

Emergency Support Function 15

Standard Operating Procedures
July 2019



Homeland
Security

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Preface and Transmittal

Providing the public timely and accurate lifesaving information during major incidents remains our highest priority. The Emergency Support Function (ESF) 15 Standard Operating Procedures (SOP) 2019 edition is our primary guiding document to coordinate outreach and ensure consistent public information through an integrated Federal incident communications system.

This document, an update to the 2016 SOP, builds upon the external affairs policy established in Presidential Policy Directive 8, Homeland Security Presidential Directive 5, the National Response Framework, National Incident Management System and Incident Command System. This 2019 SOP has been updated using lessons learned from Hurricane Maria, nation state nuclear threat communication planning and other impacts from the 2017 and 2018 hurricane seasons.

This version also includes two new Department of Homeland Security components: Countering Weapons of Mass Destruction (CWMD) Office and the Cybersecurity and Infrastructure Security Agency (CISA).

The SOP will be continually reviewed, and users are encouraged to submit comments and recommendations to the incident communications team within Department of Homeland Security Public Affairs or specific department or agency points of contacts as applicable.

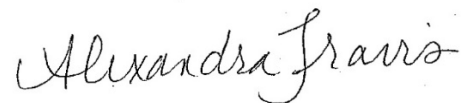
We encourage all participants to recognize that success is dependent on the concept of unity of effort—many departments and agencies working together as a team. This SOP will be a key tool to ensure unity of effort on behalf of our communities.



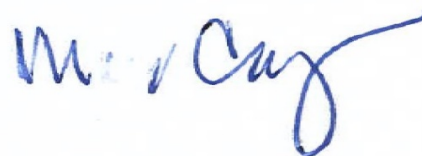
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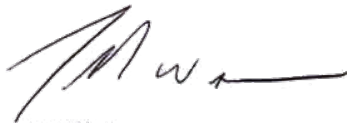
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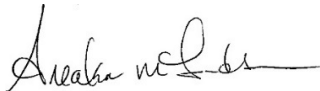
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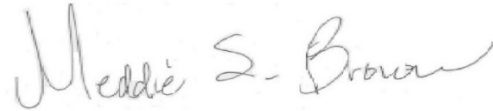
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- A. Homeland Security Presidential Directive 5 (HSPD 5)
- B. National Response Framework (NRF)
- C. National Disaster Recovery Framework (NDRF)
- D. National Incident Management System (NIMS)
- E. FEMA Incident Management Handbook

NOTE TO USERS: This ESF 15 SOP is an updated guidance document to the 2016 version. The objective for this review was to ensure that our Federal external affairs doctrine continues its comprehensive government approach to incident response for Stafford Act and non-Stafford Act incidents. The 2019 version includes new ESF 15 Director's intent and an introduction of Government Affairs (GA) within the ESF 15 structure. GA will ensure personnel can deploy to fill either congressional or intergovernmental affairs positions. Other updates include an energy annex, information about space weather, cybersecurity and communication with the private sector.

Purpose

This SOP establishes procedures and protocols for Emergency Support Function 15 External Affairs to support Federal domestic incident management during an incident requiring a coordinated Federal response. Emergency Support Function 15 integrates Public Affairs and the Joint Information Center (JIC), Governmental Affairs (State, Local, Tribal and Territorial [SLTT] Governments and Members of Congress), Planning and Products (strategic messaging and interagency coordination), and Private Sector communications under the coordinating auspices of External Affairs.

Background of ESF 15

Homeland Security Presidential Directive 5 (HSPD 5) created the National Response Plan (NRP) in 2004 to coordinate the Federal response to actual or potential incidents requiring a coordinated Federal response. The NRP grouped the capabilities of the Federal departments and agencies and the American Red Cross into emergency support functions. The full or partial activation of these emergency support functions is how the Federal government responds to incidents. An ESF may be selectively activated for incidents requiring a coordinated Federal response and may also provide staffing for the National Response Coordination Center (NRCC), Regional Response Coordination Centers (RRCC), Unified Coordination staffs, Joint Information Centers (JIC), and Incident Command Posts (ICP) as required by the incident. The 2004 NRP also created ESF 15 to ensure enough Federal external affairs resources are assigned during an incident requiring a coordinated Federal response to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

National Response Framework (NRF)

The NRF superseded the National Response Plan in January 2008. It presents the guiding principles that enable all responders to prepare for and provide a unified national response to

disasters and emergencies – from the small incident to the largest catastrophe. The NRF only applies to domestic incidents.

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

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

The NRF (fourth edition) is located online <https://www.fema.gov/national-planning-frameworks>

An ESF 15 annex and this SOP can also be found online in the FEMA library.

National Disaster Recovery Framework (NDRF)

The NDRF is a guide that enables effective recovery support to disaster-impacted state, tribes, territorial, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient Nation.

The NDRF outlines six Recovery Support Functions (RSF): Economic, Community Planning & Capacity Building, Infrastructure Systems, Natural & Cultural Resources, Housing, and Health and Social Services.

The NDRF identifies:

- Core recovery principles,
- Roles and responsibilities of recovery coordinators and other stakeholders,
- A coordinating structure that facilitates for pre-and post-disaster recovery planning,
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safe.
- ESF 15 is the coordinating structure for the public information core capability during the recovery coordination mission, as outlined in the NDRF.

The Whole Community

The National Response Frameworks are intended to provide guidance for the whole community. Whole community includes the private sector; nongovernmental organizations (NGOs); the public, including individuals with disabilities and access and functional needs; disability services and organizations; and all levels of government. Individuals with access and functional needs are an integral part of every community.

Participation of the entire community requires equal access to national preparedness activities and programs without discrimination. All communities should be included and engaged in all aspects of planning, including those who:

- Are from diverse cultures, races, and nations of origin

-
- Have low literacy
 - Have limited English proficiency
 - Have physical, sensory, behavioral, or mental health disabilities
 - Have intellectual, developmental, or cognitive disabilities
 - Are institutionalized
 - Are older adults with and without disabilities
 - Are children with and without disabilities and their parents
 - Are economically disadvantaged or have transportation difficulties
 - Are women who are pregnant
 - Have chronic medical conditions or, have pharmacological dependency
 - Are often underrepresented or excluded

All communicators should strive to provide accurate, coordinated, and timely information using accessible, culturally and linguistically appropriate formats.

Mission

Upon activation of ESF 15 by the Department of Homeland Security (DHS) Assistant Secretary for Public Affairs, FEMA Director of External Affairs, or another lead agency, Federal external affairs resources will be employed to conduct sustained operations in support of a Federal Coordinating Officer (FCO) or a Lead Federal Official (LFO), and a Unified Coordination Group (UCG).¹ ESF 15 activation during an incident requiring a coordinated Federal response will facilitate accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

Objectives

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

Concept of Operations

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

¹ The UCG is comprised of senior level, state, tribal and federal response officials, to include the State Coordinating Officer (SCO) and Federal Coordinating Officer or other Lead Federal Official. Additional information on the UCG can be found in FEMA's Incident Management Handbook.

Department and Agency Responsibilities

Coordinating Agency

Department of Homeland Security (DHS)

Primary Agency

Federal Emergency Management Agency (FEMA)

Support Agencies

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

External Affairs Leadership Roles and Responsibilities

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

Leadership cadre assignments will be made in advance for some potential incidents and to support FCO/LCO and Unified Coordination staffing direction. Positions will be assigned subject to the nature of the incident, external affairs requirements, and coordination with the Unified Coordination staff.

ESF 15 Director

DHS Assistant Secretary for Public Affairs (ASPA) [Note: When the President appoints another agency as the lead Federal agency in response to an incident, that agency is authorized to designate an ESF 15 Director under their own authority]

ESF 15 Director's Intent

“Our shared Federal External Affairs commitment, is to ensure a comprehensive government approach to incident communications response for Stafford Act and non-Stafford Act incidents. Our External Affairs, risk communications based, strategy must be rapidly developed and deployed with forces in advance of an incident wherever and whenever possible. Our communications strategy must be fully integrated and synchronized within the incident command system to our state, tribal, territorial, local, and private sector partners. As External Affairs continues to support the FCO/LFO and ESF 15 leadership cadre, we remain guided by the operating principle of ‘maximum disclosure, with minimum delay.’”

ESF 15 Component Directors

As ESF 15 is structured around a composite team of mutually supporting external affairs activities, this unique coordination scheme must be accommodated within the Incident Command System (ICS). Component directors coordinate as necessary with the ESF 15 Director as determined by the lead Federal agency.

ESF 15 Operations Director (OD)

When DHS is the lead Federal agency, the DHS Assistant Secretary for Public Affairs will designate the ESF 15 Operations Director using the template in Appendix 4 to Annex A. During incidents requiring a coordinated Federal response, DHS may retain the OD role. In those

incidents where FEMA has a lead role, the ESF 15 OD responsibility is assigned to FEMA. DHS component agency communications directors may be assigned as OD if the nature of the incident falls largely within their agency mission profile. When the President appoints another agency as the lead Federal agency, that agency is authorized to designate their own ESF 15 Director who may assign an ESF 15 Operations Director under their own authority as the lead Federal agency.

[Note: To support state, tribal, and county level incidents, the FEMA Director of External Affairs is authorized to designate ESF 15 External Affairs Officers.] Specific duties of the OD include the following:

- Execute the Director's Intent and Strategic Communications Plan, in conjunction with guidance provided from the National Operations Center (NOC), NRCC, Unified Coordination Staff and the incident action plan
- Provide direction, oversight, and coordination to the ESF 15 External Affairs Officer
- Represent ESF 15 in the NRCC
- Coordinate with ESF 15 component directors and their staffs; international; interagency; and state, local, tribal, and territorial counterparts to ensure operational information and tasking are integrated and executed

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

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

ESF 15 Spokesperson

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

FEMA Regional External Affairs Directors (EAD)/Officers

FEMA Regional EADs work closely with the ESF 15 OD to appoint the EAO who will manage ESF 15 operations during a response in his/her region. Regional EADs coordinate with ESF 15 leadership and ESF 15 staff in the field on strategic communications plans, staffing, and reporting requirements. Regional EADs have ongoing relationships with the states, tribes, and counties in their region and they provide guidance and support on ESF 15 responses.

External Affairs Joint Field Office (JFO) Leadership

ESF 15 External Affairs Officer (EAO)

The ESF 15 OD recommends the External Affairs Officer to the ESF 15 Director prior to, or immediately following, an incident requiring a coordinated Federal response. Upon approval of the recommendation (or selection of another EAO), the ESF 15 Director will designate the EAO using the template in Appendix 7 to Annex A. Designation and written notification of the EAO should occur as soon as possible. This includes National Security Special Events (NSSE). The EAO serves as the primary External Affairs advisor to the FCO/LFO and Unified Coordination staff. The EAO has a reporting responsibility to both the ESF 15 Director and the FCO/LFO. Specific duties include coordinating and developing the external affairs and communications strategy in support of the FCO/LFO and the incident action plan. The EAO is responsible for coordinating the external affairs information flow among the ESF 15 Director; FCO/LFO; Unified Coordination staff; other departments and agencies; and state, local, tribal and territorial counterparts. The EAO is also responsible for coordinating visits by governmental officials, foreign dignitaries, and other VIPs. In the event of a no-notice incident requiring a coordinated Federal response, an initial EAO may be assigned pending arrival of the permanently assigned officer. The ESF 15 Director will assign the initial EAO in consultation with the FCO/LFO.

For a large-scale response requiring additional leadership support, another qualified EAO may be assigned to as an Assistant EAO to support the management of ESF 15 operations and staff within the Unified Coordination staff.

ESF 15 Assistant External Affairs Officer (AEAO)

The Assistant External Affairs Officer (AEAO) reports directly to the External Affairs Officer (EAO) and is responsible for planning and product development and External Affairs' activities through coordination with EA managers for the timely delivery of information, event/meeting participation, coordination with other program areas, and making organizational adjustments based on mission needs and priorities. The AEAO is a supervisory position and is responsible for approving and certifying time and conducting formal performance evaluations. Performance management includes documentation of performance issues and working with employees on performance planning and improvement. AEAOs will be assigned as needed to manage various FEMA External Affairs components (Joint Information Center, Planning and Products, Private Sector, and Governmental Affairs).

FEMA Incident Management Assistance Team (IMAT) External Affairs Advisor

External Affairs is represented on National and Regional IMATs through an External Affairs Advisor. This advisor deploys with the IMAT in a notice event prior to the expected incident and provides situational awareness to the ESF 15 OD and the Regional External Affairs Director. During a no-notice event, the time between the deployment of the IMAT, EAO and ESF 15 staff may be similar. In this case, the IMAT EA advisor provides support to the EAO as needed and as long as the IMAT is activated. During non-incidents, the EA advisors train with the IMATs and work under the mentorship of the Regional EA Director by developing plans and outreach in their region.

External Affairs Joint Field Office (JFO) Components

Governmental Affairs

Governmental Affairs coordinates with state, local, tribal, and territorial governments and Washington, D.C., district offices of members of congress to assist the FCO/LFO and Unified Coordination staff with direct communications procedures to build partnerships with all levels of government. They address incident-related questions, concerns, and problems expressed by their constituents and government officials. This component also facilitates delivery of incident management programs and resources to protect families, community livelihood, cultural, and environmental resources. Certain functions of community engagement and outreach may fall under Governmental Affairs, depending on the needs of the incident and lead Federal agency requirements.

Joint Information Center

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

Planning and Products

Develops all external and internal communications strategies and products for the ESF 15 organization and components. This includes specialized communications procedures to cover language and accessible communication needs.

Private Sector

Private Sector staff supports communications, information sharing, impact assessments, and problem solving with counterparts in the non-governmental and commercial areas. [Note: The new ESF 14 supports the coordination of cross-sector operations, including stabilization of key supply chains and community lifelines, among infrastructure owners and operators, businesses, and their government partners.]

ESF 15 Organization, Staffing, and Operations

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

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

References:

- A. National Response Framework
- B. National Disaster Recovery Framework
- C. National Incident Management System
- D. FEMA Incident Management Handbook
- E. National Contingency Plan (NCP, 40 CFR 300)

Purpose

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

NOTE TO USERS: In an incident requiring a coordinated Federal response, External Affairs is an operational resource that can help save lives and support state, local, tribal, and territorial incident management authorities.

Mission

Upon activation of ESF 15 by the Department of Homeland Security (DHS) Assistant Secretary for Public Affairs, FEMA Director of External Affairs or another lead Federal agency, Federal external affairs resources will be employed to conduct sustained operations in support of a Federal Coordinating Officer (FCO) or a Lead Federal Official (LFO), and a Unified Coordination Group. ESF 15 activation during an incident requiring a coordinated Federal response will facilitate accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

General Guidance

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

Federal Interagency Participation

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

Organizational Structure – Coordinated Federal Response

Appendix 1 provides a notional organizational chart and process flow for ESF 15 during an incident requiring a coordinated Federal response with an FCO/LFO. This organization is for planning purposes and may be modified as necessary to support incident management activities.

DHS Headquarters and ESF 15 Component Staffing

Upon ESF 15 activation, deployment and staffing will be initially coordinated by the ESF 15 Operations Director. Assignments will be based on pre-incident staffing plans and/or determined during communications between the Director, FCO/LFO, Federal Disaster Recovery Coordinator (FDRC), departments and agencies, and component directors.

Federal Interagency Staffing

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

All Federal interagency personnel will conform to the guidance and policies contained within this SOP and as specified by the FCO/LFO.
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The ESF 15 Operations Director will coordinate and solicit requests for staffing support with the Federal departments and agencies during an incident requiring a coordinated Federal response. Departments and agencies deploying personnel may be responsible for all travel and per diem costs. [Federal reimbursement will be dependent on legislative actions and authorities concerning an incident.] Housing will be determined by the availability, but agencies should be prepared to be flexible and support member logistics needs.

Concept of Operations

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

Plan Coordination

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

Strategic Direction

Strategic communications direction will originate from White House communications, the ESF 15 Director, ESF 15 DHS component directors, the ESF 15 OD, and Federal department and agency leadership. Through this strategic direction, the external communications plan will be developed by the ESF 15 EAO to support the FCO/LFO's incident action plan, in close coordination with appropriate authorities and counterparts. The ESF 15 EAO will engage fully with the FCO/LFO, FDRC, and the Unified Coordination Group and staff. The ESF 15 EAO is encouraged to provide recommendations to the chain of command and senior external affairs leadership. This ensures that incident-specific issues are integrated with the strategic communications direction. Appendix 1 details the chain of coordination from the National Federal level to the ESF 15 EAO.

Message Development and Risk Communications

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

Intergovernmental Affairs (State, Local, Tribal, and Territorial)

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

Incident Leadership and Management

Execution of this SOP will employ processes and organizations specified in the NRF and NDRF to execute Federal incident management operations. Partners for execution of ESF 15 operations include the NOC, FCO/LFO, Unified Coordination staff with National and Regional Operation Coordination Centers.

Activation

The DHS Assistant Secretary for Public Affairs, FEMA's Director of External Affairs, or the designated lead Federal agency for an incident, will direct activation of ESF 15 in coordination with the NRCC, NOC and FEMA.

ESF 15 External Affairs Officer Designation

The ESF 15 OD will designate an ESF 15 EAO using the template in Appendix 5. This designation will be coordinated with the FCO/LFO. Tasking within the letter may be modified due to the nature of the incident.

DHS Office of Public Affairs (OPA)

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

Execution Checklists

Activation operations and execution measures for notice and no-notice incidents requiring a coordinated Federal response are provided in Appendices 2 and 3. These are notional checklists and may be modified as necessary.

DHS National Joint Information Center (NJIC)

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

DHS Component Agencies

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

FEMA Office of External Affairs

For Stafford Act incidents, FEMA is the lead agency for the ESF 15 response and FEMA's External Affairs Director is the ESF 15 Operations Director. Similar to the functional role of the DHS NJIC, FEMA activates its External Affairs Ready Room / NJIC during incidents when FEMA has a lead role. During these incidents the ESF 15 OD is the FEMA Director/Deputy Director of External Affairs. During these incidents, this FEMA NJIC serves as the Federal incident communications coordination center.

Lead Federal Agency Roles

When the President appoints a lead Federal agency to an incident, that agency may appoint an ESF 15 Director and an ESF 15 Operations Director.

Incident Operations

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

National Special Security Event (NSSE)

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

**Public Health Emergency Case Study:
2016 Flint, Michigan Drinking Water Contamination**

- The President designated HHS as the lead Federal agency to coordinate the response to the drinking water crisis in January
- The HHS Deputy Assistant Secretary for Public Affairs was designated as the ESF 15 Operations Director for the event, and an ESF 15 External Affairs Officer was designated from HHS Assistant Secretary for Preparedness & Response
- Primary objectives were to coordinate the Federal public information efforts to include intergovernmental affairs and community engagement, public affairs, and congressional outreach to ensure the Federal government engaged with all stakeholders under a unified message
- Due to the unique nature of the Flint water crisis response and the extensive need for ESF 15 support, the public and external affairs effort was designated as an operational task force along with Health and Medical, Water Quality, Food and Nutrition and Human Services. This allowed for public and external affairs to integrate with other operational task forces
- The ESF 15 field response was a true interagency operation with external affairs staff from numerous HHS agencies, EPA, FEMA, USDA, HUD and the American Red Cross working together with Michigan agencies and local communicators
- FEMA also deployed a small number of IMAT external affairs advisors to assist with the initial setup of the ESF 15 structure, both in Flint and at the HHS Secretary's Operations Center in Washington, DC

Terrorism and Law Enforcement

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

**Terrorism & Law Enforcement Case Study:
2016 Orlando Nightclub Shooting**

- DHS Office of Public Affairs conducted a 10:45 AM NICCL call on Sunday, June 12 to coordinate the communications response with the White House, DOJ, FBI, DNI, NCTC and Orlando communicators following the early morning shooting in the Pulse nightclub

Radiological Incidents

The nature of a radiological incident may require modification to release information and media access guidelines. In accordance with the NRF, there are numerous coordinating agencies for radiological incidents. Accordingly, the ESF 15 EAO designated for a radiological incident should

coordinate closely with the FCO/LFO and lead agency subject to the type of incident. Annex N provides additional information on responsibilities during a radiological incident.

Nuclear Regulatory Commission (NRC) is the Federal agency with primary authority for incidents involving nuclear facilities licensed by the NRC.

The Department of Energy (DOE) is the Federal agency with primary authority for incidents involving the transportation of radioactive materials shipped by or for the DOE.

The Department of Defense (DOD) is the Federal agency with primary authority for incidents involving nuclear weapons under Department of Defense (DOD) control.

The National Aeronautics and Space Administration (NASA) is the Federal agency with primary authority for incidents involving space vessels carrying nuclear materials.

International Incidents

Incidents that take place outside states and territories may still affect U.S. audiences.

