing on-post preparedness plans; conducting on-post training; automation; and integrating on- and off-post capabilities. In FEMA, CSEPP resides within the Technological Hazards Division (THD) of the National Preparedness Directorate. FEMA takes the lead in assisting, promoting and evaluating preparedness in the off-post CSEPP communities. FEMA's role is executed through a national office within THD and through personnel in the regional offices where the chemical installations are located. Pueblo is in FEMA Region VIII (based in Denver) and Blue Grass is in Region IV (based in Atlanta).

In terms of daily program management and operation, CSEPP is managed as a community partnership that brings together FEMA, the Army, many other federal departments and agencies, state and local governments, volunteer organizations and private industry.

Demilitarization Status

As of 2013, almost 90 percent of the nation's chemical stockpile had been destroyed. The remaining stockpile is stored at two sites, Blue Grass Chemical Activity and Pueblo Chemical Depot. At these sites, the Assembled Chemical Weapons Alternatives (ACWA) program is responsible for destruction of the stockpile, while the Army CMA is responsible for continued safe storage of the stockpile until it is destroyed.

Original Sites and Status

Anniston Chemical Activity, Alabama

Percentage of original stockpile: 7%
Destruction: 100% (Completed in 2011)

Blue Grass Chemical Activity, Kentucky

Percentage of original stockpile: 2%
In early stages of demilitarization and closure activities

Deseret Chemical Depot, Utah

Percentage of original stockpile: 44%
Destruction: 100% (Completed in 2012)

Edgewood Chemical Activity, Maryland

Percentage of original stockpile: 5%
Neutralization: 100% (completed in 2006)

Johnston Atoll, Pacific Ocean

Percentage of original stockpile: 6%
Destruction: 100% (Completed in 2000)

Newport Chemical Depot, Indiana

Percentage of original stockpile: 4%
Neutralization: 100% (Completed in 2008)

Pine Bluff Chemical Activity, Arkansas

Percentage of original stockpile: 12%
Destruction: 100% (Completed in 2010)

Pueblo Chemical Depot, Colorado

Percentage of original stockpile: 8%
In early stages of demilitarization and closure activities

Umatilla Chemical Depot, Oregon

Percentage of original stockpile: 12%
Destruction: 100% (Completed in 2011)

Participating Organizations

Currently, two states (Colorado and Kentucky), eleven counties and two Army installations participate in CSEPP. Three of the counties contain areas within the Immediate Response Zone, the emergency-planning zone immediately surrounding the Army installation and extending to about six miles from the chemical storage area. As of 2013, the primary CSEPP stakeholders were:

Federal

- U.S. Department of Defense Joint Program Executive Office for Chemical and Biological Defense
- U.S. Army Chemical Materials Activity
- U.S. Department of Homeland Security, Federal Emergency Management Agency

Colorado

- Pueblo Chemical Depot
- Colorado Division of Homeland Security and Emergency Management
- Pueblo County
- Pueblo City-County Health Department

Kentucky

- Blue Grass Army Depot
- Kentucky Division of Emergency Management
- Clark County
- Estill County