The Department of State in conjunction with the White House Office of Communications is the coordinating agency and lead for Federal communications during an international incident.

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

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

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

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

DHS Office of Public Affairs After Action Review input

Spill of National Significance

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

In a coastal zone the USCG Commandant may name a National Incident Commander (NIC) who will assume the role of the on-scene coordinator in communicating with affected parties and the public and coordinating Federal, state, local, tribal and territorial and international resources at the national level. This strategic coordination will involve, as appropriate, a National Response Team

(NRT), a Regional Response Team (RRT), the Governor(s) of the affected states(s), and Mayor(s) or other chief executive(s) of local government(s). In an inland zone, the EPA Administrator may name a senior agency official to assist the on-scene coordinator with these functions.

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

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

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

Organization and position functions of the NRT JIC are contained in the NRT JIC SOP.

**Spill of National Significance Case Study:
2010 Deepwater Horizon Oil Spill**

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

Maritime Operational Threat Response (MOTR)

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

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

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

**Maritime Operational Threat Response Case Study:
2015 Tianjin, China Explosions**

- A NICCL call was conducted August 25 to coordinate an initial Federal communications strategy about cargo ships that departed Tianjin, China following explosions on August 12th and 15th
- Communication participants were from DHS, USCG HQ & Pacific Area, FEMA, ICE, CBP HQ & CBP west coast, NPPD & IP (now CISA), Dept of Transportation and the Maritime Security Administration (MARAD), DOD & NORTHCOM, HHS, CDC, the FDA and DNI. At that time, the USG had identified six ships that departed China for U.S. ports shortly after the blasts
- It was unknown if the vessels were covered with ash or hazardous chemicals from the explosions

ESF 15 Daily Operations (Reports and Meetings)

ESF 15 Daily Events Schedule

After establishment of Unified Coordination and determination of a Federal, state, local, tribal, and territorial operations schedule (daily briefings, operational meetings, etc.), the ESF 15 EAO will develop a daily external affairs routine. This routine is critical to the smooth flow of information and will assist synchronization. Participants must be flexible and work to ensure communications objectives and initiatives are accommodated and timed for optimum delivery. A notional daily routine is contained in Appendix 6. This may be modified as necessary by the ESF 15 EAO.

ESF 15 Daily Communications Summary

This document will be prepared daily by the ESF 15 lead components with input from Federal departments and agencies. The summary is a compilation of high-level messages from any Federal or private sector partners involved in the preparation, response, and recovery efforts surrounding an incident. These messages should be well-crafted, concise, high-level messages specifically designed to convey the broad, overarching issues facing residents in the affected area(s). These messages should not only address issues currently facing residents but also any anticipated issues or guidance with respect to significant challenges such as housing, economic impacts, infrastructure, communication, etc. Required format and notional example is contained in Appendix 7.

ESF 15 Information Update (Scroll)

During multiple incidents requiring a coordinated Federal response, public affairs personnel will generate a large volume of social media posts, videos, news releases and other documents. Sharing information among multiple incident locations is paramount. An optional update (scroll) may be necessary to ensure that the ESF 15 OD's outputs do not overwhelm recipients' ability to process information. During these instances, the ESF 15 OD may develop and distribute an abbreviated summary of key news releases and informational items on an hourly basis or as needed. Appendix 8 provides a notional example of an information update.

National Incident Communications Conference Line (NICCL)

In accordance with the NRF, the NICCL, SICCL and the PICCL are pre-identified incident communications protocols established and ready for use during an incident requiring a coordinated Federal response. The NICCL is used for transmission and exchange of critical and timely (e.g., "breaking") incident information among Federal and affected state, local, tribal and territorial authorities. Affected private sector communicators may be invited by DHS, FEMA or lead Federal agency to join a NICCL call as incident coordination requirements dictate. If the nature of the incident is of critical importance and urgency, DHS Public Affairs will maintain a controller on the line continuously to provide and receive updates from departments and agencies. During sustained incident management activity, the NICCL will be used for daily or other incident communications coordination calls. DHS, FEMA or lead Federal agency will maintain a summary of key NICCL communications and interagency coordination actions. These will be maintained and distributed to participants in a timely manner. **NICCL call conferees are reminded that this is an executive call. Information and access should be protected.** Conferees should keep comments brief and place their phones on mute when not talking. Specific or complex department or agency-specific issues should be addressed off-line with the appropriate parties. The NICCL call agenda will normally follow the below routine:

- Roll call (by department and agency)
- Opening remarks by White House / lead Federal agency
- Brief operations summary (on-scene reps or operations)
- Summary of major communications plans and events
- Department and agency invited comments
- Messaging coordination requirements outlined by lead agency
- Conclusion

State Incident Communications Conference Line (SICCL)

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

Private Sector Incident Communications Conference Line (PICCL)

The PICCL is a standing line and distribution list that component public affairs offices may use to provide timely public information to private sector communicators in Critical Infrastructure (CI) industries. The PICCL is maintained by the Cybersecurity and Infrastructure Security Agency (CISA) Office of External Affairs. More information about the PICCL is contained in Annex F (Private Sector).

USA.gov

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

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

- Involve several Federal departments, agencies, and states/cities with multiple leads
- Last for several days
- Result in national or international media attention
- Generate questions from the public

GobiernoUSA.gov

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

Content Approvals

Web content will be based on approved talking points, will not stray from intent of authors, and will be optimized for online consumption, plain language, search engine optimization, and sharing through social media. To every extent possible, all content posted on USA.gov will be posted in Spanish on GobiernoUSA.gov.

National Contact Center (NCC)

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

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

The ICCT is a mechanism for senior U.S. government officials to communicate with diverse communities who may have distinct civil rights and civil liberties concerns in the aftermath of any homeland security incident. The nationwide conference call is the only tool of its kind that allows for rapid two-way communication immediately following an incident of national significance, such as a terrorist attack or plot or other emergencies. The ICCT is activated only in certain circumstances and is chaired by the DHS Officer for Civil Rights and Civil Liberties. The goal of the call is to provide timely information from the government to community leaders in the aftermath of a homeland security incident.

The call also allows the government to receive feedback from communities who may be impacted by: possible civil rights concerns in the aftermath of an incident (e.g., lack of access to information or resources during emergencies, retaliatory hate-crimes, etc.); reactions or concerns to policies or actions taken by the government; information about other concerns of these communities in the aftermath of an incident and how the government might be effective in investigating allegations or concerns. The call comprises key DHS and Federal agencies, as well as community leaders and entities who work closely with Federal officials nationally and in the affected areas.

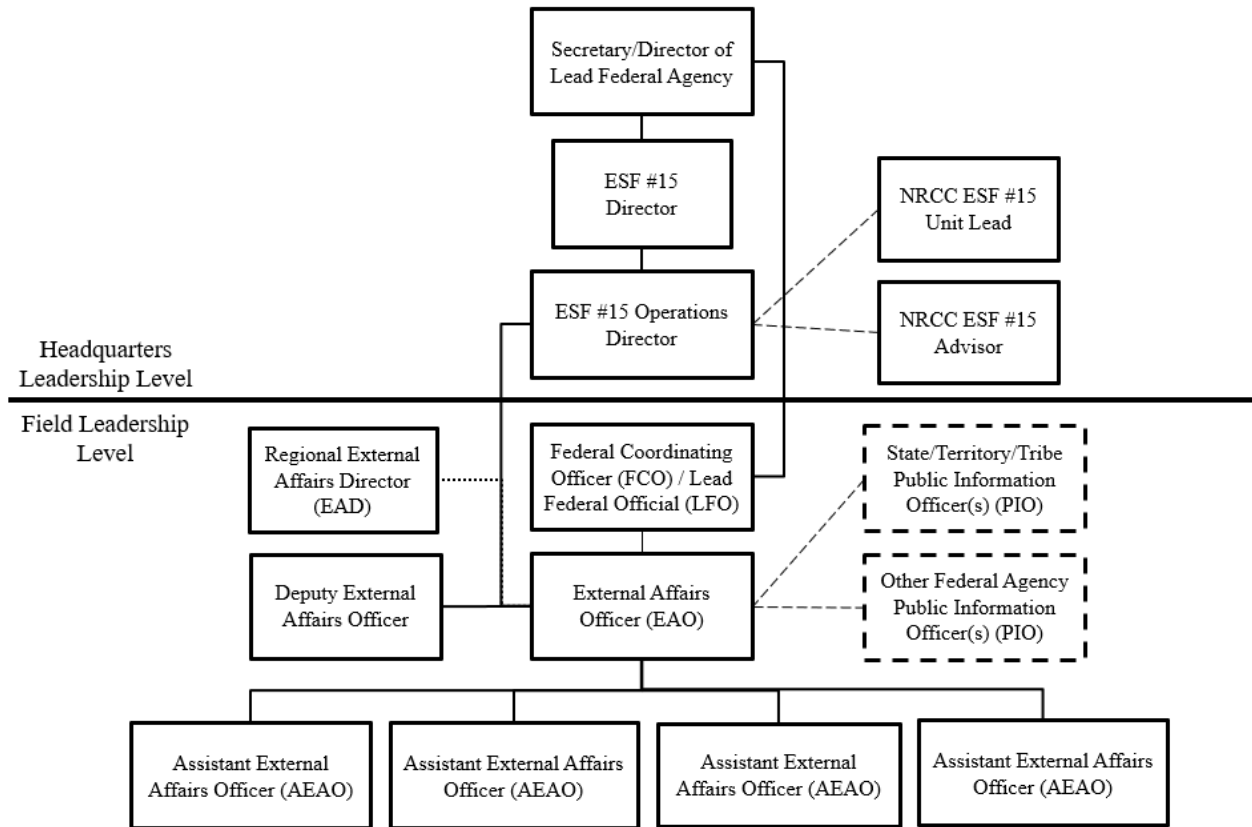
ICCT Case Study: 2018 Tree of Life Synagogue Shooting

- An ICCT call was conducted on Thursday, Nov 1 with diverse community leaders and officials from various DHS Components and DOJ offices
- Nearly 400 individuals participated in the call, during which community members discussed concerns with government officials including topics such as domestic terrorism and hate crimes and requested tools and resources for protecting houses of worship in communities across the country

Appendices

1. Organizational Chart – Coordinated Federal Response
2. ESF 15 No-Notice Incident Execution Checklist
3. ESF 15 Notice Incident Execution Checklist
4. ESF 15 External Affairs Operations Director Designation Letter
5. ESF 15 External Affairs Officer Designation Letter
6. ESF 15 Notional Strategic External Affairs Daily Routine
7. ESF 15 Daily Communications Summary
8. ESF 15 Information Update (scroll)

**Appendix 1 to Annex A to Emergency Support Function 15 External Affairs
Organization Chart – Coordination of Federal Response**



Notes:

1. The DHS Assistant Secretary for Public Affairs, FEMA’s Director of External Affairs, or the designated lead Federal Agency for an incident, will direct activation of ESF 15 in coordination with the NRCC, NOC and FEMA.
2. If a recovery coordination mission has been established [with a Federal Disaster Recovery Coordinator (FDRC) appointed and RSFs activated], then the EA function will work through the EA 15 structure established at the JFO with additional liaisons and ESF 15 staff deployed as needed to support. Once the FCO/LFO demobilizes, ESF 15 staff will support FDRC with similar coordination structure as outlined above.

Appendix 2 to Annex A to Emergency Support Function 15 External Affairs ESF 15 No-Notice Incident Execution Checklist

References:

- A. National Response Framework
- B. National Incident Management System
- C. FEMA Incident Management Handbook
- D. ESF 15 Concept of Operations Notice and No-Notice Events, FEMA B-685

Purpose

This checklist provides a guide for major* actions and responsibilities in the event of a no-notice incident requiring a coordinated Federal response.

Activation and Deployment Execution Checklist: No-Notice Incident

Action: National Level Initial Activation

***Note: Many no-notice incidents result in short-term National JIC activation and:**

- Require immediate coordination with White House and SLTT communicators
- Use the NICCL, SICCL, and PICCL protocols
- May not require complete ESF 15 activation
- DHS or FEMA National JIC activated (as necessary)
- ESF 15 is activated by DHS, FEMA or a lead Federal agency
- ESF 15 Director appoints ESF 15 Operations Director (OD). For FEMA this is the FEMA Director of External Affairs. The ESF 15 OD provides the following information to the ESF Director:
 - The name and contact information for the prospective or designated ESF 15 External Affairs Officer
 - The status of coordination with the affected state or tribe
 - The Joint Information Center (JIC) location
 - The status of available ESF 15 resources in the affected area
- The ESF 15 OD establishes a news desk to answer media inquiries
- DHS or White House designate a media spokesperson as required
- The FEMA ESF 15 OD formally appoints the EAO by letter and telephones the EAO to discuss the status of the incident, identify needs and requirements, and provide support
- The ESF 15 OD may establish a VIP advance team to assist with requests for visits to the impacted area by congressional members, cabinet-level officials, and other senior officials

Action: Coordination/Communication Outreach

National:

- Coordination with the FEMA Incident Management Action Team (IMAT) External Affairs Advisor
- NICCL call as determined by the ESF 15 OD to discuss:
 - Current situation
 - Lead agency roles
 - State, tribal, and local communications on incident (the state or local PIO should provide incident information and be first on the agenda for the call)

- Federal strategic plan (initial)
- ESF 15 activation and deployment needs (including interagency needs through mission assignments or MOUs)
- JIC establishment
- Statements by principals
- National Terrorism Advisory System (NTAS) Alert or Bulletin as required
- SICCL call as determined by the ESF 15 OD
 - DHS, FEMA, or a lead Federal agency leads this call with affected state, tribal, territorial, and local stakeholders to provide information on the current situation
- National Business EOC (NBEOC)
 - Private sector leads this call with private sector stakeholders to provide information on the current situation
 - Private sector may use the PICCL with DHS Cybersecurity and Infrastructure Security Agency External Affairs to coordinate and communicate with critical infrastructure sector communicators
- Congressional
 - Briefings for House Authorizers and Appropriators as well as Washington, DC-based Congressional Delegations representing the affected areas

Regional:

- Deploy Regional IMAT which includes the EA Advisor as needed to supplement National IMAT and other resources
- Participate in operational video teleconferences as required
- Assist with disaster staffing needs using Regional personnel

Field

- FCO/LFO and EAO discuss advance communications plans, JIC location, and special logistics requirements
- EAO meets with EA component Leads (Assistant External Affairs Officers) to convey expectations and guidance that has been provided
- EAO meets with state, local, tribal, or territorial lead incident communications team
- EAO coordinates the ESF 15 team's efforts in preparing the communications plan component to the State Coordinating Officer (SCO)/FCO/LFO's incident action plan
- Outreach is made to state, tribal, local, and private sector stakeholders through calls and meetings
- Congressional outreach to include:
 - Briefings for the local offices of the Congressional Delegations representing the affected areas
 - Congressional advisories sent to appropriate stakeholders
 - Press Conferences (FEMA, state, other partners as appropriate)
 - Participate in operational video teleconferences
 - Participate in NICCL, SICCL, PICCL, and NBEOC calls as required

Action: Deployments

- EA staffing is based on the incident action plan and the operational priorities.
- ESF 15 initial staff requirements are assessed and identified.
- Recommended staffing considerations:
 - Governmental Affairs Specialists

-
- Program Liaison Specialists
 - Creative Specialists
 - Media Relations Specialists
 - Visual Imaging Specialists
 - External Affairs Specialists
 - Digital Communications Specialists

Action: Products

- News releases (in English, Spanish, other languages identified, and accessible formats)
- Traditional and social media monitoring reports (English and Spanish)
- Daily update on Federal response activities
- Talking points
- [Agency].gov page updates
- Congressional, Intergovernmental, Tribal Affairs advisories, fact sheets, operational reports, and briefing materials
- Private sector updates to stakeholders
- Photos and videos of response activities, commodities movements, survivor assistance, etc.
- Disaster assistance flyers for distribution to survivors
- Daily Communication Summary to include next day activity plans
- Initial staffing plan with updates for ESF 15 Operations Director
- Daily scroll
- Battle Rhythm (daily meeting schedule)
- Staffing Grid and Organizational Chart
- Strategic Communication Plan

Appendix 3 to Annex A to Emergency Support Function 15 External Affairs ESF 15 Notice Incident Execution Checklist

References:

- A. National Response Framework
- B. National Incident Management System
- C. FEMA Incident Management Handbook
- D. ESF 15 Concept of Operations Notice and No-Notice Events, FEMA B-685

Purpose

This execution checklist provides a template covering major* actions and responsibility for a notice incident requiring a coordinated Federal response. The planning objective is for full ESF 15 operational capability 24 hours before an incident is projected when known or estimated.

Situations

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

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

Activation and Deployment Execution Checklist: Notice Incident

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

Action: National Level Initial Activation

***Note:** Many notice incidents result in short-term National JIC activation and:

- **Require immediate coordination with White House and SLTT communicators**
- **Use the NICCL, SICCL, and PICCL protocols**
- **May not require complete ESF 15 activation**
- Notification and activation due to an imminent incident or threat
- DHS or FEMA National JIC activated (as necessary)
- ESF 15 is activated by the DHS Assistant Secretary for Public Affairs (ESF 15 Director)
- ESF 15 Director appoints ESF 15 Operations Director. For FEMA, this is the FEMA Director of External Affairs. The ESF 15 OD provides the following information to the director:
 - The name and contact information for the prospective or designated ESF 15 External Affairs Officer
 - The status of coordination with the affected state or tribe
 - The Joint Information Center (JIC) location
 - The status of available ESF 15 resources in the affected area
- The ESF 15 OD establishes a news desk to answer media inquiries
- DHS or White House designate a media spokesperson as required
- The FEMA ESF 15 OD formally appoints the EAO by letter and telephones the EAO to discuss the status of the incident, identify needs and requirements, and provide support

- The ESF 15 OD may establish a VIP advance team to assist with requests for visits to the impacted area by congressional members, cabinet-level officials, and other senior officials

Action: Coordination/Communication Outreach

National:

- Coordination with the FEMA Incident Management Assistance Team (IMAT) External Affairs Advisor
- NICCL call as determined by the ESF 15 OD to discuss:
 - Current situation
 - Lead agency roles
 - State, tribal, and local communications on incident (the state or local PIO should provide incident information and be first on the agenda for the call)
 - Strategic Communications Plan (initial)
 - ESF 15 activation and deployment needs (including interagency needs through mission assignments or MOUs)
 - JIC establishment
 - National level talking points
 - Statements by principals/Federal interagency news conference
 - Federal interagency update (news release)
 - National Terrorism Advisory System (NTAS) Alert or Bulletin as required
- SICCL call as determined by the ESF 15 OD
 - DHS, FEMA or a lead Federal agency leads this call with affected state, tribal, territorial, and local stakeholders to provide information on the current situation
- National Business EOC (NBEOC)
 - Private Sector leads this call with private sector stakeholders to provide information on the current situation
 - Private Sector may use the PICCL with DHS Cybersecurity and Infrastructure Security Agency External Affairs to coordinate and communicate with critical infrastructure sector communicators
- Congressional
 - Briefings for congressional delegation(s) representing the affected areas
 - Briefings for congressional caucuses, and authorizers and appropriators
 - Congressional advisories, fact sheets, and operations reports sent to appropriate stakeholders
 - VIP coordination

Regional:

- Deploy Regional IMAT which includes the EA Advisor as needed to supplement national IMAT and other resources
- Participate in operational video teleconferences as required
- Assist with disaster staffing needs using regional personnel

Field:

- FCO/LCO and EAO discuss advance communications plans, JIC location, and special logistics requirements
- EAO meets with EA component leads (Assistant External Affairs Officers) to convey expectations and guidance that has been provided
- EAO meets with state, local, tribal, or territorial lead incident communications team

- EAO coordinates the ESF 15 team’s efforts in preparing the communications plan component to the SCO/FCO/LFO’s incident action plan
- Outreach to state, tribal, local, private sector stakeholders through calls and meetings
- Congressional outreach to local offices of the congressional delegations in affected areas
- Congressional advisories, fact sheets, and operations reports sent to appropriate stakeholders
- VIP support
 - News conferences (Federal, state, other partners as appropriate)
 - Participate in operational video teleconferences
 - Participate in NICCL, SICCL, PICCL, and NBEOC calls as required

Action: Deployments

- EA staffing is based on the incident action plan and the operational priorities.
- ESF 15 initial staff requirements are assessed and identified.
- Recommended staffing considerations:
 - Governmental Affairs Specialists
 - Program Liaison Specialists
 - Creative Specialists
 - Media Relations Specialists
 - Visual Imaging Specialists
 - External Affairs Specialists
 - Digital Communications Specialists

Action: Products

- News releases (in English, Spanish, other languages identified, and accessible formats)
- Traditional and social media monitoring reports (English and Spanish)
- Daily update on Federal response activities
- Talking points
- [Agency].gov page updates
- Congressional, Intergovernmental, Tribal Affairs advisories, fact sheets, operational reports, and briefing materials
- Private sector updates to stakeholders
- Photos and videos of response activities, commodities movements, survivor assistance, etc.
- Disaster assistance flyers for distribution to survivors
- Daily Communication Summary to include next day activity plans
- Initial staffing plan with updates for ESF 15 Operations Director
- Daily scroll
- Battle Rhythm (daily meeting schedule)
- Staffing Grid and Organizational Chart
- Strategic Communication Plan

**Appendix 4 to Annex A to Emergency Support Function 15 External Affairs
ESF 15 External Affairs Operations Director Designation Letter**

TO:

FROM: ESF 15 Director

SUBJECT: Designation as ESF 15 Operations Director

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

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

**Appendix 5 to Annex A to Emergency Support Function 15 External Affairs
ESF 15 External Affairs Officer Designation Letter**

TO:

FROM: NAME
Director
FEMA Office of External Affairs

SUBJECT: Emergency Support Function (ESF) 15 Activation and Appointment of an External Affairs Officer for DR-XXXX in STATE

References: A. National Response Framework
B. National Disaster Recovery Framework
C. National Incident Management System
D. JFO Standard Operating Procedures
E. ESF 15 Standard Operating Procedures

In accordance with the above references and in response to the DISASTER TYPE that occurred in STATE on MONTH DATE, YEAR, declared a major disaster on MONTH DATE, YEAR, I am formally activating ESF 15, External Affairs. In doing so, I am instructing External Affairs staff to comply with current operating procedures outlined above.