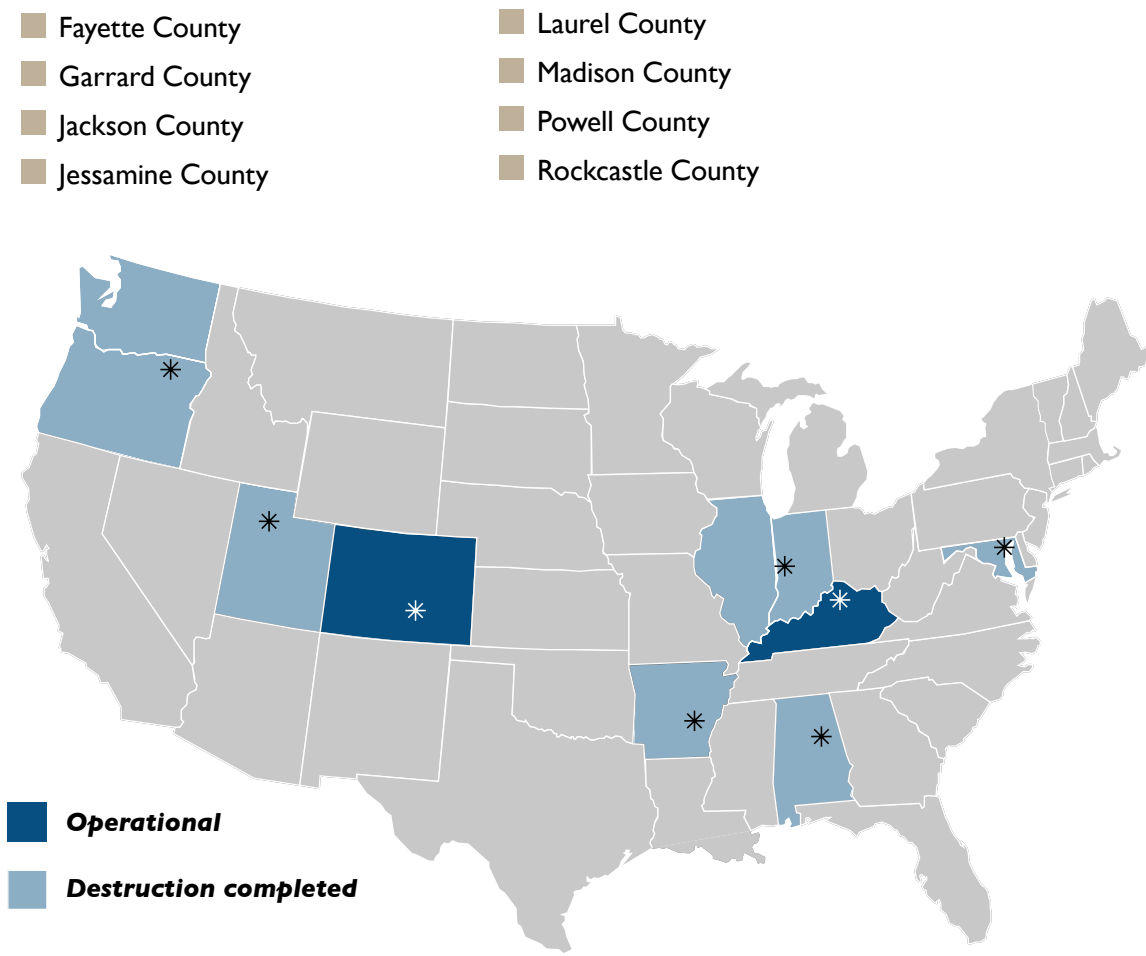


Figure 1 — Location of present and former chemical stockpile installations

Program Closeout and Legacy

Congress has specifically directed that no new funding be provided to CSEPP communities following the completion of stockpile elimination. As destruction activities commence, one focus of the program is efficient closeout, including preservation of the capabilities and lessons learned developed during the program, and transition to a more sustainable profile for state and local communities that currently receive program funding.

At the six domestic sites where CSEPP has closed out, the program has left the community better prepared to respond to all hazards. Local jurisdictions now have advanced emergency response capabilities that include experienced emergency management personnel; interoperable communications systems; protective equipment for first responders; renovated and equipped emergency operations centers; and preparedness, outreach and education programs.

At the national level, a number of capabilities and tools have been developed that are being adapted and distributed to enhance other programs, including planning software, hazard-analysis and decision-support software, stand-alone training programs, and lessons learned.

Acronyms & Abbreviations

A&N	Alert and Notification
ACP	Access Control Level
ACWA	Assembled Chemical Weapons Alternatives
AEC	Army Environmental Center
AEGL	Acute Exposure Guideline Level
AID	Agency for International Development
AMC	Army Materiel Command
ANL	Argonne National Laboratory
AOC	Army Operations Center, Pentagon
AP	Associated Press
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
AVMA	American Veterinary Medical Association
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
CAI	Chemical Accident or Incident
CAIRA	Chemical Accident or Incident Response and Assistance
CAP	Civil Air Patrol
CAR	Capability Assessment for Readiness
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CDP	Chemical Demilitarization Program
CDRG	Catastrophic Disaster Response Group
CECOM	(U.S. Army's) Communications-Electronics Command
CEPPO	Chemical Emergency Preparedness and Prevention Office
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CFR	Code of Federal Regulations
CHPPM	Center for Health Promotion and Preventive Medicine
CMA	Chemical Materials Activity
CONUS	Continental United States
COOP	Continuity of Operations Plan
CSDP	Chemical Stockpile Disposal Program
CSEPP	Chemical Stockpile Emergency Preparedness Program
CWC	Chemical Weapons Convention

DA PAM	Department of the Army Pamphlet
DCO	Defense Coordinating Officer
DETech	D&E Technical, Inc.
DFO	Disaster Field Office
DHS	Department of Homeland Security
DISC	Disaster Information Systems Clearinghouse
DLA	Defense Logistics Agency
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Team
DOA	Department of the Army
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOEd	Department of Education
DOI	Department of Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
DRC	Disaster Recovery Center
EAS	Emergency Alert System
EBS	Emergency Broadcast System
EIDL	Economic Injury Disaster Loans
EIS	Environmental Impact Statement
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMIS	Emergency Management Information System
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOD	Explosive Ordnance Detachment
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPZ	Emergency Planning Zone
ERCG	Emergency Response Coordination Group (Public Health Service, Centers for Disease Control and Prevention, and Agency for Toxic Substances and Disease Registry)
ERO	Equal Rights Officer

ERT	Emergency Response Team
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FOIA	Freedom of Information Act
FOSC	Federal On-Scene Coordinator
FSA	Farm Service Agency
GAO	Government Accountability Office
GSA	General Services Administration
HAZMAT	Hazardous Materials
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IEM	Integrated Emergency Management, Inc.
IMS	Incident Management System
IPAWS	Integrated Public Alert and Warning System
IPT	Integrated Process Team
IRF	Initial Response Force
IRP	Installation Restoration Plan
IRS	Internal Revenue Service
IRZ	Immediate Response Zone
IST	Incident Support Team
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
JPEO-CBD	Joint Program Executive Office for Chemical and Biological Defense
LEP	Limited English Proficiency
MCE	Maximum Credible Event
MERS	Mobile Emergency Response Support
MRE	Meals-Ready-to-Eat

MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NASA	National Aeronautics and Space Administration
NBC	Nuclear/Biological/Chemical
NCP	National Contingency Plan
NCS	National Communications System
NEMA	National Emergency Management Association
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NIH	National Institutes of Health
NIC	NIMS Integration Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NSC	National Security Council
NWS	National Weather Service
OFA	Other Federal Agency
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
ORISE	Oak Ridge Institute for Science and Education
ORNL	Oak Ridge National Laboratory
OSC	On-Scene Commander
OSHA	Occupational Safety and Health Administration
PAD	Protective Action Decision
PAO	Public Affairs Officer
PAR	Protective Action Recommendation
PAZ	Protective Action Zone
PBS	Public Broadcasting System
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PNP	Private Nonprofit
PSA	Public Service Announcement
PPE	Personal Protective Equipment
RACES	Radio Amateur Civil Emergency Services

RA	Regional Administrator
RDECOM	Research, Development and Engineering Command
ROC	Regional Operations Center
RRIS	Rapid Response Information System
RRT	Regional Response Team
RTAP	Real-Time Analytical Platform
SAE	Stafford Act Employee
SARA	Superfund Amendments and Reauthorization Act of 1986
SBA	Small Business Administration
SCO	State Coordinating Officer
SERC	State Emergency Response Commission
SIP	Shelter-in-Place
SITREP	Situation Report
SME	Subject Matter Expert
SOP	Standard Operating Procedure
TCP	Traffic Control Point
TDD	Telecommunication Device for the Deaf
TREAS	Department of Treasury
TVA	Tennessee Valley Authority
UAC	Unified Area Command
UC	Unified Command
USA	United States Army
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USFS	United States Forest Service
USN	United States Navy
USPS	United States Postal Service
US&R	Urban Search and Rescue
VA	Department of Veterans Affairs
VOAD	Voluntary Organizations Active in Disasters
VOLAG	Voluntary Agency
VOST	Virtual Operations Support Team
WHO	World Health Organization
WMD	Weapons of Mass Destruction

Common Social Media and Texting Acronyms and Abbreviations

ABT	About
AFAIK	As far as I know
B/C	Because
B4	Before
BTW	By the way
CHK	Check
DM	Direct message
EM	E-mail
FB	Facebook
FTF	Face to face
FWD	Forward
FYI	For your information
IMHO	In my humble opinion
IOW	In other words
LMK	Let me know
OMG	Oh my God (gosh)
PLZ	Please
RU	Are you
THX, TX	Thanks
TIA	Thanks in advance
TMB	Tweet me back
TTYL	Talk to you later
TU	Thank you
TY	Thank you
TYT	Take your time
TYVM	Thank you very much
U	You
Yr	Your
YW	You're welcome

Glossary

Accessible

Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities. (NIMS)

Acute Exposure Guideline Levels (AEGLs)

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

> ***AEGL 1:*** The airborne concentration of a substance above which it is predicted that the general population, including susceptible individuals, could experience notable discomfort, irritation or certain asymptomatic non-sensory effects. However, the effects are not disabling and are transient and reversible upon cessation of exposure.
>
> ***AEGL 2:*** The airborne concentration of a substance above which it is predicted that the general population, including susceptible individuals, could experience irreversible or other serious, long-lasting adverse health effects or an impaired ability to escape.
>
> ***AEGL 3:*** The airborne concentration of a substance above which it is predicted that the general population, including susceptible individuals, could experience life-threatening health effects or death.

Each of the three levels of AEGL — AEGL-1, AEGL-2 and AEGL-3 — are developed for each of five exposure periods: 10 minutes, 30 minutes, 1 hour, 4 hours, and 8 hours. These are plotted on maps initially based on computer models and updated based on actual ground, water, and air samples.

Access Control Point (ACP)

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

Accident Assessment

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

Alert and Notification System

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

All-Hazards

Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. (NIMS)

Alternate Joint Information Center

A facility that serves as a backup when the regular JIC is not available. It may be a fixed or mobile facility.

Area Command

An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization, or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. (NIMS)

Assessment

The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making. (NIMS)

Blister Agent

See Vesicant Agent.

Call taker

An individual at a CSEPP installation, EOC, or JIC (or a contract facility) assigned to respond to phone inquiries from members of the public, from the media, or both, during an emergency or exercise. These individuals should be provided with the most complete and up-to-date information possible concerning the ongoing event and emergency response, as well as thorough technical information on the chemical and other hazards involved, and human health and environmental impact information.

Casualty

Any person who is declared dead or is missing, ill or injured (NRF). Usually used in a military context (including civilian employees). For those affected off-post, specific terms are usually used such as dead (or fatality), injured, missing, or survivor. The key is sensitivity to public reaction.