I am naming NAME as the External Affairs Officer (EAO) for the disaster. Mr./Ms. LAST NAME will serve as the External Affairs Advisor to the Federal Coordinating Officer (FCO), and will also coordinate with me, as the ESF 15 Operations Director, and the Regional External Affairs Director as necessary for strategic direction.

As the EAO, Mr./Ms. LAST NAME is authorized to modify the ESF 15 organizational structure in accordance with the FCO and Joint Field Office (JFO) requirements to effectively execute Federal External Affairs activities.

The EAO is authorized to assign ESF 15 leadership and staff personnel in coordination with the FCO, myself, and ESF 15 component directors. The EAO should immediately co-locate with the FCO. In addition to qualified staff, EAO's are expected to use trainees where possible and are required to work closely with the FCO to ensure a staffing plan that includes the use of Coach/Evaluators and trainees. The EAO will provide the ESF 15 Operations Director a proposed staffing plan as well as confirm the arrival of External Affairs staff on site until all initial staffing requests are filled.

The EAO is authorized and encouraged to maintain close coordination with Federal, state, local, tribal, and private sector counterparts, as determined by the nature of this incident.

The EAO should coordinate all actions and requests through the Regional External Affairs Office and FEMA HQ External Affairs Disaster Operations Division.

**Appendix 6 to Annex A to Emergency Support Function 15 External Affairs
Daily Event Schedule (Battle Rhythm) Template**

Daily Event Schedule		
Time	Event	Action
0500	Secretary DHS news summary prepared	NOC
0600	News summary distributed by JIC	Unified Coordination JIC
0630	Unified Coordination staff operations briefing	Key personnel, ESF 15 EAO
0730	ESF 15 senior leadership meeting	ESF 15 leadership cadre
0800	ESF 15 core group conference call (1)	Director, ESF 15 EAO, Other key reps
0930	Federal strategic communications conference call	White House, Director, Cabinet ASPAs, ESF 15 EAO
1000	State and local news briefing (2)	State and local counterparts ESF 15 staff/spokesperson
1000	Federal daily incident release (3)	DHS Public Affairs
1030	NICCL conference call (4)	Federal interagency, ESF 15, state/local
1130	NICCL call summary distributed	DHS Public Affairs
1300	D.C. news briefing	ESF 15 Director, Interagency
1700	ESF 15 core group conference call	DHS PA, ESF 15, other key reps
1900	ESF 15 Daily Communication Summary distributed	ESF 15 Planning and Products
2000	NICCL next day plans distributed	DHS Public Affairs

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

**Appendix 7 to Annex A to Emergency Support Function 15 External Affairs
ESF 15 Daily Communications Summary – Sample Template**

**Emergency Support Function 15 – External Affairs
Hurricane Michael Daily Communications Summary 10/11/2018**

[*Original template was modified to reflect Cybersecurity and Infrastructure Security Agency (CISA) and Governmental Affairs]

KEY MESSAGES

- **Call 911 for emergencies.** Do not rely on social media or other non-affiliated groups or resources if you don't have to
- **Let first responders do their job.** Stay off the roads, beaches, and waterways
- **Text, don't call.** During an emergency, phones lines may be overwhelmed. Let your loved ones know you are safe with a text instead. Visit the American Red Cross's [Safe and Well](#) site to check in, and to find missing individuals
- **You are the help until help arrives.** If it is safe to do so, check on your neighbors; you may be the help they need right now
- **Emergency Info.** Visit [Florida.Disaster.org](#) for shelter information, evacuation orders and other disaster information; Georgia survivors should visit [www.gema.ga.gov](#) for evacuation resources and other updates

KEY EFFORTS

American Red Cross (ARC)

- Increase in media activity yesterday
- USACE Deputy Commander was interviewed by USA Today on temporary roofing mission
- Pending interviews for later today and one pending interview with NBC nightly news
- Continuing to share imagery, operational updates and amplifying partner messaging via social media

U.S. Customs & Border Protection (CBP)

- Issuing a video news release today
- Coordinating with Fox News, Weather Channel and ABC News
- Continuing to share images and amplify messaging through social media

DHS Office of Civil Rights and Civil Liberties (CRCL)

- Continuing to monitor the storm for civil rights, civil liberty issues and concerns.
- Statement on safety and enforcement is ready, and available in four different languages.

U.S. Dept. of Agriculture (USDA)

- Personnel are staffing the Regional Response Coordination Center (RRCC) and National Response Coordination Center (NRCC)
- Continuing to amplify food and safety messaging via social media

Department of Defense (DOD)

- More than 5,000 personnel engaged and ready to respond

-
- 47 helicopters and 16 fixed wing aircraft, as well as 240 high water vehicles
 - USNORTHCOM, Commander, Gen. Terrence O'Shaughnessy conducted press briefing yesterday at the Pentagon- largely local media and defense-related publications generated most of the coverage
 - U.S. Army Corps of Engineers (USACE) are largely the primary DOD element generating coverage
 - Tyndall Air Force Base, as mentioned by Florida Governor, had direct impact from the hurricane; the Air Force Base is home to NORAD and USNORTHCOM units; no degradation to our mission

National Guard Bureau (NGB)

- Approximately 2,400 National Guard personnel activated to support Hurricane efforts; posturing more to respond as needed
- Georgia has activated State Guard (not National Guard)
- This weekend is drill weekend for most of the states in the region
- We are tracking 500+ stories in the news, with 17,000+ engagements and 78 million expressions on twitter

U.S. Coast Guard (USCG)

- Have begun operations in the impacted areas
- Ports in Panama City, Pensacola remain closed
- As the storm tracks to the Northeast, those units are evaluating poor conditions in Georgia, South Carolina, and North Carolina
- No pending interviews or requests
- 31 Public Affairs personnel deployed to the region for support
- Yesterday the Eighth district Commander conducted an interview

Dept. of Energy (DOE)

- Seeing a significant number of power outages in the impacted areas
- Florida outage numbers: 300,000 and in Georgia- 300,000 customer outages
- Each customer power outage represents 3-4 people (household)
- Damage assessments are ongoing and power restoration work is happening
- Our Private Sector partners have deployed approximately 37,000 workers from 24 states, with others ready to work as conditions permit
- Still seeing localized fuel shortages

Environmental Protection Agency (EPA)

- Issued statement informing interested media on our posture- the statement was well received
- Expecting inquiries to increase as the media begins to look at sites

Health and Human Services (HHS)

- Working closely with state health employees from hospitals to determine medical help and support that the public needs

-
- HHS declaration will give the centers for Medicare and Medicaid services beneficiaries and other buyers and suppliers greater flexibility on meeting emergency health needs
 - Will move 400 medical and public health responders (with another 300 personnel on alert) by the end of the day
 - Amplifying FEMA messaging on social media
 - For health professionals, we are promoting HHS resources for utility failure with considerations for oxygen therapy, durable medical equipment, and lessons learned from patient management

Centers for Disease Control (CDC)

- Continuing to amplify top line messages from partners
- CDC messaging is focused on floodwaters and carbon monoxide issues, boil water advisories and preventing injury
- Will host a webinar next week on health and mental health issues regarding hurricanes

Food and Drug Administration (FDA)

- Issued several communications yesterday on constituent updates for food producers and flood area researchers
- Issued information on veterinary medicine for animal food producers (updated on website)
- Continuing to work on facts- in the clearance process and plan to release today
- Actively using social media and amplifying partner messaging

U.S. Dept. of the Interior (DOI)

- Two teams on the ground- one in Columbus, GA and one in Atlanta
- U.S. Fish and Wildlife services and the National Park Services have closures
- Continuing to amplify all topline messaging from FEMA

***Cybersecurity and Infrastructure Agency (CISA)**

- There are no identified stakeholder needs
- Continuing to share information with critical infrastructure partners

U.S. Dept. of Labor (DOL)

- Issuing news release today

Federal Communications Commission (FCC)

- Activated the disaster information reporting system for communication providers to report information to our agency about any outages
- Created a dedicated webpage for information on the storm and uploaded communication status report on the site, as well as tips for consumers, communicating during an emergency and other information: www.FCC.gov/Michael

U.S. Small Business Administration (SBA)

- Continuing to amplify FEMA safety messaging via social media

Internal Revenue Service (IRS)

- Providing filing and payment relief for individuals in the impacted area

The Salvation Army

- Continuing to move assets into the affected area
- Currently have 48 mobile kitchens dedicated in support of Hurricane Michael response and recovery
- Have media engagements with AccuWeather, CNN, FOX Business, Fox News and Headline news

Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)

- Currently scheduling potential interviews

U.S. Postal Service (USPS)

- Response efforts include reaching out to pharmaceutical mailers to ensure customers continue to receive medications in the mail
- Postal Service Facebook pages direct people to service alerts page for information on our website
- Continuing to amplify FEMA messaging

FEMA EXTERNAL AFFAIRS OPERATIONS**Joint Information Center**

- **Social listening summary/public perception:**
 - Many people with loved ones who did not evacuate are reaching out on social media asking for information on certain neighborhoods and wellness checks on friends and family members
 - Evacuees are already growing anxious to know when they will be able to return home
 - North Carolina and South Carolina residents are showing signs of fatigue as they prepare for the potential of more flooding on the heels of Florence
- **Social Media Content:**
 - Sharing disaster distress line resources and guidance on avoiding fraud
 - Providing more guidance on types of disaster assistance and how to register
 - Working on getting better imagery showing FEMA in the field, namely of DSAT in affected neighborhoods

Planning and Products

- Finalized news release re: National press call with FEMA Administrator and Red Cross Senior Vice President of Disaster Services
- Conducted special needs assessments and organized media to support Spanish, Russian, and other language needs, to include American Sign Language and Braille

Governmental Affairs

- Working with social media team to amplify TSA messaging through IGA channels at the Bay County local level

- Staff are assigned to 8 counties in 14 impacted communities to ensure regular communication with local officials (FYI they will all be in place by weeks end; 70% today)

Private Sector

- Received, coordinated, and facilitated numerous requests from private sector partners on issues concerning gasoline, fuel location, and distribution
- ESF 12 is providing informational updates regarding fuel and energy issues
- Partnered with Energy and Transportation partners to provide private sector with critical planning information to include road closure updates and credentialing access protocols
- Created an informational toolkit regarding disaster assistance programs for businesses per a congressional inquiry

DAILY EVENT SCHEDULE

Today

Time	Event	Lead Organization
0800	Enhanced Watch Demobed / NRCC Activated	NRCC
0830	Daily Operations Briefing - Dial: 800-320-4330	FEMA All, NHC
1000	Congressional brief on the Hill - Pin: TBD	NOAA
1100	Sub-Sector Energy Synch Call	FEMA Private Sector Division, Dept. of Energy
1200	NBEOC call - Dial: 1-888-857-6931	NBEOC, Private Sector
1230	Senior Leadership VTC - Dial: 800-320-4330	FEMA Senior Leaders
1330	NICCL Call - Dial: 800-320-4330, code xxxx	FEMA HQ OEA, FEMA Region IV, III, II, I, Federal Interagency Partners
1430	EA Sync call with Regions - Dial: 800-320-4330	FEMA HQ OEA, FEMA Regions IV, III, II, I

Tomorrow

Time	Event	Lead Organization
0800	Enhanced Watch Demobed / NRCC Activated	NRCC
0830	Daily Operations Briefing - Dial: 800-320-4330	FEMA All, NHC
1100	Sub-Sector Energy Synch Call	FEMA Private Sector Division, Dept. of Energy
1330	NICCL Call - Dial: 800-320-4330	FEMA HQ OEA, FEMA Region IV, III, II, I, Federal Interagency Partners

Additional comments on tomorrow's plan:

Stafford Act Case Study: Hurricane Maria 2017

- ESF 15 was activated in October to respond to disaster declarations in the Commonwealth of Puerto Rico and the U.S. Virgin Islands
- More than 300 External Affairs personnel deployed to respond to ensure disaster survivors had accurate, critical information needed for the response and recovery process
- FEMA mission assigned 15 Federal departments and agencies to support ESF 15 operations at FEMA HQ, regional offices, and various field offices to coordinate federal messaging
- Outreach materials were translated in Spanish to ensure information was accessible
- Interpreters were deployed throughout various states to Disaster Recovery Centers, town hall meetings, and other locations. Multilingual Media Relations Specialists worked with other language media outlets to provide information to survivors
- FEMA established Hurricane Maria webpages, Facebook, and Twitter accounts
- Thousands of survivors engaged FEMA on the Hurricane Maria-specific social media

**Appendix 8 to Annex A to Emergency Support Function 15 External Affairs
ESF 15 Information Update (Scroll) – Optional / Sample Template**

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

	<p>LANSING - The Michigan Department of Community Health (MDCH) announced today that one probable swine flu case has been reported in Livingston County. State laboratory results showed that a 34-year-old woman of Livingston County has a probable case of the swine influenza A (H1N1) virus.</p> <p>http://www.michigan.gov/mdch/0,1607,7-132--213586--,00.html</p>
36	<p>(11:50 a.m.) Governor of Missouri Gov. Nixon Press Release Gov. Nixon directs public health officials to prepare State for possible bout with new strain of swine flu.</p> <p>JEFFERSON CITY, Mo. – Gov. Jay Nixon announced today that Missouri health officials are taking significant steps to deal with a new strain of swine flu that has prompted Federal officials to declare a nationwide health emergency. The Governor said that while no case of swine flu had been confirmed in Missouri, State health officials and the medical community have been on high alert since Friday because of the contagious nature of the new flu virus.</p>
35	<p>(11:16 a.m.) Oklahoma State Department of Health When: Today - Monday, April 27, 2009, 1:30 p.m. What: The Oklahoma State Department of Health and the Tulsa Health Department will each host news conferences this afternoon at their respective offices to update news media on status of swine flu outbreak in Oklahoma. www.health.ok.gov</p>
X	<p>(11:00 a.m.) NICCL Call</p>
34	<p>(10:33 a.m.) CDC Press Release Information for airline passengers exposed to swine flu.</p>
33	<p>(10:28 a.m.) CDC Press Release Risk of Swine Flu Associated with Travel to Affected Areas. This information is current as of today, April 27, 2009, at 10:28 a.m. Public health officials within the United States and throughout the world are investigating outbreaks of swine influenza (swine flu). www.cdc.gov/travel</p>
32	<p>(10:03 a.m.) Wisconsin Office of the Governor Governor Doyle Statement on Swine Influenza MADISON – Governor Doyle today gave the following statement regarding swine influenza, which has been reported in several States and in Mexico. “It is important that everyone remain calm, use common sense and simple good health practices like washing your hands. If you have flu-like symptoms, stay at home and contact your physician.” Governor Doyle said. “We are in regular contact with health officials across our State and Nation, and new information will be provided as it becomes available.”</p> <p>http://www.wisgov.state.wi.us/journal_media_detail.asp?locid=19&prid=4160</p>
31	<p>(9:27 a.m.) US Postal Service Press Release Personal hygiene is key to reducing risk of illness. You’ve heard the news that U.S. health officials are investigating a number of cases of swine flu in several areas of the United States, and a Public Health Emergency has been declared by the Federal government. All U.S. cases have been mild; all patients have recovered.</p>
30	<p>(8:13 a.m.) This is a reminder that there will be a NICCL call this morning at 11 a.m. regarding the swine flu outbreak. It is imperative that all departments have a communications representative on this daily call.</p>

**Annex B to Emergency Support Function 15 External Affairs
Governmental Affairs (Intergovernmental Affairs and Congressional Affairs)**

Intergovernmental Affairs (IGA)

References:

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

Purpose

The annex describes Federal coordination with state, local, tribal, and territorial governments and community organizations, as appropriate during an incident requiring a coordinated Federal response.

Mission

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

NRF ESF 15 Quick Summary – Intergovernmental Affairs (State, Local, Tribal, and Territorial governments)	
Supports External Affairs by:	<ul style="list-style-type: none">• Preparing an initial action plan to support the FCO/LFO and Unified Coordination staff with incident-specific guidance and objectives, at the beginning and throughout an actual or potential incident• Promoting federal interaction with state, local, tribal, and territorial governments and community organizations, as appropriate, by serving as primary federal point of contact for elected and appointed officials, both in the field and at coordination entities such as a Joint Field Office (JFO)• Implementing a system of information sharing with IGA stakeholders. Informing IGA stakeholders by disseminating information about response efforts, protocols, and recovery programs• Building relationships with elected and appointed IGA stakeholders to maintain an on-going dialogue, and serve as a clear, single point of contact for IGA stakeholders during an incident• Advising leadership on current and potential volatile issues and possible resolutions• Coordinating the national effort through DHS or FEMA IGA and the relevant lead agency IGA

Organization

External Affairs Organizational Concept

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

DHS Office of Intergovernmental Affairs

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

National Coordination and Support

To ensure DHS maintains a fully informed External Affairs capability at the national level during incidents requiring a coordinated federal response, IGA maintains close coordination with the White House, DHS senior staff, ESF 15 leadership, federal agency IGA officials and other senior officials.

IGA activities with state, local, tribal, and territorial officials

Governmental Affairs may conduct many activities including, but not limited to:

- Conduct and facilitate introductory meetings to ensure program requests are streamlined
- Attend and participate in meetings with governors, mayors, and tribal council and other state, local, tribal, and territorial officials
- Attend and participate in community meetings
- Deliver programmatic briefings
- Identify effective methods to share information
- Address and resolve issues and problems
- Identify and analyze trends and potentially volatile issues
- Build relationships

Tribal Affairs

A Governmental Affairs Specialist with tribal affairs experience will serve as a liaison between the agency and the tribe when the state requests assistance. If a tribe makes a direct request and is approved for a Presidential disaster declaration, this function will be expanded. In such cases, the tribe becomes a grantee and the FCO/LFO coordinates directly with the individual the tribe assigns as the Tribal Coordinating Officer.

The Governmental Affairs (Tribal) Specialist may speak on behalf of the FCO/LFO, make operational decisions, and have the authority to direct program and other staff to meet the needs of the tribe. The Governmental Affairs Specialist may also have the authority to prioritize FEMA functions and help manage FEMA's engagement with the tribal staff. If other Governmental

Affairs Specialists are assigned to support the disaster, they must coordinate closely with the Special Advisor to ensure the Tribal Coordinating Officer’s priorities and messages are clear and coordinated.

Congressional Affairs

References:

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

Purpose

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

NRF ESF 15 Quick Summary – Congressional Affairs (CA)	
Supports External Affairs by:	<ul style="list-style-type: none">• Developing an initial action plan in support of objectives identified by the FCO/LFO• In coordination with the Headquarters Governmental Affairs Division and state counterparts, establishing contact with congressional offices representing affected areas• Coordinating with interagency congressional affairs counterparts to deliver a unified message to all stakeholders

Congressional Affairs Primary Function

Governmental Affairs Specialists with experience working with congressional offices, proactively engages and coordinates the exchange of information among DHS, FEMA, and Members of Congress and their staffs by fostering a positive and continuous dialogue. They also coordinate with interagency congressional affairs counterparts to provide accurate, timely, consistent, and comprehensive information to Members of Congress and their staffs.