Catastrophic Incident

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

Chemical Accident/Incident (CAI)

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

Chemical Accident/Incident Response and Assistance (CAIRA) Plan

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

Chemical Agent (military term)

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

Chemical Demilitarization Program (CDP)

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

Chemical Event (military term)

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

Chemical Event Emergency Notification System

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

Chemical Limited Area

See Limited Area.

Chemical Stockpile Disposal Program (CSDP)

Congressionally mandated program that requires the Army to dispose of all its unitary chemical agents.

CSEPP National Joint Communications Action Plan

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

Chemical Stockpile Emergency Preparedness Program (CSEPP)

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

Chemical Surety (military term)

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

Closeout

The process of completing all cooperative agreements made by federal, state, tribal, and local government participants in the CSEP Program at a given installation, and transitioning sustainable CSEPP preparedness and response capability to a community all-hazards approach (see Appendix A and All-Hazards definition).

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

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

Contamination

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

CSEPP Community

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

CSEPP Jurisdiction

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

D2Puff

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

Decibel (dB)

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

Decontamination (military term)

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

Demilitarization

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

Department of Homeland Security (DHS)

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

Depot

See Installation.

Disaster

See Major Disaster.

Dose

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

EAS message

Messages developed and sent to the public by emergency response organizations using Emergency Alert System broadcast stations (and/or tone-alert radios) for the purpose of alerting and providing emergency instructions to the public. These messages should be pre-scripted and tested in advance of exercises and emergencies, and be flexibly constructed to allow for customized modifications that address the current situation.

Electronic Bulletin Board

A display that can be viewed on the computer of each PIO staff person, including public and media call takers. The display shows the most important public information, including areas to be evacuated or sheltered, evacuation relocation centers, road closures, ending shelter

information, injury and medical data, and other information most requested by the public and media. The computer file can be frequently "refreshed" to provide the latest changes in information.

Emergency

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

Emergency Alert System (EAS)

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

Emergency Management Assistance Compact (EMAC)

Multi-state agreement detailing the procedures for supplying mutual aid during a disaster. To date, all 50 states and the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands are members of the compact.

Emergency Operations Center (EOC)

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

Emergency Operations Plan (EOP)

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

Emergency Planning Zone (EPZ)

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

Emergency Support Function (ESF)

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

End shelter-in-Place

A protective action recommendation made when sheltering is no longer necessary and advisable. There are four types of ending shelter: 1) resume normal activities with no restrictions, 2) ventilate the shelter but remain indoors, 3) exit the shelter without ventilating and remain nearby, 4) exit the shelter and relocate to a designated facility. (See also Shelter-in-Place.)

Enhanced Shelter-in-Place

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

Evacuation

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

Exclusion Area (military term)

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

Expedient Shelter-in-Place

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

Exposure

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

Federal On-Scene Coordinator (FOSC or OSC)

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

First Responder

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

Full-Scale Exercise

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

GA

See Nerve Agent.

GB

See Nerve Agent.

H

See Mustard Agent.

HD

See Mustard Agent.

Hospital Environments

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

HT

See Mustard Agent.

Immediate Response Zone (IRZ)

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

Incident Action Plan (IAP)

A written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period.

Incident Commander (IC)

The individual responsible for all incident activities, including the development of strategies and tactics, and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations, and is responsible for the management of all incident operations at the incident site. (NIMS)

Incident Command System (ICS)

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

Ingestion Exposure

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

Initial Response Force (IRF)

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

Installation

An Army base, depot, or other facility within which chemical agents are stored and processed. It may be either a stand-alone facility or part (tenant) of a larger one.

Institutional Populations

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

Integrated Process Team (IPT)

IPTs exist at the community and national levels. As it relates to public affairs practice, the term describes an advisory and decision-making body composed of representatives from each jurisdiction, agency, and stakeholder in a CSEPP community. On the national level, the CSEPP Public Affairs IPT includes representatives from all CSEPP sites, organized to develop and

implement comprehensive communication strategies to inform the public in the event of an emergency at an Army installation.

Integrated Public Alert and Warning System (IPAWS)

An Internet-based comprehensive, coordinated, integrated system that can be used by authorized public officials to use multiple pathways to deliver effective alert messages to the American public. It integrates the different emergency alert systems of the U.S. Its purpose is to connect alert originators to a server which then aggregates and disseminates alerts to the proper systems.

Internal Briefing

A summary or update of the current emergency situation and the emergency response to it, which takes place at CSEPP depots, EOCs, and JICs, and provided to all staff and volunteers. These briefings should take place shortly after these facilities are activated, and after emergency situation changes, receipt of important public information on protective action decisions, changes in those decisions, and news conferences (which often disseminate new, important information on the emergency situation and response).