Concept of Operations

The Unified Coordination staff and regional leadership will designate an Assistant External Affairs Officer (AEAO) for Governmental Affairs during an incident requiring a coordinated federal response. They will deliver a unified message through the open exchange of information between FEMA, state, and interagency congressional affairs counterparts involved in the incident. They will physically locate within ESF 15 spaces within the Unified Coordination staff. If not physically located in the JFO facility, every effort should be made to move Governmental Affairs within proximity of ESF 15 elements. ESF 15 Planning and Products will support Governmental Affairs with congressional advisories, operations report summaries, and fact sheets, to include congressional briefing materials and information.

Initial Activation and Deployment Actions

- Make initial contact with the EAO, Unified Coordination staff, and counterparts from the Region and Headquarters
- Determine staffing levels with the EAO using staffing analysis guidelines and in consultation with the External Affairs Cadre Coordinator. Staffing analysis guidelines are contained in Appendix 1
- Assign Governmental Affairs staff to liaise with congressional offices
- Develop preliminary organizational chart and anticipated assignments
- Coordinate protocol with ESF 15 Planning and Products program liaisons for initial and subsequent preparation of the operations report summary and researching inquiries, as appropriate
- Anticipate need to acquire local hire staff to supplement operations

Congressional Affairs Incident Tasks

- Work with interagency congressional affairs counterparts to establish advisory and notification procedures for congressional offices in coordination with headquarters Governmental Affairs Division
- Make initial contacts with congressional district offices as soon as possible
- Provide one point of contact to congressional district offices
- Provide initial incident information
- Confirm congressional offices' contact person(s) and contact information
- Determine congressional district office needs and specific concerns

Outreach and Communications Activities

- Coordinate with ESF 15 Planning and Products to provide key messages to congressional offices that can be communicated to the public
- Initiate conference calls with affected congressional offices 24-48 hours after the event when practicable and throughout the response and recovery operations
- State points of contact, FEMA program staff, leadership, and other Federal agencies should be invited to participate as appropriate; initially, the conference call should be held daily and adjusted based on congressional office needs and interests
- Provide congressional offices an operations report summary, in coordination with ESF 15 Planning and Products that describes: 1) key response and recovery efforts by the State, Federal agencies, and voluntary organizations, 2) disaster assistance program statistics, and 3) helpful resources and referrals. Frequency of distribution should be determined by disaster type, programs activated, and congressional office needs. A notional operations summary example is contained in Appendix 2.
- In coordination with headquarters Governmental Affairs Division and the congressional district offices, establish a timeframe to hold an initial interagency congressional briefing at the Unified Coordination staff as quickly as possible after an event
- When possible, schedule congressional office visits to address congressional concerns, needs, and emerging issues
- Maintain ongoing communications with all impacted congressional district offices and respond to inquiries in a timely manner

Other Governmental Affairs Incident Coordination Measures

Support to EAO and FCO/LFO

Provide the EAO and FCO/LFO with summaries on the Members of Congress affected (including expected level of their involvement), impact on their districts and other significant issues, biographical sketches of members (including their affiliation, term in office, major committee assignments, leadership positions, and location of state/district offices). Governmental affairs staff at the FEMA regional office may be able to provide some of this information.

Product Development

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

Congressional Advisory Process

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

Interagency Contact

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

Documentation

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

Congressional Briefing Materials

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

- Executive Summary or Situation Overview
- Status of declaration(s)
- State map of disaster area and designated counties
- Map of congressional districts (with members' names & district numbers)
- Background information page(s) – disaster specific
- Program fact sheets
- Other appropriate materials

Anticipate VIP visits

- In coordination with HQ Governmental Affairs, arrange for incident site visits for Members of Congress and their staffs and congressional oversight committees
- Coordinate visits with the Unified Coordination staff, region, headquarters Governmental Affairs Division, and state counterparts
- Use the VIP Visit Guidelines and tools to plan for VIP visits

Governmental Affairs Staff Positions

Governmental Affairs Manager (GVMG)

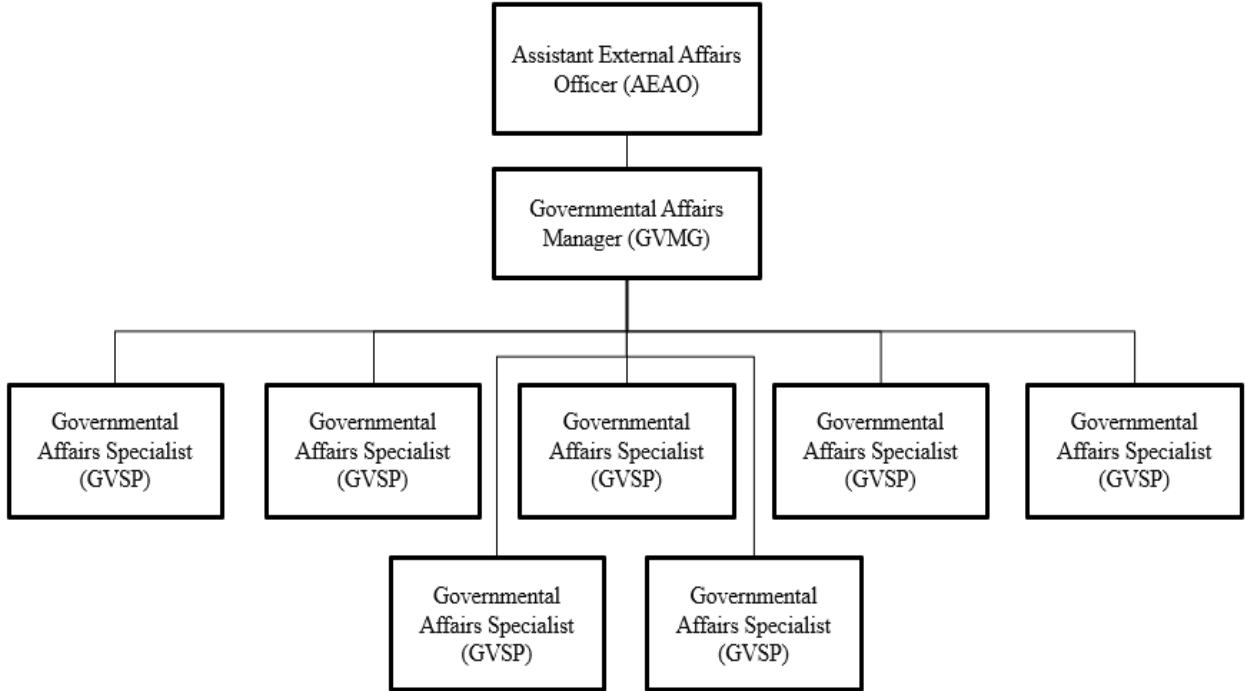
Manages the routine day-to-day outreach and activities between Governmental Affairs Specialists and state, local, tribal, territorial governments, and congressional offices, ensuring the Assistant External Affairs Officer has the resources necessary to support the FCO/LFO leadership.

Governmental Affairs Specialists (GVSP)

Conducts outreach to elected and appointed officials, such as county and parish elected officials, mayors, borough and city council members within a designated region to inform them of updates in all program areas and to provide each with a single point of contact for ongoing issues and concerns. Governmental Affairs specialists ensure that stakeholder inquiries are processed accurately and in a timely manner.

Governmental Affairs work through EA program liaisons who work closely with Disaster Survivor Assistance Teams (DSAT), formerly community relations, to coordinate their outreach efforts. It is important that Governmental Affairs stakeholders know their FEMA point of contact and are not being contacted by various FEMA components without internal coordination.

**Appendix 1 to Annex B to Emergency Support Function 15 External Affairs
Governmental Affairs Organizational Chart**



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

References:

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

Purpose

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

NRF ESF 15 Quick Summary – Joint Information Center (JIC)	
Supports External Affairs by:	<ul style="list-style-type: none"> • Preparing an initial action plan to support the FCO/LFO and Unified Coordination staff with incident-specific guidance and objectives at the beginning and throughout an actual or potential incident • Establishing a joint information center or co-locating with an established state, local, tribal or territorial joint information center • Overseeing the key function of accessible media relations, visual imaging, and digital communications, ensuring unity of effort among all Federal JIC participants • Coordinating messages with Federal, state, local, tribal, and territorial governments • Providing incident-related lifesaving and life sustaining information through accessible media, web, and social media platforms to individuals, families, businesses, and industries directly or indirectly affected by the incident • Conducting news conferences and briefings • Gathering information on the incident • Using a broad range of resources to disseminate information • Monitoring news coverage to ensure accurate information is disseminated. • Monitoring and analyzing social media conversations to provide situational awareness of public perception issues • Answering public inquiries received through digital platforms • Directing and coordinating public affairs activities • Training Federal responders on media release policy • Responding to rumors and inaccurate information through the media or official social media accounts and online resources such as a rumor control page on FEMA.gov

JIC Operating Concepts

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

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

the public. Collocation with the state, local, tribal or territorial JIC is essential, as it facilitates coordination and cooperation for messaging.

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

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

JIC Organization

Requirement

A JIC, or collocation of Federal JIC staff with the state and local JIC, must be established during an incident requiring a coordinated Federal response.

Scalable and Flexible

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

JIC Information Management

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

Joint Information Center Types

National JIC

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

Area JIC

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

Virtual JIC

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

Incident JIC

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

Satellite JIC

The Satellite JIC is smaller scale than other JICs and is established primarily to support and operate under the control of the incident JIC. Its staff and operations are directed by the ESF 15 External Affairs Officer. The satellite JIC(s) provides scalable and flexible capability for timely release of information, as the incident situation evolves.

JIC Establishment

Activation

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

JIC Coordination with Government Counterparts

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

Consistency in communications messaging and support to our citizens are enhanced by working together as a team. If all communications counterparts decide to co-locate the JIC at the JFO, liaisons are requested from state, local, tribal, and territory communicators to staff the facility and ensure unity of effort.

Configuration and Staffing

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

Satellite JICs

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

Spokespersons

The spokesperson(s) will be designated by the ESF 15 Operations Director and the External Affairs Officer.

Logistics Support (See Annex X)

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

Federal Interagency Staffing (See Annex Q)

The ESF 15 External Affairs team and representatives from all Federal departments and agencies will locate in the JIC or be linked through the Joint Information System (JIS). **Federal personnel reporting to work in the ESF 15 JIC will be required to comply with this SOP. The JIC and its operations are a unified Federal communications operation.**

JIC Staff Positions

Joint Information Center Manager (JIMG)

Supervises Media Relations, Digital Communications, and Visual Imaging Specialists and manages media relations responsibilities in support of the FCO/LFO and directs hour-to-hour JIC media functions. Works closely with the Planning and Products Manager to coordinate strategic messaging and to inform them of issues that might be developing from a traditional and social media standpoint. Coordinates activities in conjunction with other Federal, State, tribal, territorial and local counterparts with primary responsibility of overseeing media relations staff in the field as opposed to the Unified Coordination staff. Develops field strategy for reaching all media outlets in a proactive, strategic manner. Responsible for supplying all field staff with the latest produced information and the latest strategic messaging. Gathers and summarizes field reports with an emphasis on developing issues to be used to help develop strategic messaging. Handles events such as news conferences, press briefings, and tours for senior officials of affected areas. Works as the point of contact for all protocol issues and for organizing and planning all VIP visits.

Media Relations Specialist (MRSP)

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

Digital Communications Specialist (DCSP)

Serves as the primary point of contact for all digital communications engagement with the public and stakeholders. This position identifies social media influencers, websites, and opportunities for shared messaging content, and coordinates with Creative Specialists to establish messaging priorities for social media content and dissemination. The Digital Communications Specialist also conducts daily listening of social media discussion regarding ongoing disaster response, analyzes the online discussion and summarizes key points in a concise report, and identifies and elevates hot issues to the appropriate program office or leadership. Works with Media Relations Specialists to monitor and analyze online conversations so that public perception issues are reported. Ensures that information on websites is updated and optimized for visitors. Coordinates the posting of content to official social media accounts. Monitors social media accounts for public inquiries and works with Program Liaison Specialists to develop responses to those inquiries.

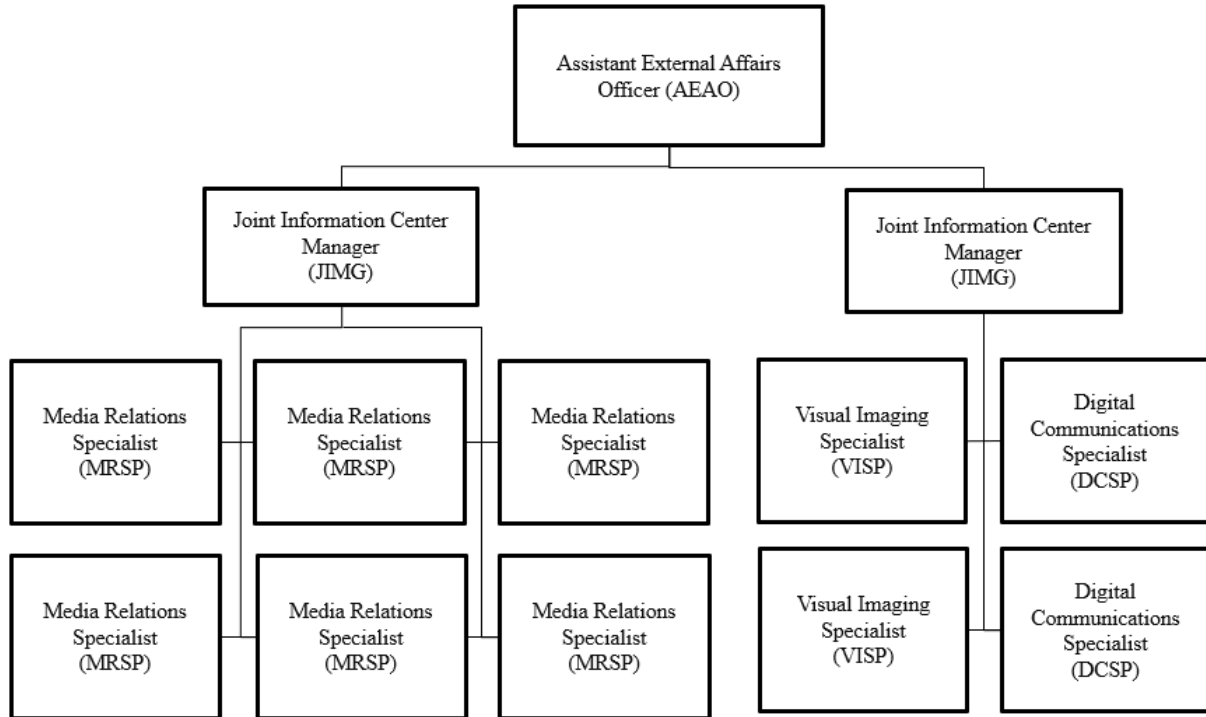
Visual Imaging Specialists (VISP)

Responsible for capturing, editing, organizing, and saving photo and video documentation of activities in the field, according to the Visual Imaging Strategy. The purpose of these photos and videos is to tell the story of FEMA's response and recovery efforts. Photo and video coverage require the Visual Imaging Specialist to obtain consent forms and be conscientious of protecting personal identifiable information. They work very closely with Digital Communications Specialists, Creative Specialists, and program liaisons to develop imagery requirements for social media posts, news releases, blogs, websites, public service campaigns, video documentation, special productions, remote live interview feeds, and logistical support of public meetings and presentations.

Appendices

1. JIC Organizational Chart
2. Release of Information and Spokespersons
3. ESF 15 Social Listening Report
4. JIC Establishment Checklist

**Appendix 1 to Annex C to Emergency Support Function 15 External Affairs
JIC Organizational Chart**



Appendix 2 to Annex C to Emergency Support Function 15 External Affairs Release of Information and Spokespersons

References:

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

Purpose

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

Discussion

National Policy

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

Factors in Releasing Information

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

Federal Interagency

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

Coordination with Government Authorities

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

Classified and Law Enforcement Information

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

Privacy

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

Spokespersons

Unified Coordination/ESF 15 Headquarters Staff

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

Authorized Spokespersons

The following personnel address policy and incident management operations:

- ESF 15 External Affairs Officer (EAO)
- ESF 15 Assistant External Affairs Officer (AEAO)
- Press Secretary
- All others can talk about what they do

Field Operations

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

Rescue Helicopter Aircrews

Discuss rescues, missions, special training.

FEMA Urban Search and Rescue Task Force

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

Incident Management Assistance Team (IMAT)

Discuss mission, qualifications, experience, previous incidents.

Media Access

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

Remember – Talk about what you do.

Federal ESF 15 and Joint Information Center Policy

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

Release Authority

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

Contractors and Release of Information Spokespersons

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

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

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

**Appendix 3 to Annex C to Emergency Support Function #15 External Affairs
Social Media Listening Report**

ESF 15 - EXTERNAL AFFAIRS SOCIAL MEDIA LISTENING REPORT CALIFORNIA WILDFIRES (DR-4407-CA) DECEMBER 9, 2018
SUMMARY
<ul style="list-style-type: none"> • Overall, contentious rhetoric deriding FEMA’s response to the wildfires has died down over the last 24 hours. • Negative comments continue to focus on trailers, the Walmart parking lot, and how poor weather conditions will affect survivors. • Posts mentioning FEMA in Southern California are generally positive. • The most acrimonious comment threads are in response to tweets from politicians; however, Schwarzenegger tweets covering his visit to Butte received a largely positive response. • Health messaging has increased toward people located within the burn areas.
FEMA CONVERSATION
<ul style="list-style-type: none"> • Many comments on social continue to ask why FEMA hasn’t provided trailers to vulnerable populations in Butte County. Some persistently demand “Where’s FEMA?” • Urgency is stressed due to the falling temperatures and rain. • Often the most divisive posts come from anonymous accounts with avatar profile photos and bot-like content on their pages. In a handful of scenarios, Butte locals and supporters have responded praising FEMA’s response at the Chico DRC and correcting disinformation. • The Mayor of Los Angeles requested followers spread the word FEMA is providing aid to those affected by the wildfires. A few posts in Southern California shared how to contact FEMA and what services are available to survivors.
PUBLIC PERCEPTION/SENTIMENT
<ul style="list-style-type: none"> • Most wildfire-related conversations revolve around <ul style="list-style-type: none"> ○ Sharing links from traditional media, which provide wildfire updates and ways to support survivors; ○ Political comments deriding the president’s visit to California; ○ The unhealthy level of smoke blanketing Northern California; and ○ The Arnold Schwarzenegger visit to Paradise.
LIFELINES
<p>Safety and Security</p> <ul style="list-style-type: none"> • At 07:11 today, Cal Fire announced the Camp Fire had burned 153,336 acres, was 80% contained, caused 81 fatalities, destroyed 18,421 structures and damaged 570 others. • At 19:11 on November 20, Cal Fire announced the Woolsey Fire had burned 96,949 acres and was 98% contained. • Today at 14:46, Cal Fire Butte Unit noted that crews were performing fire suppression repair and implementing erosion control measures. • At 11:31 on November 20, Cal Fire Butte Unit announced that crew were working 24/7 to secure the area from safety hazards.

Food, Water, Sheltering

- At 14:31 on November 20, Cal OES [shared](#) content on available shelters in Butte County. Sentiment toward the utility company remains negative due to the utility company's reported blame for the wildfires.
- There is discussion on how to find temporary homes through [Airbnb](#). Many seem [interested](#) and have [questions](#) on how to [get survivors into these units](#).
- As of 0715 PST, today, a local news outlet reports the Paradise Irrigation District issued a [water warning](#) due to the Camp Fire.

Health and Medical

- Today, Butte Public Health [recommended](#) volunteers supporting Camp Fire survivors get a flu shot due to the easy spread of disease in crowded living conditions.
- The County of Butte issued a [news release](#) stating a hazard advisory against residents re-inhabiting destroyed property until it's clear of hazardous waste.

Energy (Power and Fuel)

- After power was reported to be fully restored in Paradise and the surrounding areas, a business owner reports his business in [Old Magalia](#) is still without power.

Transportation

- As of 1248 PST, today, the LA County Sheriff reported Pacific Coast Highway from [Kanan Dume Road](#) to the Ventura County Line is closed.
- As of 1356 PST, the city of Malibu reports [Malibu Cyn Road south of Piuma is closed](#).

Hazardous Waste

- As of 1403 PST, yesterday, Los Angeles County announced the deadline for Woolsey Fire residents to sign up for the [debris removal program has been extended](#) to January 2, 2019. Many individuals are sharing this post.
- As of 1012 PST, Butte County reported the [today's waste removal locations](#).

Appendix 4 to Annex C to Emergency Support Function 15 External Affairs JIC Establishment Checklist

References:

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

Purpose

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

JIC Establishment Checklist

Because of the critical nature of providing emergency information to disaster victims, one of the most pressing needs the External Affairs staff face in a crisis is arranging for necessary work space, materials, telephones, and staff to properly establish a JIC.