Joint Information Center (JIC)

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

Joint Information System (JIS)

Unified, coordinated public information network with common resources and agreed-upon procedures that links participants through technological means when geographical restrictions, incident management requirements, and other limitations preclude physical attendance at a central location. The JIS allows public affairs staff to communicate effectively and make joint announcements as if located in the same facility. It has a structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during an exercise or actual crisis or incident operations, controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Lewisite

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

Limited Area (military term)

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

Liquid Agent

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

Limited English Proficiency

An inability of individuals to communicate effectively in English because their primary language is not English and they have not developed fluency in the English language.

Local Government

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

Major Disaster

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

Mass Care Center

Facility for providing emergency lodging and care for people made temporarily homeless by an emergency. Essential basic services (sleeping, feeding, family reunification, etc.) are offered. Sometimes called a Congregate Care Center and often popularly called a "shelter." Typically operated by the American Red Cross.

Mass Casualty Incident

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

Maximum Credible Event

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

Media Monitoring

A function normally performed by PIO staff in a JIC involving the review of newspaper, Internet, social media, radio, and television coverage of an emergency or exercise, to help ensure that the public is being provided information which is accurate and balanced, whether key issues are being conveyed to the public, and what the public perception of and reaction to events is. Effective monitoring should be followed up with official timely corrections of media inaccuracies, filling of information gaps evident in media stories, and addressing of issues reported or raised in media stories.

Memorandum of Understanding (MOU)

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

Mitigation

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

Mobile Joint Information Center

A portable and flexible communication alternative for potentially vulnerable, fixed JIC facilities. Usually a specially equipped van or motorhome that can be driven to a site near the scene of an event.

Mock Media

In CSEPP, mock media are exercise controller personnel who cover and report the exercise as if it were a real event by gathering information and producing real-time print and broadcast stories, blogs, and social media reports. Some act as field reporters and interact with players

at their response locations. Others make phone calls from a Simcell. News stories (TV, radio, print, social media) are prepared and made available to players.

Monitoring Teams

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

Mustard Agent

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

Mutual Aid Agreement

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

National Contingency Plan (NCP)

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

National Incident Management System (NIMS)

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

National Integration Center (NIC)

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

National Response Center

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

National Response Framework (NRF)

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

National Response Team

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

Nerve Agent

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

Normal Shelter-in-Place

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

Off-Post

Area surrounding a military installation or facility.

On-Post

Military installation or facility.

On-Scene Coordinator (OSC)

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

On-Site

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

Position Statement

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

Pre-Hospital Environments

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

Preparedness

Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident. (NRF)

Pressurized Shelter-in-Place

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

Primary Receiving Hospitals

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

Protective Action

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

Protective Action Decision (PAD)

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

Protective Action Recommendation (PAR)

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

Protective Action Zone (PAZ)

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

Public Alert and Notification System

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

Public Affairs Officer (PAO)

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

Public Information Officer (PIO)

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

Quarantine

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

Recovery

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

Re-Entry

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

Re-Entry Interval

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

Regional Response Team (RRT)

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

Release

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

Relocation Points

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

Response

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

Restoration

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

Rumor

Unconfirmed information surfacing during an exercise or real emergency that is learned from phone calls, media stories, or social media platforms. If rumors are found to be false, they should be promptly squelched by reporting (e.g., broadcasting), posting to websites and social media, or via news briefings and news conferences.

Satellite Joint Information Center

A satellite JIC is a forward-deployed component of an incident JIC. Smaller in scale, a Satellite JIC is established to provide a scalable and flexible capability for timely release of information as the incident situation evolves. A Satellite JIC may be established to support a specific press event.

Secondary Contamination

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

Shelter-in-Place

Protective action that involves taking cover in a building and taking steps to limit natural ventilation in order to reduce exposure to a hazard. Different categories include normal, expedient, enhanced, or pressurized shelters. (See also End Shelter-in-Place, Enhanced Shelter-in-Place, Expedient Shelter-in-Place, Normal Shelter-in-Place, and Pressurized Shelter-In-Place.)

Signs

Objective, physical evidence of a medical condition or disease (e.g., drooling) that is readily measured or observed. (Medical term)

SIMCELL

An exercise SimCell is a location from which controllers deliver telephone calls, radio messages, faxes, news stories, social media posts and other types of messages. These messages represent the actions, activities, and conversations of an individual, agency, or organization that is not participating in the exercise but would likely be actively involved during a real incident. These messages are usually pre-scripted based on the exercise scenario timeline; some may be made "ad hoc" in unusual circumstances. Players are expected to provide information as they would in a real event.

Site-Specific Emergency Response Concept Plan

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

Smart Book

Material provided to officials, JIC call takers, and PIOs that contains background information to assist in responding to inquiries from the media or members of the public. It may be in hard copy or electronic form and is frequently updated as conditions change.

Social Media

Forms of electronic communication (such as websites for social networking and microblogging) where users create online communities to share information, ideas, personal messages, and other content, including videos. Currently, Facebook and Twitter are the most popular.

Special Facilities

Locations that provide assistance to persons with special-needs. Examples include schools, daycare centers (for children or adults), nursing homes and hospitals.