The following list will assist in standing up a JIC.

- Coordinate with FCO/LFO; Unified Coordination Group; and state, local, tribal and territorial authorities to identify the optimum and accessible JIC site for all participants
- Brief JIC staff on concept of joint operations and policy on release of information
- Identify staffing needs and request inter-agency support from DHS OPA
- Determine JIC staffing hours (scope of response/level of media interest may require staffing beyond core Unified Coordination staff hours of operations)
- Obtain telephones and phone lines (dedicate one line with multiple phones as news desk number)
- Obtain log into Cision/Vocus¹ to develop media list and contact information for media outlets, editors and reporters in the impacted area
- Obtain Associated Press stylebooks
- Obtain AM/FM Radio
- Obtain televisions/monitors
- Obtain video/voice recorders
- Obtain broadcast operations package (satellite truck and crew)
- Obtain pipe and drape (blue curtains)
- Obtain podium, microphone, speakers, and multi-box
- Obtain media camera riser/platform
- Obtain sufficient seating for press briefings

Note¹ - The FEMA HQ news desk can provide the JIC staff a Cision/Vocus login

**Annex F to Emergency Support Function 15 External Affairs
Private Sector**

References:

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

Purpose

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

NRF ESF 15 Quick Summary – Private Sector	
Supports External Affairs by:	<ul style="list-style-type: none"> • Providing strategic counsel and guidance to response leadership in an actual or potential incident: <ul style="list-style-type: none"> ○ Prepares an initial action plan to support the FCO/LFO and Unified Coordination staff with incident-specific guidance and objectives ○ Identifies critical issues related to successful private sector recovery, and elevates them to the appropriate Unified Coordination staff component and/or FCO/LFO for awareness and resolution ○ Liaises with and supports state and/or regional private sector liaisons and partnership efforts • Conducting Outreach and Education <ul style="list-style-type: none"> ○ Builds targeted local outreach networks of state private sector liaisons; regional public-private partnerships; major employers; key Chambers of Commerce; relevant trade and industry associations; impacted universities and other influential private sector stakeholders within the area ○ Expands the reach of disaster assistance messaging through private sector networks ○ Identifies opportunities for Unified Coordination staff leadership and response partners to speak directly to key private sector groups, such as at business recovery forums and events • Promoting operational integration with the impacted private sector to support local economic response and recovery: <ul style="list-style-type: none"> ○ Establish two-way information sharing between the unified Federal response, the State/tribe/territory/local, and the impacted private sector community and their employees or members ○ Informs the private sector of response efforts, protocols, and recovery programs

	<ul style="list-style-type: none"> ○ Serves as a liaison between the overall government response and recovery operations and the private sector community ● Supporting situational awareness: <ul style="list-style-type: none"> ○ Engages the private sector in two-way information-sharing efforts ● Coordinates with partners within the Unified Coordination staff on matters relating to their specific functions and the private sector, including: key Emergency Support Functions (see table D-1); the Infrastructure liaison and DHS Cybersecurity and Infrastructure Security Agency; Voluntary Agency liaisons; Faith-Based liaisons Disability liaisons; and others as appropriate
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Assumptions

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

- Regardless of the nature of the incident (natural disaster, terrorism, or other), most disasters impact businesses and the local economy
- Business recovery is a central and critical component in a community’s recovery
- Non-impacted may also be willing to provide services during a recovery period
- Small-to medium-sized businesses may be most vulnerable to disruptions and are essential to local economic and community recovery
- According to the U.S. Small Business Administration, 99 percent of all employers in America are small businesses
- The majority of the Nation’s critical infrastructure are owned and/or operated by the private sector, therefore private sector organizations play a key role in providing goods, services, and technical expertise that can complement effective preparedness, response, recovery, and mitigation operations
- The private sector has communication channels that can be leveraged to distribute information directly to survivors (employee communications, customer interaction, information exchange with suppliers and partners)
- By including a private sector liaison on the External Affairs team, ESF 15 can help speed disaster recovery by more fully engaging the vast resources, knowledge and capability of the private sector in emergency communications and, where appropriate, integrating private sector resources into operations

Concept of Operations

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

Scalability

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

National Structure

Private sector liaisons from appropriate federal agencies may be deployed to the NJIC, the National Business Emergency Operations Center (NBEOC) in the NRCC, or FEMA Ready Room, if established, to provide subject matter expertise on a specific event and support messaging and outreach to the private sector, in coordination with the Assistant External Affairs Officer for the Private Sector. Depending on the disaster or special security event, staff will be drawn from agencies most relevant to the event, such as DHS Private Sector Office, FEMA Private Sector Division, DHS Cybersecurity and Infrastructure Security Agency, US Coast Guard, or other agencies.

Field Structure

In all activations, the ESF 15 Operations Director will designate an External Affairs Officer (EAO) in coordination with the Regional Office and the Federal Coordinating Officer.

In addition to the EAO, the Unified Coordination staff's private sector component may include private sector outreach liaisons, who report to the EAO or AEAO.

Coordination

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

- The Planning and Products Manager, and other ESF 15 section leads to ensure that private sector efforts and plans are fully synchronized
- State and other operational partners to conduct private sector engagement, such as supporting back to business events, helping to identify issues and elevate them for resolution, and advising on collaborative efforts
- The DHS Infrastructure Liaison, State Private Sector Liaison, Community and Faith Based Initiatives Liaison, Disability Integration Liaison, ESF 6, and other Unified Coordination staff leadership, as applicable, to ensure a robust flow of communication with local, regional, and national private sector networks
- Private sector representatives or liaisons in the state EOC, RRCC(s), and with the private sector representative within the NRCC
- Business emergency operation centers as appropriate, whether at the local, regional or national level
- Deployed representatives from other Federal partners, such as the Small Business Administration (SBA), Internal Revenue Service (IRS), and General Services Administration (GSA)

National Level Coordination

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

impacted area. The NOC seat coordinates with the FEMA Private Sector Representative in the NRCC.

The PICCL is a standing line and distribution list comprised of private sector, Critical Infrastructure (CI) sector communicators and major national association corporate communicators. The PICCL, maintained by the Cybersecurity and Infrastructure Security Agency (CISA) Office of External Affairs, is provided to component offices to ensure private sector communicators receive timely public information during an incident requiring Federal coordination and response.

Federal department and agency communicators may assist CISA maintain the PICCL roster by providing corporate communicator contact information

Roles and Responsibilities

FEMA Private Sector Division

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

FEMA PSD recruits and manages private sector representatives and oversees the NBEOC. Through these channels, PSD connects national private sector communication and operational partners with regional or Unified Coordination staff efforts, as appropriate. The PSD's representative staffs the NBEOC desk and coordinates with BEOCs, if established, in the impacted area.

DHS Private Sector Office

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

DHS Cybersecurity and Infrastructure Security Agency (CISA)

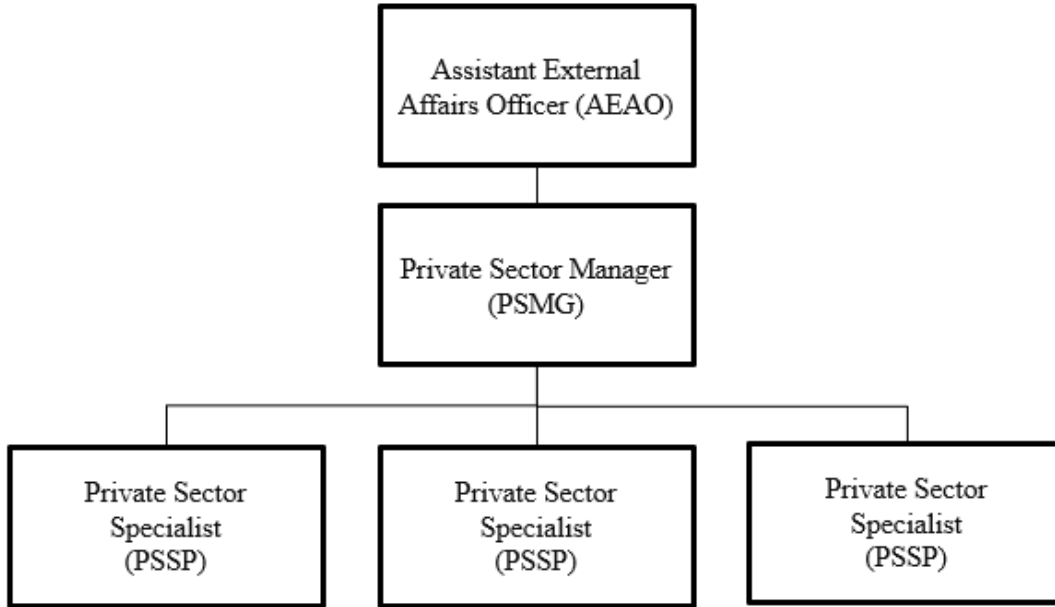
For critical infrastructure security, CISA maintains an information-sharing network designed to provide timely and actionable threat information, assessments, and warnings to public and private sector security partners, specifically critical infrastructure owners and operators. CISA coordinates the deployment of infrastructure liaisons to Unified Coordination staffs to implement critical infrastructure support activities including coordination with ESFs, Federal sector-specific agencies; state, tribal, territorial and local entities; and CI owners and operators. Along with the DHS National Operations Center's (NOC), CISA provides a 24x7 operational component regarding critical infrastructure and is positioned and practiced at providing timely and actionable situational awareness information to its government and industry stakeholders.

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

Other DHS Components

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

**Appendix 1 to Annex F to Emergency Support Function 15 External Affairs
Private Sector Organizational Chart**



Emergency Support Functions (ESFs)		
Key ESFs	Lead Agency	ESF Private Sector Coordination Responsibilities
ESF 1 – Transportation	Department of Transportation	Coordinate on issues identified by private sector stakeholders; include in stakeholder communications
ESF 2 – Communications	DHS/National Communications System	Cyber security coordination; include in stakeholder communications
ESF 3 – Public Works	DoD/US Army Corps of Engineers	Share information with infrastructure liaison on any relevant issues that private sector liaisons identify
ESF 4 – Firefighting	USDA/Forest Service	Share information on impacts to private sector issues
ESF 5 – Information and Planning	FEMA	Coordinate with State/tribal/territorial/local emergency management staff who act as the jurisdiction’s private sector liaison
ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services	FEMA	Convey offers of assistance, capabilities, expertise provided by the private sector; include in stakeholder communications
ESF 7 – Logistics	FEMA	Coordinate with retail, big box, and trucking companies as needed, depending on ESF 7 needs and stakeholder capability; include in stakeholder communications
ESF 8 – Public Health and Medical Services	HHS	Convey any issues or identified needs/capabilities related to privately owned medical facilities; include in stakeholder communications
ESF 9 – Search and Rescue	USCG	Share information and connect with any additional private sector resources (such as aviation) and coordinate on issues/needs/capabilities identified during private sector outreach
ESF 10 – Oil and Hazardous Materials Response	USCG/EPA	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF 11 – Agriculture and Natural Resources	USDA/Forest Service	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF 12 – Energy	Department of Energy	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF 13 – Public Safety and Security	Department of Justice	Coordinate on issues/needs/capabilities identified during private sector outreach; include in stakeholder communications
ESF 14 – Cross Sector Business and Infrastructure	FEMA and CISA	Coordinate Cross-Sector Business and Infrastructure communications following disasters
ESF 15 – External Affairs	DHS OPA/FEMA EA	Coordinate as outlined in this SOP

Annex G to Emergency Support Function 15 External Affairs Planning and Products

References:

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

Purpose

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

NRF ESF 15 Quick Summary – Planning and Products (P&P)	
Supports External Affairs by:	<ul style="list-style-type: none">• Preparing External Affairs inputs for the IAP and strategic communications plan(s) to support the FCO/LFO and Unified Coordination staff with incident-specific guidance and objectives before and during an actual or potential incident• In coordination with State, tribal, territorial, and local counterparts, supporting lifesaving and life-sustaining communications by creating timely products to alert and advise the public• Through unity of effort, centrally directing and developing all messaging from the Unified Coordination staff• Developing all written external products and internal communications documents• Ensuring all written products and internal communications documents are produced in accessible formats (American Sign Language, 508-compliant, non-English speaking populations, etc.)• Using a broad range of resources, including the common operating picture (COP), to prepare timely information products• Providing inputs for the ESF 15 Daily Communications Summary.• Serving as the central point for information assimilation from liaisons, ESF 15 components, State, tribal, territorial and local counterparts• Centralizing strategic message planning and development• Speakers bureau coordination

Concept of Operations

Central coordination and unity of effort in development of all communications strategy and materials within ESF 15 and the Unified Coordination staff are critical. Planning and Products is the central point to coordinate and develop all communications plans, strategies and materials and ensure they are accessible to the whole community. This central focus provides greater strategic coordination and enhanced messaging efficiency.

Staff Organization

Planning and Products is directed by the Assistant External Affairs Officer for Planning and Products. It includes the Creative Services Unit and the Liaisons Unit

Staff Composition

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

Release Authorization

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

Planning and Products Manager

Supervises and compiles reports based off the information received from the Creative Specialists and Program Liaisons. Works closely with Intergovernmental/Congressional Affairs Manager(s), Joint Information Center Manager(s), and Private Sector Managers(s) to coordinate and schedule events (town hall meetings, specialized group meetings, Facebook Live events, and other gatherings where disaster information is requested and a subject matter expert is needed). Planning and Products Managers will also make sure that all messaging is 508 compliant and accessible to all audiences and languages identified in the disaster area.

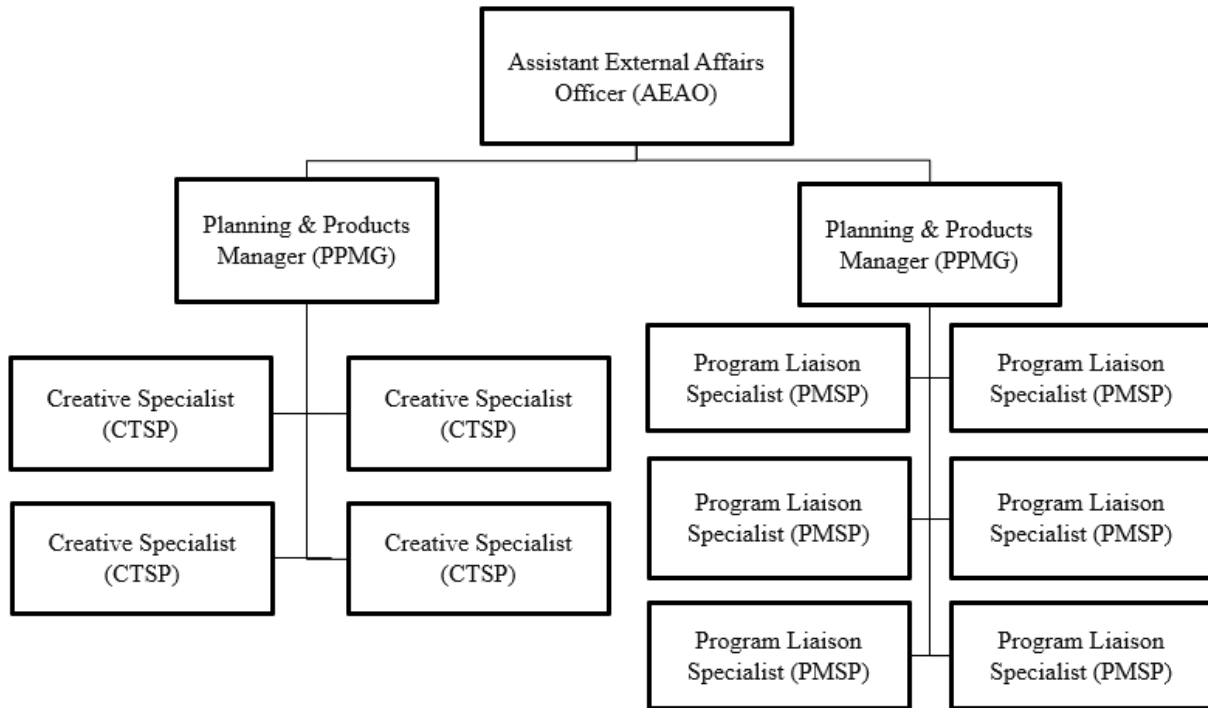
Program Liaison Specialists

Planning and Products will identify and provide liaison support to the active components within the Unified Coordination staff, including support for all activated ESFs. The liaison serves as a subject matter expert and links ESF #15 to program areas, branches and divisions, and other federal agencies involved in response and recovery activities. Federal agencies responsible for a specific ESF will be required to provide a liaison to ESF 15 to act as a subject matter expert and communication specialist for all matters involving their ESF. The function also coordinates closely with the Disability Integration Advisor to deliver information in other forms to support populations with accessible communications needs. Liaisons will be responsible for gathering information, working with Creative Specialists to develop pro-active planning and messaging, and provide information for all activities involving their respective operational element or ESF. The AEAO for Planning and Products compiles key information provided by the liaison to develop consolidated reports for internal awareness and coordination.

Creative Specialists

Creative Specialists are responsible for researching and developing messaging in accordance with the Strategic Communication Plan and creating and editing clear, concise, and timely messaging products (news releases, briefing materials, flyers, presentation materials, talking points, fact sheets, stakeholder advisories, etc.). This position facilitates the approval process for products, often working through Program Liaisons for program area concurrences. Adherence to timelines and deadlines is a vital part of this position.

**Appendix 1 to Annex G to Emergency Support Function15 External Affairs
Planning and Products Organizational Chart**



Annex H to Emergency Support Function 15 External Affairs Cybersecurity

References:

- A. Executive Order 13636
- B. Presidential Policy Directive 21 (PPD-21)
- C. Presidential Policy Directive 8 (PPD-8)
- D. Homeland Security Presidential Directive 5 (HSPD 5)
- E. National Incident Management System (NIMS)
- F. Federal Information Systems Management Act (FISMA)
- G. Executive Order 13618
- H. The Defense Production Act of 1950, as amended
- I. National Security Directive 42
- J. National Infrastructure Protection Plan (NIPP)
- K. National Strategy to Secure Cyberspace

Background

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

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

Purpose

The purpose of this annex is to establish a strategic framework for organizational roles, responsibilities, and actions for external affairs activities that prepare for, respond to, and recover from a cyber-incident significant enough to warrant activating ESF 15.

Guiding Principles

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

To be effective, communications strategies should be based on sound risk communications principles and standardized practices that provide critical information to appropriate audiences.

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

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

Key Stakeholder Outreach and Coordination

The Cybersecurity and Infrastructure Security Agency (CISA) oversees and manages communications with identified stakeholders as it pertains to cyber, telecommunications and critical infrastructure activities. These outreach efforts will be part of the CISA's day-to-day operations and will serve to strengthen stakeholder relationships. CISA will also work to build and maintain solid working relationships with potential incident response partners, such as Federal, state, tribal, territorial, local and private sector organizations. In the event of a significant cyber incident, CISA will follow ESF 15 guidance in communicating with the following audiences:

Public/Community

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

Federal, State, Tribal, Territorial, and Local Partners

DHS departmental staff with support from CISA will coordinate and disseminate information to appropriate government partners in all jurisdictions.

Private Sector

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

Congressional Members and/or Staff

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

Nongovernmental Organizations (NGO)

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

Media

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

Organizations' Roles and Responsibilities

During a significant cyber incident in which ESF 15 is activated, communications will be closely coordinated by the DHS OPA, CISA External Affairs, the NJIC, and other organizations as necessary. These organizations may include the White House Office of Communications, Federal departments and agencies' public affairs offices, private sector or nongovernmental entities' public affairs teams, and affected state public information officials.

White House Office of Communications

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

Department of Homeland Security

The DHS Assistant Secretary for Public Affairs is the Director of ESF 15. The Director will formulate strategic communications direction in coordination with the White House and other public affairs directors and will designate the Operations Director and External Affairs Officer for a cyber-incident. During a cyber-incident DHS OPA may retain the role of Operations Director. The CISA Director of External Affairs will serve as the External Affairs Officer (EAO) during a cyber-incident. The EAO will be the principal point for coordination with CISA leadership and staff throughout the incident. Additionally, the EAO will coordinate with DHS OPA and the NJIC to develop a cyber-specific National Terrorism Advisory System (NTAS) Alert or Bulletin, when appropriate.

Cybersecurity and Infrastructure Security Agency (CISA)

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

National Joint Information Center (NJIC)

The DHS NJIC serves as the Federal incident communications coordination center during incidents requiring a coordinated Federal response. The NJIC may locate at a CISA facility during a significant cyber incident.

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

Federal Bureau of Investigation

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

State and Local External Affairs / Private Sector

Federal external affairs organizations encourage state, tribal, territorial, local and private sector participation in their communications activities. CISA External Affairs will ensure that communications are established with key state, tribal, territorial and local leaders (i.e., governors, mayors, and homeland security advisors), in full cooperation with Office of Intergovernmental Affairs (IGA). Communications with other personnel will be established on an event-specific basis.

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

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

Cyber Unified Coordination Group (UCG)

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

External Affairs Response During a Cyber-incident

During cyber incidents requiring a coordinated Federal response, the EAO will assume operational control of external affairs personnel in other CISA divisions. When applicable, this officer is also authorized to coordinate with interagency personnel in the areas of public affairs; international affairs; private sector outreach; and state, local, tribal, and territorial outreach. This ability to surge external affairs personnel strength will ensure senior leadership receives the appropriate level of external affairs support during an incident.

Communications Themes/Key Messages

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

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

- The Department of Homeland Security (DHS) is aware of a potential cyber incident affecting [INSERT]. DHS is leading a coordinated effort through the CISA to provide a common operating picture for cyber and communications across the federal, state, and local governments, intelligence and law enforcement communities and the private sector. We are coordinating with our [interagency/State/local/private sector] partners to assess the incident and determine the next steps in mitigating or responding. We will provide you with details as they become available.
- DHS learned about the incident through [INSERT DETAILS]. However, to protect the [privacy/confidential information/proprietary information] of the entities affected, as well as protect the integrity of a potential law enforcement investigation of this incident, we cannot provide further details. More information will be provided as it becomes releasable.
- The complexity and sophistication of cyber intrusions, combined with the anonymity of the Internet, can make it difficult to determine the nature or scope of any potential incident, as in this case. But we don't need to wait to know the origins of an incident to coordinate with our partners and take steps to mitigate it.

Roles and Responsibilities Messaging

Department of Homeland Security

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

CISA closely monitors and analyzes Federal networks and systems for malicious cyber activity. Through its 24X7 monitoring, CISA shares alerts and warnings to minimize and prevent disruptions to computer systems. CISA also provides technical assistance to information systems operators.

CISA also works closely to monitor and analyze threats to industrial control systems and respond to incidents affecting industrial control systems. Industrial control systems are prevalent in several industries, including electrical, water, gas, and oil. These systems monitor and control critical infrastructure equipment.

CISA monitors national and international incidents and events that may impact emergency communications. With much of the nation's cyber infrastructure tied into communications, CISA is a vital partner to the national cybersecurity effort and monitors and resolves issues impacting cyber and communications during an emergency. CISA leads emergency communications response and recovery efforts under ESF 2.

Department of Defense

DoD is responsible for the security of DOD information networks and all websites ending in .mil. DoD, through U.S. Cyber Command (USCYBERCOM), works closely with DHS in during steady

state by monitoring and analyzing cyber threats. As the sector specific agency for the Defense Industrial Base (DIB), DoD also works closely with DIB companies on cybersecurity issues. During a cyber-incident response, DHS works with DoD as needed.

Federal Bureau of Investigation

The FBI investigates cybercrimes in the United States and works closely with DHS to coordinate their cybercrime investigation with DHS' mitigation. During steady state, the FBI shares information with DHS on cyber threats and criminals and provides information to help DHS maintain a comprehensive awareness of the national cybersecurity landscape.

Annex I to Emergency Support Function 15 External Affairs Military Support

References:

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

Purpose

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

USNORTHCOM has been designated as the synchronizer for all DOD efforts in Defense Support of Civil Authorities situations. They will synchronize the public communication efforts of the services, the National Guard Bureau, the US Army Corps of Engineers (USACE), the Defense Logistics Agency and other DoD elements in the Continental United States, Puerto Rico and the U.S. Virgin Islands.

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

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

Mission

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

Concept of Operations

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

State/Local Response

National Guard forces, under the command and control of the Governor and State Adjutant General, will usually be the first military force to respond to an event (a Nuclear Weapons Accident/Incident as described in Annex N will be a notable exception). The National Guard, in state status, may also provide support to a neighboring State, through Emergency Management Assistant Compact (EMAC). In most instances this will be the only military involvement. When an

incident is close to or within a Federal military installation, active duty and reserve commanders have the authority to provide immediately response capabilities to save life and property within their abilities.

Whole of Government Response

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

Responsibilities

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

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

US Northern Command Public Affairs (US NORTHCOM PA)

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

North American Aerospace Defense Command (NORAD PA)

Provides public communications guidance for NORAD operations including Operation Noble Eagle, enforcement of temporary flight restriction areas, and identification and escort of unknown or unresponsive aircraft in the United States and Canada.

US Indo-Pacific Command Public Affairs (USINDOPACOM PA)

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

US Strategic Command Public Affairs (USSTRATCOM PA)

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

Non-Stafford Act Case Study: 2018 DoD support to DHS CBP

- In 2018 the US faced a surge of immigrants and caravans heading to the southern border
- The Department of Defense was asked to provide support to DHS Customs and Border Protection (CBP)
- Extensive coordination was necessary to determine appropriate roles and missions for DoD that would allow CBP to deploy more agents on the border
- In the initial phases of the effort, NICCL-like calls were conducted among DoD and DHS organizations to synchronize messaging
- Public communication plans and guidance were developed, responsibilities delineated, and successful engagements were conducted

National Guard Bureau Public Affairs (NGB PA)

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

State National Guard Public Affairs Officer

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

Unit Level Public Affairs

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

Coordination

Senior-Level Communications Coordination

The Assistant Secretary of Defense for Public Affairs will coordinate DoD External Affairs activities with the White House, National Security Council, and other Cabinet level agencies to ensure “unity of effort.”

National Incident Communications Conference Line (NICCL)

The NICCL is the primary means to coordinate a Federal-military response. The Office of the Assistant Secretary of Defense for Public Affairs, Joint Staff Public Affairs, Unified Combatant Commands (USNORTHCOM or USINDOPACOM) and the National Guard Bureau Public Affairs offices will normally participate in these calls. The responsible geographic Combatant Command (COCOM) will normally conduct a follow-on call with military organizations involved in the event.

National Joint Information Center

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

Incident Joint Information Center(s)

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

State/Local & Installation-level Coordination

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

Communications

Spokespersons

USNORTHCOM leadership has been directed by the Joint Staff to serve as the "face" of the DoD response.

Objective

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

Key Themes

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

Appendices

1. Department of Defense, Public Affairs Policy on Interaction with the Media
2. Office of the Assistant Secretary of Defense
3. US Northern Command
4. North American Aerospace Defense Command
5. National Guard Bureau
6. US Army Corps of Engineers

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

References:

- A. Joint Publication 3-61, Public Affairs
- B. DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs," Sept 5, 2008

DoD Directive 5122.05

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

DoD Principles of Information

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

- Information will be made fully and readily available, consistent with the statutory requirements, unless its release is precluded by current and valid security classification
- The provisions of the Freedom of Information Act will be supported in both letter and spirit
- A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the armed forces and their dependents
- Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment
- Information will be withheld only when disclosure would adversely affect national security, threaten the safety or privacy of the men and women of the armed forces, or if otherwise authorized by statute or regulation
- DoD's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within DoD and with the other government agencies
- The sole purpose of such activity is to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs

Statement of DoD Principles for News Media Coverage of DoD Operations

- Open and independent reporting shall be the principal means of coverage of U.S. military operations
- Journalists shall be provided access to all major military units; special operations restrictions may limit access in some cases
- Military PA officers act as liaisons but should not interfere with the reporting process
- Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft when possible

**Appendix 2 to Annex I to Emergency Support Function 15 External Affairs
Office of the Assistant Secretary of Defense, Public Affairs**

Purpose

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

NRF ESF 15 Quick Summary – Department of Defense	
<p>Office of the Assistant Secretary of Defense, Public Affairs supports External Affairs by:</p> <p>Coordination, Policy and Public Affairs Guidance</p>	<ul style="list-style-type: none"> • Reports directly to the Secretary of Defense • Provides Senior-Level Communications Coordination with WH, NSC, and other Cabinet level agencies • Provides overarching communications policy and Public Affairs guidance within the Department of Defense • Participates in the NICCL Calls • Serves as the focal point, for top-line messages about overall support being provided by the military, as part of the “whole-of-government” response • Coordinates and exchanges information with other OSD officials, the Heads of the DoD Components, and Federal agencies having collateral or related responsibilities and functions • Coordinates messages concerning policy, proper authority, and scope of military support • Communicates information through chain of command, Defense Media Activity and DoD website • Engages national and international media via Pentagon Press Corps, Defense Media Activity and DoD website • Supports situational awareness by reaching internal and external audiences with coordinated preparedness, response and recovery messages

Mission

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

Concept of Operations

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

Responsibilities

Assistant Secretary of Defense for Public Affairs

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

OASD/PA Press Secretary/Pentagon Spokesperson

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

OASD/PA Defense Press Operations

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

Defense Media Activity

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

Coordination

Senior Communications Coordination Call

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

National Incident Communications Conference Line (NICCL)

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

National Joint Information Center

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

Contact Information

Commercial Phone: OASD Public Affairs (703) 697-5131

Website: <http://www.defense.gov>

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

NRF ESF 15 Quick Summary – US Northern Command	
<p>US NORTHCOM Public Affairs supports External Affairs by:</p> <p>Strategic-Level Communications</p>	<ul style="list-style-type: none"> • Serves as lead for communications guidance within USNORTHCOM Unified Combatant Command area of responsibility (North America including Continental US states, Puerto Rico and US Virgin Islands) and assigned forces, in coordination with DoD Public Affairs, Joint Staff, DHS and FEMA • Responsible for synchronization of DoD public communication and messaging for all of DoD during DSCA operations • Participates in the development of Public Affairs Guidance for military operations within the respective area of responsibility • Provides top-line messages on Federal military support within the Unified Combatant Command area of responsibility, as part of the integrated military response effort • Provides top-line messages on military support provided under Dual Status Command • Supports situational awareness by engaging internal and external audiences with coordinated preparedness, response, and recovery messages • Communicates information through chain of command and via Unified Command website • Participates in NICCL Calls • Requests and deploys Public Affairs assets (personnel and equipment) as requested and approved through the Mission Assignment process or as needed to conduct military operations

Purpose

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

Mission

The mission of the US Northern Command is to deter, detect, and defeat threats to the United States, conduct security cooperation activities with allies and partners, and support civil authorities.

Concept of Operations

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

In US Northern Command, “military” public affairs officers may include enlisted, officer, and/or government civilian personnel. Military PAOs have extensive training and experience in public

affairs, media relations, and crisis communications. Many are equipped to operate in austere or challenging environments. USNORTHCOM PAOs have completed all NIMS related ESF 15 training.

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

Generally, military units will deploy with “organic” public affairs assets. Those public affairs assets will typically remain with their units and will be focused on providing tactical level public affairs support to the respective commanders.

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

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

Coordination

DoD synchronizer: Serves as the DoD lead for synchronizing the public communications efforts of all DoD organizations including, but not limited to the services, the US Army Corps of Engineers and the National Guard Bureau for DSCA events in the USNORTHCOM AOR.

National Incident Communications Conference Line (NICCL)

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

National Joint Information Center

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

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

Dual Status Command Arrangement

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

State/Local Response

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

Communications

Spokespersons

The commander of USNORTHCOM serves as the “face” of the overall DoD response. USNORTHCOM may also designate other senior defense officials and military leaders as spokespersons. Public Affairs personnel may be appointed as spokespersons at all levels for “response to query.”

Objective

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

Key Themes

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

Contact Information

Commercial Phone: USNORTHCOM Public Affairs (719) 554-6889

Website: <http://www.northcom.mil>

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

NRF ESF 15 Quick Summary – North American Aerospace Defense Command	
<p>NORAD Public Affairs supports External Affairs by:</p> <p>Communicating actions of the bi-national (US and Canada) North American Aerospace Defense Command activities to provide aerospace defense, aerospace warning, and maritime warning for North America</p>	<ul style="list-style-type: none"> • Serves as lead for communications guidance regarding NORAD activities to include enforcement of temporary flight restrictions • Develops Public Affairs Guidance for NORAD operations within the continental United States and Canada • Coordinates communication activities with other agencies including Federal Aviation Administration, Transportation Security Administration and law enforcement agencies • Participates in NICCL Calls • Provides information regarding aerospace threats to North America including foreign missile launches • Provides information regarding intercepts of tracks of interest in the approaches to and within the continental US and Canada

Purpose

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

Mission

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

Concept of Operations

NORAD and its regions (Continental NORAD Region, Canadian NORAD Region, and Alaskan NORAD Region) are poised to conduct military operations in support of the NORAD mission. In NORAD “military” public affairs officers may include enlisted, officer, and/or government civilian personnel. Military PAOs have extensive training and experience in public affairs, media relations, and crisis communications. Due to the bi-national nature of the command, some NORAD public affairs officers are Canadian military officers.

Coordination

The NICCL may serve to coordinate NORAD activities that involve multiple agencies. NORAD Public Affairs will normally monitor NICCL calls. NORAD will often coordinate activities with the US Department of Defense and Canadian Ministry of Defense as well as directly with other Federal agencies in the US and Canada.

Spokespersons

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

Objective

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

Contact Information

Commercial Phone: NORAD Public Affairs (719) 554-6889

Website: <http://www.norad.mil>

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

References:

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

NRF ESF 15 Quick Summary – National Guard Bureau Public Affairs	
<p>National Guard Bureau Public Affairs supports External Affairs by:</p> <p>Operational-Level Communications (State)</p>	<ul style="list-style-type: none"> Reports to the Chief, National Guard Bureau Provides National Guard senior-level communications coordination with OASD Public Affairs, CJCS-Public Affairs, Unified Combatant Commands, DHS and FEMA Serves as lead for PA policy and guidance for the National Guard in states, territories and the District of Columbia Participates in NICCL Calls Serves as the focal point, for top-line messages about overall support being provided by the National Guard in State Status (SAD and Title 32), as part of the coordinated and integrated military-response effort Supports situational awareness by engaging internal and external audiences with coordinated preparedness, response and recovery messages Communicates information through chain of command and to the public via National Guard website and social media Coordinates messages concerning policy, proper authority, and scope of National Guard support Approves media embed and aviation requests for the Guard Deploys PA capabilities to support State PAOs, and NGB Joint Enabling Teams, when requested

Purpose

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

Mission

NGB-PA provides public affairs advice and support to the Chief, National Guard Bureau (CNGB) and the 54 states, territories and the District of Columbia Adjutants General. The National Guard Bureau is a joint activity of the Department of Defense, responsible for formulating, developing and coordinating all policies, programs and plans affecting more than 455,000 Army and Air National Guard personnel.

Concept of Operations

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

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

Responsibilities

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

National Guard Bureau Public Affairs (NGB-PA)

Serves as the CNGB’s official channel for public affairs coordination between the 54 states, territories and the District of Columbia National Guard Public Affairs offices with OASD Public Affairs, CJCS-PA, Unified Commands, the Army and Air Force, DHS and FEMA. Provides top-line messages about the overall support provided by the National Guard in state status (SAD and Title 32). Approves media embed and aviation requests for the Guard (See 4.2.1 for aviation policy.) Participates actively in the NICCL call.

State National Guard Public Affairs (State PAO)

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

Aviation Policy

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

National Guard Units

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

Communications

Spokespersons

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

Objective

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

Overarching Message

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

Key Messages

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

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- “When you call out the Guard you call out America.” The National Guard’s expanded coverage; proximity, agility, and efficiency ensure that we are critical to America’s homeland defense, continuing our tradition since the founding of our nation.
 - “Neighbors helping neighbors...” NG roles and responsibilities in Civil Support means the State NG is under the command and control of the state governors and Adjutants General until such time the President federalizes these Soldiers and Airmen.
 - In cases involving terrorism, the following bullet should be used: “We are ready, willing and able to deter, defend against, and defeat terrorist activities.”

After Action Report (AAR)

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

Contact Information

Commercial Phone: NGB Public Affairs (703) 607-2584

Website: <http://www.nationalguard.mil>

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

References:

- A. HQUSACE Operations Plan 2018-11, USACE All Hazards OPLAN 21 June 2018 (updated as required)
- B. ESF 3 Field Guide & Supporting Documents
- C. AR 360-1, The Army Public Affairs Program
- D. AFM 3-61.1 Public Affairs Tactics, Techniques and Procedures
- E. AFM 46-1, Public Affairs Operations
- F. AR 25-1, Army Information Management
- G. ER 360-1, Public Affairs
- H. USACE CPAT Standard Operating Procedures

Purpose

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

Mission

National Response Framework

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

Public Law (PL) 84-99

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

Concept of Operations

USACE has a headquarters office and 9 divisions with more than 40 districts that cover the United States and its territories. The public affairs offices in each district and division are responsible for coordinating information with local, state, and regional Federal agencies. These offices work with FEMA regional external affairs. If ESF 15 is activated, then USACE will provide external affairs support to the Federal JIC, the Unified Coordination staff, and external affairs Planning and Products component. If properly requested, approved and funded, USACE may provide additional external affairs support to the overall Federal response (additional staffing for JIC operations, public information distribution, etc.).

USACE headquarters public affairs office is responsible for staffing the National Response Coordination Center and National JIC as required.

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

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

Geographical Relationships

State Planning and Response

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

Robert T. Stafford Disaster Relief & Emergency Assistance Act Planning & Response

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

Great Lakes and Ohio River Division

FEMA Region II, for the State of NY

FEMA Region III, for the States of PA, VA, and WV

FEMA Region IV, for the States of GA, KY, MS, NC, and TN

FEMA Region V, for the States of IL, IN, MI, MN, OH, and WI

Mississippi Valley Division

FEMA Region IV, for the State of AL, MS, and TN

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

North Atlantic Division

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

Northwestern Division

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

Pacific Ocean Division

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

South Atlantic Division

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

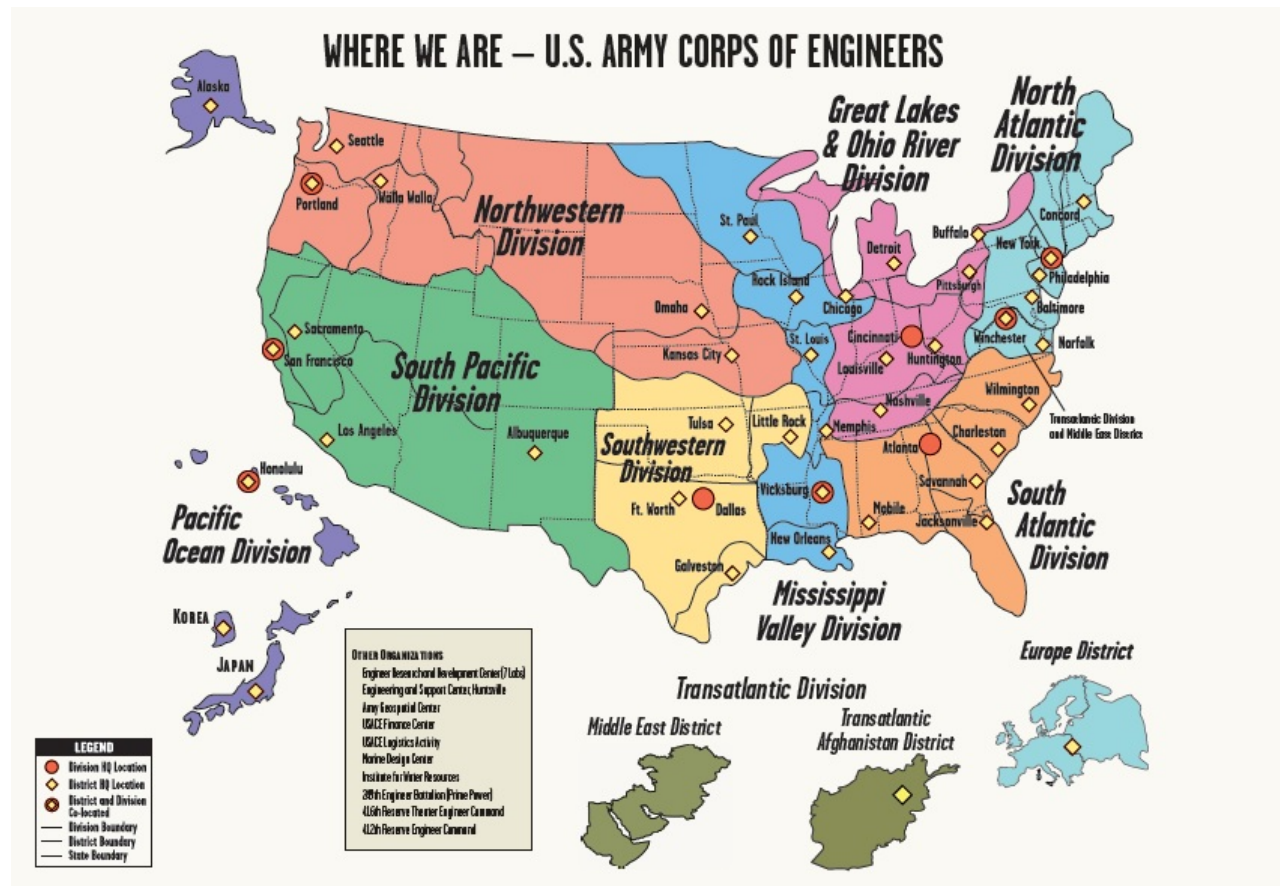
South Pacific Division

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

Southwestern Division

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

USACE Civil Engineer Divisions and Districts



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

References:

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

Purpose

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

Operating Concepts

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

Communication Protocols

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

- Communications strategy developed and coordinated with White House Communications and the DHS
- Participation in the NICCL and SICCL
- DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, and other DOJ components as appropriate before each NICCL call to discuss law enforcement operations and coordinate law enforcement messages
- DOJ's Office of Public Affairs will coordinate with affected U.S. Attorney's Offices, to ensure coordinated law enforcement messaging, including the use of social media
- U.S. Attorney's Offices public information officer (s) should be included in follow-on NICCL and SICCL communication and should coordinate with field law enforcement components as appropriate
- Coordination with other government agencies as appropriate, including National Transportation Safety Board (NTSB), Department of Health and Human Services (HHS), and the Director of National Intelligence
- Activation of a NJIC

Objectives

During a terrorist-related incident, DOJ will:

- Coordinate with its components, Federal government agencies, and state and local law enforcement as appropriate to inform the public and the media of law enforcement and investigative efforts
- Provide information that will help ensure the public's safety
- Ensure that information disseminated is accurate and provided in a timely manner
- Monitor major social/new media networks to assess ongoing public reaction. Provide analysis for consideration of message development

Policies

- The DOJ Office of Public Affairs (OPA) coordinating with its component public affairs offices leads public affairs efforts for law enforcement
- The Attorney General and the Director of the FBI will participate in any law enforcement announcement. Depending on the nature of the incident, other DOJ components may participate in a law enforcement announcement
- Any written or oral statement regarding law enforcement will be approved by DOJ OPA in consultation with FBI and other appropriate DOJ components
- No statement should be made that could possibly compromise DOJ's investigation of the incident or any future prosecution
- The Department of Justice is the only authorized agency to declare an incident an "act of terrorism" and will be the first agency to confirm if an incident has occurred because of terrorism. No other agency may confirm publicly that an incident is the result of "terrorism" or involves "terrorists" without DOJ consent

Statements to the public and media may address the following:

- Law enforcement and investigative efforts
- Federal, state, and local coordination
- Public safety
- Legal issues
- The need for public and media assistance to help track down those responsible for the crime through tip lines, photos, and other means.