Special Needs Populations

Groups of people whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are elderly; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged. (NRF)

Stafford Act

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

State

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

State Emergency Response Commission (SERC)

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

Superfund Amendments and Reauthorization Act of 1986 (SARA)

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

Surety

See Chemical Surety.

Symptoms

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

Tertiary-Receiving Hospital

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

Title III

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

Traffic Control Point (TCP)

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

Tribe

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

Unified Approach

The integration of resource management, communications and information management, and command management in order to form an effective system. (NIMS)

Unified Command (UC)

An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC (who are often the senior persons from agencies and/or disciplines participating in the UC) to establish a common set of objectives, strategies, and a single Incident Action Plan. (NIMS)

Unified Area Command (UAC)

Version of command established when incidents under an Area Command are multi-jurisdictional. See Area Command. (NIMS)

Unitary Chemical Munitions

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

Unity of Command

An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor. (NIMS)

Verification

Ensuring that information coming into the JIS and JIC is up-to-date and accurate. Analysts responsible for accomplishing this task should have a system in place, complete with standards, for doing so. Elements of the verification system should include: 1) consulting with relevant EOC sources and technical specialists, 2) checking the information for internal consistency and accuracy, and 3) comparing notes (as a PIO who has been asked for approval to release the information to the public) with the lead PIO and PIOs who are liaisons to the various assistance programs or response/recovery partners, to confirm accuracy of information. (NIMS, FEMA-517)

Vesicant Agent

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

Victim

See Casualty.

Virtual Joint Information Center

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

Virtual Operations Support Team (VOST)

As applied to emergency management and disaster recovery, VOST is an effort to make use of new communication technologies and social media tools so that a team of trusted agents can lend support via the Internet to those on-site who may otherwise be overwhelmed by the volume of data generated during a disaster. VOSTs are activated so they can perform specific functions in support of affected organizations and jurisdictions. Each VOST has a team leader that reports directly to the affected organization/jurisdiction.

Volunteer

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

VX

See Nerve Agent.

Weathering

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

Glossary of Media Terms

Actuality (radio)

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

Advisory (public information)

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

Affiliate (television)

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

Anchor (radio, television and Internet news)

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

App

A software application, typically a small, specialized program downloaded onto mobile devices.

Assignment Desk (radio, television and Internet news)

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

Backgrounder (public information)

Written document that provides detailed background information about a person, site, facility, or event. The term can also mean a briefing that provides a reporter with contextual information. (See also Fact Sheet.)

Backpack (television)

This small backpack-sized live unit replaces satellite or microwave trucks. The backpack uses cellphone signals to broadcast a signal live, taped as live and/or video and sound bites back to the station. It is increasingly becoming a tool of the television trade.

Bandwidth (computer and television)

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

Banner Ads (computer)

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

Beat (newspaper, radio, television and Internet news)

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

Bird Time (television)

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

Bits Per Second (computer)

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

Blog

A website organized around a specific topic or theme, by one or a group of writers, often organized chronologically, having images and links to other websites, and typically allowing readers to post comments.

Briefing (public information)

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

B-Roll (television)

The recorded video shown on TV newscasts; i.e., video that is not "live." This may be video seen while the reporter or anchor talks, or video shown between sound bites. It may be referred to as "file footage." (During the early days of television the "B-Roll" was the second roll of film used to show images while the reporter was talking or to fill out a package.) (See also VO.)

Broadband (computer)

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

Browser (computer)

An application that allows users to look, read, view, and listen to information on the World Wide Web. Internet Explorer, Google Chrome, Apple Safari and Mozilla Firefox are examples of browsers.

Byline (newspaper and Internet news)

The name of the person(s) who wrote a story. It is placed before the story, usually in bold or italics along with the person's picture or e-mail address. A byline may identify the person as a staff writer, wire service reporter or freelance contributor.

C-Band (television)

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

Chat Room (computer)

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

Circulation (newspaper)

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

City Desk (newspaper)

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

Columnist (newspaper)

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

Cookie (computer)

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

Coverage (advertising, radio and television)

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

Coverage Area (advertising, radio and television)

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

Cyberspace (computer)

Another term for the Internet and the World Wide Web (coined by William Gibson).

Dateline (newspaper)

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

Demographic (advertising)

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

Desktop Publishing (computer)

The use of a computer and specialized software to combine text and graphics to create a finished page that can be printed with an office printer. This technology, in the form of PDF files, is also used by companies to print with offset presses and high speed duplicators.

Drive Time (radio)

The morning and afternoon hours of radio broadcasting. Morning drive time is generally 5–9 a.m. and afternoon drive time is 3–7 p.m., typically when radio stations have their most listeners.

Downlink (television)

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

Earth Station (television)

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

Editor (newspaper)

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

Editorials (newspaper)

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

Embargo (public information)

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

Facebook

A social networking service and website launched in 2004. Users must register before using the site, after which they may create a personal profile, add other users as friends, exchange messages, and receive automatic notifications when they update their profiles. Users may also create or join common-interest user groups such as a CSEPP community joint information system. As of 2014, Facebook had over one billion active users worldwide.