Message/Themes:

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

Message Development

The DOJ is the lead on law enforcement messages. Any mention of a law enforcement activity by any Federal agency official, in any press release, statement by any Federal agency, or web posting,

must be approved by the DOJ Public Affairs Office. The DOJ Public Affairs Office will coordinate with its components and approve any message about law enforcement or investigative efforts. Federal, State, and local law enforcement must work together to ensure that law enforcement messages are coordinated, accurate, and presented to the media and the public in a timely manner. Correct misinformation promptly.

Message Dissemination

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

The DOJ's Office of Public Affairs will provide critical law enforcement information to the media and public in a timely manner through various means:

- Conduct news conferences with the media (with agency and/or appropriate law enforcement officials)
- Press conference location sites may include Main DOJ, FBI Headquarters, DHS NJIC
- Conduct conference calls with the media
- Issue press releases, press statements, fact sheets
- Issue media advisories
- Organize and participate in media briefings (on the record and on background)
- Organize and participate in television and radio interviews
- Provide information on the DOJ Web site as well as other DOJ components' Web sites as appropriate
- Send e-mail alerts, including social media alerts/updates to subscribers/e-mail lists
- Provide updates to community partners through conference calls
- Provide photos of fugitives (for law enforcement purposes)
- Conduct telephone calls and e-mail information to a list of DOJ beat reporters (which includes national and international media outlets: news wires, newspapers, television, magazines, Internet)

The DOJ's Office of Public Affairs will coordinate law enforcement messages with its various components' public affairs offices that will then provide information to their staff. For example, DOJ OPA will coordinate with the FBI and ATF Public Affairs Offices who will then communicate the law enforcement message to their Special Agents in Charge (SACs) across the country.

Provide Qs & As, talking points, public affairs guidance, and other information (and resources) to field office media coordinators (U.S. Attorneys offices, FBI, and ATF SACs) to ensure law enforcement message is accurate and coordinated. DOJ and its components will draft talking points and speeches for senior officials. The DOJ's Executive Office for United States Attorneys will coordinate information to the 94 United States Attorneys' offices around the country.

Office of Public Affairs Incident Communications Plan

In the event of an incident, the Department of Justice's Office of Public Affairs (DOJ OPA) will coordinate its operations with its components. DOJ OPA will relocate and conduct operations with the FBI's Office of Public Affairs with representatives from ATF and DOJ's other components. The offices will conduct operations and have representatives in several locations, which may

include the FBI's Special Incident Operations Center (SIOC), the Department's Command Center, the DHS NJIC, and other undisclosed locations.

OPA's Crisis Management Team, which includes the Director, Deputy Directors, senior Public Affairs Specialists, and Press Assistants, will report to various locations to perform its public affairs responsibilities. DOJ's OPA staff will work in shifts to ensure that during an incident requiring a coordinated Federal response, OPA's areas of responsibilities will be addressed 24 hours a day as necessary. The OPA Director, Deputy Directors, senior Public Affairs Specialists, and New Media Specialist, will provide information to the media and answer press inquiries. OPA staff responsibilities include the following:

Director or designee (Deputy Director) responsible for overall law enforcement message, answers press inquiries and provides information to the media. Director or designee also accompanies the Attorney General to a relocation site.

Deputy Directors/Public Affairs Specialists coordinate efforts with the White House, DHS, and other Federal agencies. These representatives will participate in the NICCL and the NJIC. They will answer media inquiries and coordinate OPA staff directives.

Speechwriters and Public Affairs Specialists will draft press releases, statements, and law enforcement messages. Public Affairs Specialists will provide information to the media and answer press inquiries.

Public Affairs Specialists will provide information and coordinate with U.S. Attorneys Offices and DOJ components.

Designated Public Affairs Specialists will participate in a Federal agency deployment team as appropriate.

Press Assistants will disseminate press releases, media advisories, and other public statements and logistical information to the media by telephone, e-mail, and fax. Press Assistants will also post press releases and press statements to DOJ's Web site in coordination with the Department's Justice Management Division (JMD).

Annex K to Emergency Support Function 15 External Affairs Energy

Purpose

This appendix outlines the responsibilities and activities of the public affairs function of the Department of Energy (DOE) in response to energy emergencies including activations under the Stafford Act pursuant to the National Response Framework events, as well as non-Stafford Act events, including cyber incidents impacting the energy sector.

Mission

DOE is the designated sector-specific agency for energy security and the coordinating agency for Emergency Support Function (ESF) under the National Response Framework. Within DOE, these efforts are led by the Office of Cybersecurity, Energy Security and Emergency Response (CESER), which works to secure the U.S. energy infrastructure against all-hazards, reduce the impact of disruptive events, and respond to and facilitate recovery from energy disruptions, in collaboration with federal, state and local governments as well as industry partners. CESER also works to mitigate the risk of energy disruption from cyber incidents and other emerging threats within the energy environment.

CESER's Infrastructure Security and Energy Restoration (ISER) division leads DOE's response to energy emergencies, supported by offices across the Department. Communications is a critical part of the Department's overall response. The goal in any emergency response is to have a unity of message and a unity of effort.

Concept of Operations

In preparation for, and in response to an energy emergency, DOE's communications and external affairs activities will support the National Response Framework under Emergency Support Function 15 and will work in tandem with the Department's efforts under the National Response Framework and Emergency Support Function 12 (ESF 12).

Key Stakeholders

During its emergency communications response, the Department will engage and coordinate with several key stakeholders including:

- DOE leadership team
- The federal community
- The private sector
- The media
- *State and local leaders
- **Congressional members and staffers

*Much of the communication with state and local leaders will be handled as part of ISER's stakeholder outreach efforts. However, during an energy emergency, the Department will ensure that the messaging among those groups is consistent.

****In the same way, DOE and CESER Public Affairs will work closely with both DOE Congressional and Intergovernmental and FEMA External Affairs to see that Members and Staffers stay fully informed.**

Communications Activities

During the response, DOE will engage in several essential activities including:

- Issuing Situation Reports
- Working with Departmental offices to keep key stakeholders informed
- Conducting regular updates with industry partners, including coordination calls
- Coordinating messages with key stakeholders
- Sharing information and updates with FEMA and federal partners, and amplifying their key messages
- Answering media inquiries
- Addressing misconceptions and misunderstandings using such tools as FEMA rumor control
- Amplifying Situation Reports and messaging on social media channels such as Twitter, Facebook, and others

Key Messages

While it may send out several messages during a response, DOE communications will largely be focused on three themes:

- Informing key stakeholders of the situation including:
 - Providing stakeholders with broad-spectrum awareness of the energy situation
 - Answering inquiries from
 - Addressing misconceptions and misunderstandings
 - Amplifying messages from key stakeholders
- Assuring that efforts are being made to resolve the situation and
- Advancing response, restoration, and recovery activities

DOE will wind-down its communications response activities in coordination with its operational activities, and those of its partners. The Department will also engage in exercises with its partners as appropriate to prepare for the next emergency response.

Appendix 1 to Annex K to Emergency Support Function 15 External Affairs Space Weather Activity Prior to Possible Power Outage

References:

- A. National Planning Frameworks (NRF)
- B. NOAA Space Weather Scales

Purpose

The annex captures the roles and responsibilities of a space weather incident leading up to an impending extreme space weather event and the resulting threat of prolonged power outage that impacts critical infrastructure, the private sector, state, local, tribal, and territorial governments, communities, and individuals and families.

Space Weather Incidents

The sun is the main source of space weather. Sudden bursts of plasma and magnetic field structures from the sun's atmosphere called coronal mass ejections (CME) together with sudden bursts of radiation, or solar flares, all cause space weather effects on Earth. Space weather can produce electromagnetic fields that induce extreme currents in wires, disrupting power lines, and even causing prolonged, wide-spread blackouts. Severe space weather also produces solar energetic particles, which can damage satellites used for commercial communications, global positioning, intelligence gathering, and weather forecasting.

Geomagnetic Storms

Geomagnetic storms, strong disturbances to Earth's magnetic field, pose problems for many activities, technological systems, and critical infrastructure. The Earth's magnetic field changes during a storm as the near-Earth system attempts to adjust to the jolt of energy from the sun carried in the solar wind, known as Coronal Mass Ejections (CMEs). Their effects can disturb the geomagnetic field for days at a time.

The most visible attribute of a geomagnetic storm is the aurora, which becomes brighter and moves closer to the equator. This heightened aurora signals the vigorous electrodynamic processes at play as they respond to the burst of energy. Geomagnetic storms usually last a few hours to days. The strongest storms may persist for up to a week.

A string of CMEs may cause prolonged disturbed periods related to the additional energy being pumped into Earth's magnetic field. The frequency of geomagnetic storms depends on where Earth is in the solar cycle—with most storms occurring near solar maximum; however, these storms are also common in the declining phase due to high-speed solar wind streams. Geomagnetic storms induce currents that can have significant impact on electrical transmission equipment. Electric power companies have procedures in place to mitigate the impact of geomagnetic storms.

Space Weather Research

NASA's Space Weather Research Center provides routine experimental research forecasts, notification, space weather analysis, and spacecraft anomaly resolution assistance in support of NASA robotic missions and human spaceflight. Data from NASA missions provide initial views of space weather activities from different vantage points, and these observations are cornerstones of NASA space weather research. NASA's Community Coordinated Modeling Center (CCMC) is a multi-agency partnership that tests and evaluates models and provides, to the international research community, access to modern space science simulations. In addition, the CCMC supports the transition of modern space research models to space weather operations.

The Department of Defense (DoD) maintains organic space weather research capabilities in support of DoD-wide and service-specific operational requirements. The Air Force Research Laboratory, the Air Force Office of Scientific Research, the Naval Research Laboratory, the Office of Naval Research, and the Army Research Laboratory coordinate, execute, and promote science and technology programs internally or through schools, universities, government laboratories, and non-profit and for-profit organizations.

Space Weather Prediction

Space weather prediction services in the United States are provided primarily by [NOAA's Space Weather Prediction Center \(SWPC\)](#) and the [U.S. Air Force's \(USAF\) 557th Weather Wing Space Weather Operations Center \(SpaceWOC\)](#), which work closely together to address the needs of their civilian and military user communities. The SWPC draws on a variety of data sources, both space and ground-based, to provide forecasts, watches, warnings, alerts, and summaries as well as operational space weather products to civilian and commercial users. The USAF SpaceWOC exploits data openly available to the community as well as military-unique data sources to provide summaries, analyses, forecasts, alerts, warnings and other products at multiple security classification levels to meet DoD requirements in support of global joint operations.

The Space Radiation Analysis Group (SRAG) at the Johnson Space Center is responsible for ensuring that the radiation exposure received by astronauts remains below established safety limits. To fulfill this responsibility, the group uses a comprehensive crew exposure modeling capability and provides radiation exposure projections for astronauts prior to flight and prior to extra-vehicular activity (EVA).

Watch

A Watch is issued when the risk of a potentially hazardous space weather event has increased significantly, but its occurrence or timing is still uncertain. It is intended to provide enough advanced notice so those who need to set their plans in motion can do so. The purpose of a Watch is to give preliminary notification of possible space weather activity with a lead-time of hours to days. A Watch can be upgraded to a higher-level Watch. Example:

WATCH: Geomagnetic Storm Category G3 Predicted

Highest Storm Level Predicted by Day: Dec 30: G3 (Strong); Dec 31: G1 (Minor); Jan 01: None (Below G1)

THIS SUPERSEDES ANY/ALL PRIOR WATCHES IN EFFECT

NOAA Space Weather Scale descriptions can be found at:

www.swpc.noaa.gov/noaa-scales-explanation

- Potential Impacts: Area of impact primarily poleward of 50 degrees Geomagnetic Latitude
- Induced Currents: Power system voltage irregularities possible, false alarms may be triggered on some protection devices
- Spacecraft: Systems may experience surface charging; increased drag on low Earth-orbit satellites and orientation problems may occur
- Navigation - Intermittent satellite navigation (GPS) problems, including loss-of-lock and increased range error may occur
- Radio - HF (high frequency) radio may be intermittent
- Aurora - Aurora may be low as Pennsylvania to Iowa to Oregon

Warning

A Warning is issued when a significant space weather event is occurring, imminent or likely. A Warning is a short-term, high confidence prediction of imminent activity. The purpose of a Warning is notification of impending space weather activity with a lead-time of minutes to a few hours. A Warning can be upgraded to a higher Warning if space weather conditions are expected to change sufficiently enough to warrant the upgrade. Example:

WARNING: Geomagnetic K-index of 7 or greater expected

Warning Condition: Onset

NOAA Scale: G3 or greater - Strong to Extreme

NOAA Space Weather Scale descriptions can be found at:

www.swpc.noaa.gov/noaa-scales-explanation

- Potential Impacts: Area of impact primarily poleward of 50 degrees Geomagnetic Latitude
- Induced Currents: Power system voltage irregularities possible, false alarms may be triggered on some protection devices
- Spacecraft: Systems may experience surface charging; increased drag on low Earth-orbit satellites and orientation problems may occur
- Navigation: Intermittent satellite navigation (GPS) problems, including loss-of-lock and increased range error may occur
- Radio: HF (high frequency) radio may be intermittent
- Aurora: Aurora may be low as Pennsylvania to Iowa to Oregon

Alert

Alerts indicate that the observed conditions, highlighted by the warnings, have crossed a preset threshold or that a space weather event has already started. Example:

ALERT: Geomagnetic K-index of 7

Active Warning: Yes

NOAA Scale: G3 - Strong

NOAA Space Weather Scale descriptions can be found at:

www.swpc.noaa.gov/noaa-scales-explanation

- Potential Impacts: Area of impact primarily poleward of 50 degrees Geomagnetic Latitude
- Induced Currents: Power system voltage irregularities possible, false alarms may be triggered on some protection devices
- Spacecraft: Systems may experience surface charging; increased drag on low Earth-orbit satellites and orientation problems may occur
- Navigation: Intermittent satellite navigation (GPS) problems, including loss-of-lock and increased range error may occur
- Radio: HF (high frequency) radio may be intermittent
- Aurora: Aurora may be low as Pennsylvania to Iowa to Oregon.

Space Weather Scales

The NOAA Space Weather Scales communicate current and future space weather conditions, and their possible effects on people and systems. NOAA space weather scales correlate space weather events with their likely effects on technological systems. The scales have numbered levels, analogous to hurricanes, tornadoes, and earthquakes, that convey severity.



NOAA Space Weather Scales



Category		Effect	Physical measure	Average Frequency (1 cycle = 11 years)
Scale	Descriptor	Duration of event will influence severity of effects		
Geomagnetic Storms			Kp values* determined every 3 hours	Number of storm events when Kp level was met; (number of storm days)
G 5	Extreme	<p>Power systems: widespread voltage control problems and protective system problems can occur, some grid systems may experience complete collapse or blackouts. Transformers may experience damage.</p> <p>Spacecraft operations: may experience extensive surface charging, problems with orientation, uplink/downlink and tracking satellites.</p> <p>Other systems: pipeline currents can reach hundreds of amps, HF (high frequency) radio propagation may be impossible in many areas for one to two days, satellite navigation may be degraded for days, low-frequency radio navigation can be out for hours, and aurora has been seen as low as Florida and southern Texas (typically 40° geomagnetic lat.).**</p>	Kp=9	4 per cycle (4 days per cycle)
G 4	Severe	<p>Power systems: possible widespread voltage control problems and some protective systems will mistakenly trip out key assets from the grid.</p> <p>Spacecraft operations: may experience surface charging and tracking problems, corrections may be needed for orientation problems.</p> <p>Other systems: induced pipeline currents affect preventive measures, HF radio propagation sporadic, satellite navigation degraded for hours, low-frequency radio navigation disrupted, and aurora has been seen as low as Alabama and northern California (typically 45° geomagnetic lat.).**</p>	Kp=8	100 per cycle (60 days per cycle)
G 3	Strong	<p>Power systems: voltage corrections may be required, false alarms triggered on some protection devices.</p> <p>Spacecraft operations: surface charging may occur on satellite components, drag may increase on low-Earth-orbit satellites, and corrections may be needed for orientation problems.</p> <p>Other systems: intermittent satellite navigation and low-frequency radio navigation problems may occur, HF radio may be intermittent, and aurora has been seen as low as Illinois and Oregon (typically 50° geomagnetic lat.).**</p>	Kp=7	200 per cycle (130 days per cycle)
G 2	Moderate	<p>Power systems: high-latitude power systems may experience voltage alarms, long-duration storms may cause transformer damage.</p> <p>Spacecraft operations: corrective actions to orientation may be required by ground control; possible changes in drag affect orbit predictions.</p> <p>Other systems: HF radio propagation can fade at higher latitudes, and aurora has been seen as low as New York and Idaho (typically 55° geomagnetic lat.).**</p>	Kp=6	600 per cycle (360 days per cycle)
G 1	Minor	<p>Power systems: weak power grid fluctuations can occur.</p> <p>Spacecraft operations: minor impact on satellite operations possible.</p> <p>Other systems: migratory animals are affected at this and higher levels; aurora is commonly visible at high latitudes (northern Michigan and Maine).**</p>	Kp=5	1700 per cycle (900 days per cycle)

* Based on this measure, but other physical measures are also considered.

** For specific locations around the globe, use geomagnetic latitude to determine likely sightings (see www.swpc.noaa.gov/Aurora)

Roles and Responsibilities

NOAA/SWPC

NOAA SWPC continually monitors and forecasts the Earth's space environment. It is also primary federal authority of space weather alerts and warnings for the United States.

Space Weather Alerts and Warnings

Similar to the bulletins put out by the NWS local forecast offices, SWPC provides Alerts, Watches and Warnings to the public at large about what to expect from space weather. These bulletins are levels of severity of the solar activity that can be expected to impact the Earth's environment.

NASA

NASA's Space Weather Research Center addresses the space weather needs of NASA's robotic missions and human spaceflight through routine experimental research forecasts, notification, space weather analysis, and spacecraft anomaly resolution support.

DHS/FEMA

DHS/FEMA tools can support NOAA SWPC Alerts, Watches and Warnings through its coordination platforms to reach key emergency management communications teams at the Federal, state, local, tribal and private sector level to align communication messages to provide timely public information.