Fact Sheet (public information)

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

Flack (public relations and public information)

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

Flickr

An image- and video-hosting website and web services suite. In addition to being a popular website for users to share and embed personal photographs, and effectively serve as an online community, the service is widely used by photo researchers and by bloggers to host images that they embed in blogs and social media.

Footprint (television)

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

Folo (newspaper, radio, television and Internet news)

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

General Manager (radio and television)

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

Handout Tape (public information)

A videotape provided by an organization for use by a television station. Some smaller stations will use the handout tape in their newscasts. Stations in larger markets may keep the tape for file footage, but generally prefer to produce their own video. A handout tape can be useful in providing video of a secure area or of a procedure like decontamination. It may also be helpful to produce a handout tape if several stations want video of the same event but there is only room for a limited number of cameras. This may also be referred to as a "pool tape." (See also Pool.)

Home Page (computer)

Typically, the first page a viewer will see when visiting a website, and it may contain links to other websites on the Internet.

IFB (television)

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

Immediate Broadcast Request (radio and television)

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

Incident Action Plan (IAP)

A written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period.

Instagram

An online photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos, apply digital filters to them, and share them on a variety of social networking services, such as Facebook, Twitter, Tumblr and Flickr.

Instant Messaging (computer)

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

Internet Service Provider (computer)

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

Kill Date (public information)

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

Ku-Band (television)

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

Local Area Network (computer)

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

Lav-Mike (television)

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

Lead (newspaper and public information)
The first few sentences of a news story or a news release. The lead should answer basic questions such as Who? What? When? Where? Why? How?

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

Live Van (television)
A truck that broadcasts from the field to the studio without using a satellite.

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

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

Media Kit (public information)
A media kit is a package of various materials that a reporter would find useful about a particular subject; for example, about a Chemical Stockpile Emergency Preparedness Program site or demilitarization.

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

Media Mix (public relations)
The combination of media types used together to meet the objectives of a media plan.

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

Media Strategy or Media Plan (advertising and public relations)
The "plan of action" used to achieve the media objectives. (See also Media Objectives.)

Micro Marketing (advertising and public relations)
The concentrating of marketing efforts on relatively small areas of geography or narrow demographic targets.

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

M-O-S (television)
A film term meaning silent or without sound. May also mean "man on the street," which is a type of interview designed to gauge reaction from the public.

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

NAT Sound (radio and television)

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

Network (television)

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

News Advisory (public information)

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

News Conference (public information)

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

News Desk or Copy Desk (newspaper)

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

News Director (radio and television)

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

News Hole (newspaper)

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

Newsgroup (computer)

Message areas on the Internet that focus on different topics.

Nielsen (Radio)

Provides audience estimates, such as the size and characteristics, to local radio stations and markets. Radio stations use this information to determine advertising costs (formerly Arbitron Ratings).

Nielsen Station Index (television)

A Nielsen Media Research division that primarily serves local stations, advertisers, advertising agencies, syndicators, and producers by providing them with data from diaries or meter/diary samples. NSI conducts four "sweeps" periods a year. These sweeps periods are in November, February, May and July. Networks and local stations use this information to determine programming and advertising rates.

One-Man-Band (television)

Reporter who brings the camera, shoots the interview and questions the newsmaker. A one-man-band may also be the same person who returns to the station to edit the video and sound bites to be run during a news program as a VO, VO/SOT or a package. In some markets, one-man-bands set up their own live shots to broadcast their story live on a news program.

Op-Ed (newspaper)

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

Package or Pack (television)

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

Package (advertising)

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

Phoner (radio and television)

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

Pinterest

A pinboard-style, photo-sharing website that allows users to create and manage theme-based image collections such as events, interests, and hobbies. Users can browse other pinboards for images, "re-pin" images to their own pinboards, or "like" photos.

Planning Editor (radio and television)

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

Podcast

A type of digital media consisting of an episodic series of audio, video, PDF, or other digital files subscribed to and downloaded through web syndication, or streamed online to a computer or mobile device.

Pool (newspaper, radio, television, Internet news and public information)

Refers to a group of news gathering organizations that combine their video and newsgathering resources in the collection of news. A pool video or audio feed is then distributed to members of the broadcast pool who are free to edit it or use it as they see fit. In the case of print reporters, a written pool report is distributed to all members. Pools are usually not popular with news organizations and should be considered as a last resort, though in certain circumstances they can be effective. (See also Handout Tape.)

Pool (advertising)

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

Producer (radio and television)

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

Prompter (television)

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

Public Service Announcement (radio, television and public information)

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

Publisher (newspaper)

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

Pull Quote (newspaper)

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

Rate Base (advertising)

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

Rate Card (advertising)

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

Reddit

A social news and entertainment website where registered users submit content in the form of web links or text posts. Users then vote each submission "up" or "down" to rank the post and determine its position on the site's pages. Content entries are organized by areas of interest called "subreddits."

Repeater (radio and television)

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

Reporter (newspaper, radio, television and Internet news)

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

Sat Truck (television)

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

Search Engine (computer)

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

Section (newspaper)

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

Segment (radio and television)

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

Sidebar (newspaper, radio and television)

A story that covers one part of a larger story. Examples of sidebars are stories about saving pets during a disaster, or how the American Red Cross sets up operations.

Simulcast (radio, television and Internet news)

A program transmitted over radio, television and Internet simultaneously.

Slug (public information and newspaper)

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

SMS

See Text Messaging.

SOT (television)

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

Sound Bite (television)

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

Sounder (radio)

Recorded tune used to introduce segments of the broadcast, such as at the beginning of a traffic report or sports; the networks use sounders at the beginning of the hourlies. (See also Actuality.)

Spin (public relations and public information)

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

Standup (television)

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

Stringer (newspaper, radio, television and Internet news)

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

Take (television)

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

Talking Head (television)

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

Talking Points (public information)

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

Text Messaging

Composing and sending brief, electronic messages between two or more mobile phones, or fixed or portable devices over a phone network.

Tower (radio)

A transmitter that broadcasts radio signals to the listening audience.

Trade Magazine (publishing)

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

Transponder (television)

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

TV Q (television)

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

Twitter

A commercial, online, social networking and microblogging service that enables users to send and read "tweets," text messages limited to 140 characters. Registered users can read and post tweets, while unregistered users can only read them. Users access Twitter through its website interface, SMS, or mobile device app.

Uplink (television)

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

Vine

A mobile app owned by Twitter that enables its users to create and post short video clips (now no longer than six seconds) that can be shared or embedded on social networking services such as Twitter (which acquired the app in October 2012) and Facebook. Though Vine was initially available only for Apple iOS devices, it has been introduced on Android, Windows Phone, HTML5, and Windows 8.

VO (television)

Voice-over. The voice of an unseen narrator speaking (as in a motion picture, television commercial, or news story).

Window (television)

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

Wire Services (newspaper, radio and television)

A type of news agency that supplies syndicated news by wire to newspapers, radio, and television stations. For example, two of the major wire services today are Associated Press

and Reuters. Wire services act as a conduit to move stories from city to city, across the country, and around the world. Wire services also have their own reporters who cover breaking news. Typically, news-gathering organizations will subscribe to at least one wire service.

Wrap (radio)

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

YouTube

A video-sharing website, owned by Google since late 2006, where users can upload, view, and share videos. It uses Adobe Flash Video and HTML5 technology to display a wide variety of user-generated video content, including video clips, TV clips, and music videos, and amateur content such as video blogging, short original videos, and educational videos.

Zone Editions (newspaper)

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

Public Affairs Resources

American Red Cross
www.redcross.org

Argonne National Laboratory Risk Communication Program
www.anl.gov/riskcomm

Assembled Chemical Weapons Alternatives, Program Executive Office
Army site that includes information on different destruction methodologies.
www.peoacwa.army.mil

CSEPP Portal
Created under FEMA direction, the CSEPP Portal is a resource for promoting the exchange of information and ideas among those working in the CSEP Program, within and across functional areas. It contains guidance documents, background material, exercise reports, meeting reports, and much more. Some areas of the site require registration and approval to access.
www.cseppportal.net

DETech
A consulting firm that specializes in disaster and emergency management including planning, exercise services and related fields. DETech provides support for CSEPP activities.
http://www.detech.net/

Oak Ridge Institute for Science and Education
http://orise.orau.gov/national-security-emergency-management/default.aspx

Exercise News Network
A site operated by Argonne National Laboratory and used to support CSEPP exercise play, including the posting of mock media news stories and other exercise communications.
www.exercisenewsnetwork.com

IEM, Inc.
A large consulting firm that provides a wide range of disaster assistance, planning, training, and related services. IEM provides support for CSEPP activities.
http://www.iem.com/

International Association of Emergency Managers
www.iaem.com

Joint Program Executive Office for Chemical and Biological Defense
http://www.jpeocbd.osd.mil/packs/Default2.aspx?pg=0

National Emergency Management Association
www.nemaWeb.org

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

NIMS National Integration Center

http://www.fema.gov/national-incident-management-system

Organisation for the Prohibition of Chemical Weapons

The organization overseeing the International Chemical Weapons Convention that aims to eliminate weapons of mass destruction by prohibiting the development, production, acquisition, stockpiling, retention, transfer, or use of chemical weapons by States Parties.

http://www.opcw.org/

U.S. Army, Chemical Materials Activity

Includes links to the Pueblo and Blue Grass CSEPP Outreach Offices.

www.cma.army.mil

U.S. Army Materiel Command

www.army.mil/amc

U.S. Centers for Disease Control and Prevention

www.cdc.gov

U.S. Chemical Weapons Convention

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

www.cwc.gov

U.S. Department of Homeland Security

www.dhs.gov

U.S. Environmental Protection Agency

www.epa.gov

U.S. Federal Emergency Management Agency

Available resources include information about preparation and prevention, disasters and emergencies, and response and recovery.

www.fema.gov