National Incident Communications Conference Line (NICCL)

The NICCL is used for the transmission and exchange of critical and timely incident information among Federal and affected state, local, tribal and territorial authorities.

State Incident Communications Conference Line (SICCL)

The SICCL is a dedicated Federal-state-tribal incident communication conference line similar to the NICCL.

Private Sector Incident Communications Conference Line (PICCL)

The PICCL is a standing line and distribution list that may be used to provide timely public information to private sector communicators in critical infrastructure industries.

DOD

The USAF SpaceWOC is the DoD's only operations center, providing 24/7 space environmental monitoring and forecasting at multiple security classification levels in support of global joint operations. It is the primary source of space environment information at classified levels for the National Security Council, informing the formulation and implementation of national security policy.

Space Weather Product Dissemination

The SpaceWOC provides summaries, analyses, forecasts, alerts, warnings and other products through a mixture of subscription service (automatic send) and via the AF Weather-Web Services (AFW-WEBS) (individual retrieve) internet capability. Both services are available at multiple security enclaves. The SpaceWOC coordinates specific alerts, warnings, and forecasts with SWPC to ensure horizontal consistency of information being disseminated to the space weather community.

DOE

Department of Energy works with the energy asset owners and operators to advise state, local, tribal and territorial authorities and the private sector to develop procedures and products that improve situational awareness to effectively response to disruptions to the energy sector.

Federal Space Weather Resources

Power Outage Incident Annex

NASA Research: http://www.nasa.gov/mission_pages/sunearth/index.html

NOAA SWPC Forecasting: <http://www.swpc.noaa.gov/forecasts>

NOAA SWPC Reporting: <http://www.swpc.noaa.gov/reports>

Annex L to Emergency Support Function 15 External Affairs Public Health and Medical

References:

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

Purpose

The Public Health and Medical annex to ESF 15 – External Affairs provides a framework for the U.S. Department of Health and Human Services (HHS), its agencies, and partners working under Emergency Support Function 8, to educate and inform the public, health care professionals, policy makers, partner organizations, and the media in a timely, accurate, and coordinated way during the response and recovery phases of an incident requiring a coordinated Federal response. This annex outlines the roles and responsibilities of the public affairs function of the HHS, its agencies and partners in support of ESF 8 and ESF 15.

Background

Under the NRF, HHS is the primary Federal agency for coordination of ESF 8 – Public Health and Medical Services and a support agency of ESF 6. Given the unique requirements for the External Affairs response during a national public health emergency, HHS and DHS, as the respective leads for ESF 8 and ESF 15, will team together to coordinate and disseminate critical health information and guidance.

Objectives

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

- Coordinate public health and medical messages across the Federal government to ensure accuracy and consistency and timely information so that affected individuals and communities can make sound decisions about protecting health
- Coordinate communications activities with State and local public health, medical, and emergency response agency communications staffs, including regional or local communications centers as appropriate
- Communicate with members of the public, particularly in affected communities, on the real and perceived public health and medical impacts of the emergency
- Promptly respond to rumors and inaccurate information, social disruption, and stigmatization
- Coordinate international information exchange and communication strategies

Operational Communications Assumptions

- The HHS Office of the Assistant Secretary for Public Affairs (ASPA) will lead the overall Federal public health and medical communications response under ESF 15 with support from all relevant HHS agencies and offices
- The Office of the Assistant Secretary for Public Affairs, Department of Homeland Security, will lead communications for non-health effects of an incident (e.g., transportation, commerce, economy, education)
- White House Communications will guide overall communications strategy and policy for the U.S. Government

-
- Risk communication principles will be incorporated into all public health and medical information activities
 - Access to communication channels and business destinations may be hindered, so staffs may need to work remotely
 - Traditional communications channels (e.g., telephone, e-mail, Internet) may be unavailable or inaccessible, which will create difficulties for internal communications within departments/agencies and across the USG, resulting in delays or barriers to the timely release of information to the public

Strategic Communications Assumptions

- The first public announcement of a potential public health or medical emergency will come through social media, followed by announcements in traditional news media
- The public affected by the incident will need to be informed quickly about the measures they can take to protect their health and the health of their families
- Regardless of the type of incident, people will be concerned about real or perceived health impacts and will raise questions about protecting health
- There will be incomplete information, misinformation, rumors, and misconceptions among the public
- There will be an insatiable demand for information from the public and from domestic and international media
- There will be overwhelming public pressure on government to provide facts quickly

Control

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

Strategic Communications

White House will direct strategic communications activities and efforts for the overall response.

Medical and Public Health Communications

HHS will coordinate and direct all medical and public health Federal communications activities, with support from ESF 8 partners. These efforts will enhance state and local public health and medical communications activities and messaging.

Incident Communications

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

Coordination

The Office of the Assistant Secretary for Public Affairs (ASPA) is the central authority within HHS that will manage and coordinate the public health and medical communications for incidents requiring a coordinated Federal response. ASPA will work closely with HHS agencies including the Office of the Assistant Secretary for Preparedness and Response, the Centers for

Disease Control and Prevention, the Food and Drug Administration (FDA), the Centers for Medicare and Medicaid Services, the National Institutes of Health, the Substance Abuse and Mental Health Services Administration, the Health Resources and Services Administration, the Administration for Children and Families, and the Administration for Community Living. Certain functions may be delegated to agency personnel at the discretion of ASPA.

HHS Virtual Emergency Communications Center

When the Plan is activated, HHS communications efforts will be orchestrated using a virtual Emergency Communications Center with the capability of originating or accessing social media posts; video feeds; coordinating news conferences with in-house and other Federal studio/broadcast staff; posting mass electronic mailings; responding to media calls; clearing and vetting messaging among HHS divisions, other Federal agencies, and state and local agencies. Primary methods of coordination include conference call and e-mail. ASPA, ASPR, CDC, SAMHSA, FDA, other HHS divisions involved in the response, and ESF 8 partners will each assign an agency public affairs staff member as a liaison.

HHS Public Affairs Conference Line (PACL)

Central to the HHS communications coordinating effort will be a conference line to allow telephone connectivity for public affairs staff supporting ESF 8. This conference line will allow HHS public affairs personnel to work from dispersed sites during the crisis yet be able to receive guidance or direction or to provide information to those needing it. This line also will be used to coordinate messaging between public affairs, social media, and web content managers from HHS agencies and other public health and medical federal partners.

National Incident Communications Conference Line (NICCL)

The DHS NICCL will be used for transmission and exchange of critical and timely [e.g., “breaking”] incident information among Federal authorities. DHS will turn over control of the NICCL conference calls to HHS, when needed, to coordinate communications information related to the public health and medical aspects of a response, particularly in a public health specific emergency such as a pandemic disease.

Non-Stafford Act Case Study: 2009 H1N1 Flu Outbreak

- H1N1 NICCL calls were the first that combined all North America with European communicators
- Between April 24 and May 11 there were 16 NICCL calls with an average of 28 Departments and Agencies’ public affairs representatives and communicators from Mexico, Canada (and later) the United Kingdom, Germany, the World Health Organization and the European Union
- H1N1 SICCL calls were the first to combine emergency management with public health public information officers
- Between April 24 and May 8th there were 15 SICCL calls combining hundreds of attendees ranging from 10 to 38 states’ public health, emergency management public information officers and homeland security communicators

State and Local PIOs

HHS will leverage a network of state and local health public health communicators to exchange information and increase the likelihood of consistent messaging and communication activities

between Federal and state or local governments regarding the emergency and its impact on health.

ESF 15 – External Affairs

HHS will support the activation and management of ESF 15 – External Affairs and within HHS, this support will be led by the HHS Office of the Assistant Secretary for Public Affairs. For emergency responses in which HHS is designated as the lead Federal agency, ESF 15 – External Affairs will be coordinated and led by the HHS Office of the Assistant Secretary for Public Affairs [See Flint, Michigan case study]. This function could involve a Washington, D.C. area and/or deployed site to support a Unified Coordination in a state, U.S. territory, the District of Columbia, or an international area.

HHS Secretary’s Operations Center (SOC)

SOC serves as HHS’s official notification point for operational/non-media aspects of an impending or actual disaster or emergency. The SOC is staffed 24 hours a day, 7 days a week. This facility maintains a 24-hour capability to monitor all sources of warning/disaster information, including other Federal agencies, DHS regions, and the news media. The SOC reports disaster events to DHS key officials, DHS regions, and ESF and NRF signatory agencies. An HHS public affairs staff member occupies a seat in the SOC during emergencies and serves as POC and liaison to virtual emergency communications center the OASPA headquarters office and other HHS division public affairs offices.

HHS Incident Management Team (IMT)

HHS may deploy an IMT to the field within hours following the identification of a public health emergency to establish situational awareness on the ground and to assess the short-term and potential long-term requirements for the HHS response. The Federal Health Coordinating Officer (FHCO) is identified for the Federal response public health and medical and leads the IMT. HHS public affairs and health communications staff member(s) may deploy with the IMT to provide public affairs and health communications support to the FHCO, the IMT staff, and any deployed public health or medical teams to represent HHS interests in the field; the deployed public affairs and health communications staff coordinate with state counterparts, report into the virtual emergency communications centers for situational awareness and rely on ASPA HQ for final approval and clearance of public affairs or health communications activities and materials.

Communication

Spokespersons

Based on the information need, HHS will provide three types of spokespeople: public affairs officers, technical/subject-matter experts, and senior officials. When an information request is received by any HHS agency, OASPA will assess the request and determine the kind of spokesperson who is needed to address the issues or provide the information. The information request will be forwarded to the most appropriate available spokesperson. The Federal Health Coordinating Officer (FHCO) or a designee serves as the spokesperson for deployed public health and medical assets. In addition, each public health, behavioral health, and medical team must identify a spokesperson to interact with any media that arrive at a public health or medical deployment site such as a Federal Medical Station (FMS). The FHCO, and deployed teams will coordinate media interviews through the designated HHS public affairs officer.

Public Affairs Officers

The HHS Assistant Secretary for Public Affairs will act as the lead departmental public affairs officer. The virtual emergency communications center will act as the clearinghouse for information requests, triaging them as to priority and directing them to the proper spokesperson for a timely response. OASPA will track the number and type of requests and the follow-up responses. This information will be used to compile lists of frequently asked questions and to develop consistent communication messages that can be provided to HHS spokespeople and partners as appropriate.

Technical/Subject-Matter Experts (SME)

HHS's technical/subject-matter experts comprise a broad array of very specific subject-matter experts throughout the Department. These individuals will provide responses for information requests that cannot be addressed by the HHS Public Affairs Officers or are requested for official media interviews by the HHS public affairs staff.

HHS Senior Leaders

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

- Secretary
- Deputy Secretary
- Assistant Secretary for Health
- Assistant Secretary for Preparedness and Response
- Principal Deputy Assistant Secretary for Preparedness and Response
- Assistant Secretary for Public Affairs
- Deputy Assistant Secretary for Public Affairs for Public Health
- Director, Centers for Disease Control and Prevention
- Director, National Institutes of Health
- Director, National Institute of Allergy and Infectious Diseases, National Institutes of Health
- Commissioner, Food and Drug Administration
- Administrator, Substance Abuse and Mental Health Services Administration

Annex M to Emergency Support Function 15 External Affairs Environmental

References:

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

Purpose

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

Guiding Principles

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

Mission

EPA Support of the Inter-Agency Federal Public Affairs Effort

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

ESF 10 – Oil and Hazardous Materials

Incidents in Inland Zones

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

Incidents in Coastal Zones

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

Lead Agency Responsibilities

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

Concept of Operations

EPA Public Affairs Deliberate Planning Operations

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

Response to a Major Incident

- EPA will staff the public information officer positions in its headquarters Emergency Operations Center and regional EOC(s), as well as continue to support the JIC(s) for the duration of the incident.
- EPA will make every effort to give the media access to agency incident operations so that they can report them fully and accurately to the public.
- EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident.
- In coordination with the affected region(s), EPA headquarters public affairs will develop and maintain one website to keep the public informed with up-to-date information and data on the incident.

Coordination

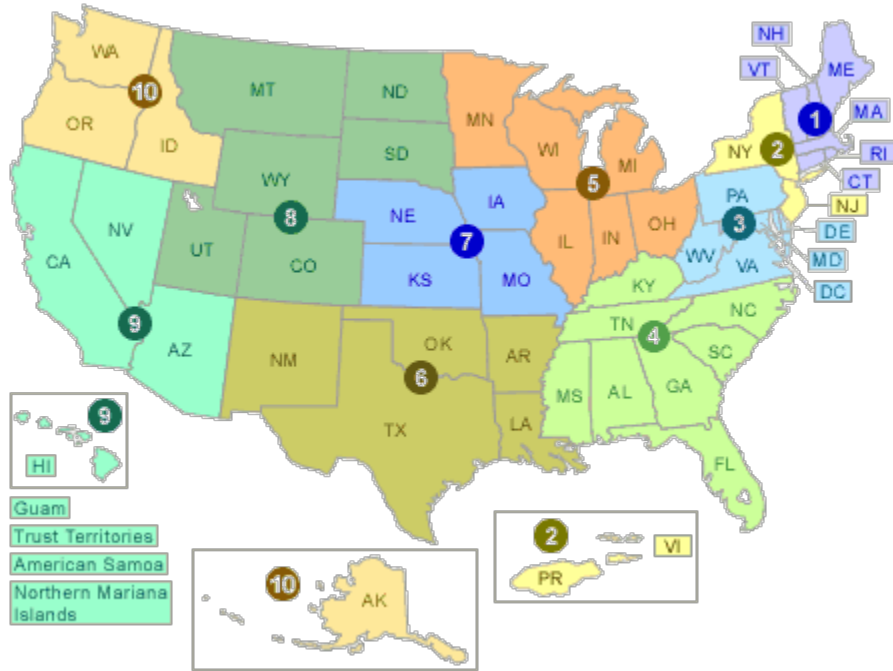
EPA Personnel Operational Control

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

National Incident Communications Conference Line

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

**Appendix 1 to Annex M to Emergency Support Function 15
EPA Regional Organization**



Annex N to Emergency Support Function 15 External Affairs Radiological

Annex N is a resource toolkit for nuclear and radiological threat information. Use this toolkit to help prepare for such incidents and to communicate with and educate stakeholders.

The toolkit includes:

- Annex N purpose and background
- Federal department and agency response authorities (table)
- Radiological Dispersal Device (RDD)
- Improvised Nuclear Device (IND)
- Nuclear bomb (Nation State)
- Case study: possible nuclear attack
- Federal Response
- Case studies: international incident: 2011 Fukushima nuclear crisis
- Responsibilities
- Federal radiation resource toolkit
- CDC infographics and web resources
- Sample nuclear detonation social media messages ****new****

Purpose

This annex details radiological incident communications strategy, actions, and coordination needed to execute a unified public outreach effort in response to a domestic nuclear/radiological accident, an act of nuclear/radiological terrorism, or a nation state sponsored nuclear attack.

Background

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

Radiological Incidents

The incident source and/or location of the event will dictate which Federal department or agency is the lead coordinator. For example, the NRC is the Federal agency with primary authority for incidents involving commercial nuclear facilities licensed by the NRC. The U.S. Department of Energy (DOE) is the Federal agency with primary authority for incidents at weapons production nuclear facilities and incidents involving the transportation of radioactive materials shipped by or for the DOE. The DOD is the Federal agency with primary authority for nuclear weapons under military custody, and the National Aeronautics and Space Administration (NASA) is the Federal agency with primary authority for the launch of radioactive materials for NASA missions.

Incident Type, Facilities, or Materials Involved	Primary Authority for Federal Response
Nuclear Facilities that are:	
a) Owned or operated by the DOD b) Owned or operated by the DOE c) Licensed by the NRC or an NRC Agreement State d) Not licensed, owned, or operated by a federal agency, an NRC Agreement State, or currently or formerly licensed facilities for which the owner/operator is not financially viable or is otherwise unable to respond	a) DOD b) DOE c) NRC d) EPA
Nuclear Weapons and Components that are:	
e) In the custody of the DOD f) In the custody of the DOE	e) DOD f) DOE
Radioactive Materials Being Transported:	
g) By or for the DOD h) By or for the DOE i) Containing NRC or NRC Agreement State licensed materials j) Within certain areas of the coastal zone that are not licensed or owned by a federal agency or an NRC Agreement State k) Outside certain areas of the coastal zone and not licensed or owned by a federal agency or an NRC Agreement State	g) DOD h) DOE i) NRC j) USCG k) EPA
Radioactive Materials in Space Vehicles Impacting the United States that are:	
l) Managed by the National Aeronautics and Space Administration (NASA) m) Managed by the DOD n) Not managed by the DOD or the NASA and impacting certain areas of the coastal zone o) Not managed by the DOD or the NASA and not impacting certain areas in the coastal zone	l) NASA m) DOD n) USCG o) EPA
Foreign, Unknown, or Unlicensed Material Involving:	
p) Certain areas of the coastal zone q) Certain areas outside of the coastal zone r) Imported contaminated consumer products that are distributed before detection s) Inadvertently imported radioactive materials	p) USCG q) EPA r) EPA s) CBP
International Incidents	
t) U.S. Government assistance to foreign government response and recovery efforts	t) DOS/USAID
All deliberate attacks involving nuclear/radiological facilities or materials (e.g., Radiological Dispersion Devices, Improvised Nuclear Devices)	DHS
State sponsored Nuclear Attack on the United States (see note)	White House
Law Enforcement and Counterterrorism Operations Related to the Incidents in this Table:	

It is the policy of the United States that until otherwise determined, any weapons of mass destruction incident will be treated as an actual terrorist incident, until the Attorney General, generally acting through the FBI Director, determines otherwise.

Note: DHS/FEMA may be called upon to lead or provide supplemental operational coordination support for the primary authority during complex incidents.

Table 1: (Source: Nuclear/Radiological Incident Annex to the Response and Recovery Federal Interagency Operational Plans)

Radiological Dispersal Device (RDD)

An RDD is a device that disperses radioactive material over an area. A dirty bomb is a type of RDD that uses a conventional explosion to disperse radioactive material over a targeted area. Most of the radioactive particles dispersed by a dirty bomb would likely fall to the ground within a few city blocks or miles of the explosion. RDDs also include means of dispersal other than an explosion such as using an airplane to disperse powdered or aerosolized forms of radioactive material. Intentionally placing a container of radioactive material in a place where it would expose members of the public to radiation is referred to as a Radiological Exposure Device (RED).

Improvised Nuclear Device (IND)

An IND creates an explosion that is thousands to millions of times more powerful than any conventional explosive that might be used in a dirty bomb. An IND is very different from an RDD which simply disperses radiological material using conventional explosives. An IND may be constructed from components of a stolen state-built nuclear weapon or from scratch using nuclear material to produce a nuclear explosion. The radioactive cloud (or plume) from an IND contains fine particles of radioactive dust that can blanket large areas (tens to hundreds of square miles) with fallout. The deadliest radioactive particles decay rapidly. It is critical that people in the downwind area stay inside for 24-48 hours until this decay occurs. To save as many lives as possible, all external and internal messages must contain **“Get inside, Stay Inside, Stay Tuned”** until advanced situation awareness allows for an informed lifting of shelter and evacuation.

Possible Nuclear Attack Case Study: 2017 July - August North Korea Threat

- Following a series of North Korea missile launches and public exchanges with the U.S., Hawaii’s Emergency Management Agency published “Get inside, Stay inside, Stay tuned” preparedness guidance on July 21
- On August 12, Guam’s JIC issued a fact sheet to prepare residents for a possible missile threat
- Hawaii and Guam leaders conducted numerous public preparedness briefings during this period

Nuclear Bomb

A State sponsored nuclear attack on the continental U.S. or a U.S. Territory warrants an immediate communications response. Similar to an IND, all external and internal messages must contain **“Get inside, stay inside, stay tuned”** until advanced situation awareness allows for an informed lifting of shelter and evacuation. If directed by the President a national message can be

delivered by the Integrated Public Alert and Warning System (IPAWS). State and local officials may also use their respective Emergency Alert Systems (EAS).

If credible intelligence or media reports determine an attack is likely but not imminent, Federal, state, local, tribal or territory governments may also decide to provide additional preparedness instructions.

Get Inside, Stay Inside, Stay Tuned

FEMA, in coordination with the Federal Communications Commission (FCC), conducted a nationwide test of the Integrated Public Alert and Warning System (IPAWS) Wireless Emergency Alert (WEA) and Emergency Alert System (EAS) on Oct 3, 2018.

Upon confirmation of an IND or nuclear bomb detonation, all Federal, state, local, tribal or territorial agencies with appropriate public health and safety missions should disseminate the **“Get Inside, Stay Inside, and Stay Tuned”** message through all communication channels available. This message is approved for immediate dissemination as timeliness is critical for life-saving. See section below on the radiological communication toolkit to find preapproved images and messages.

Federal Response

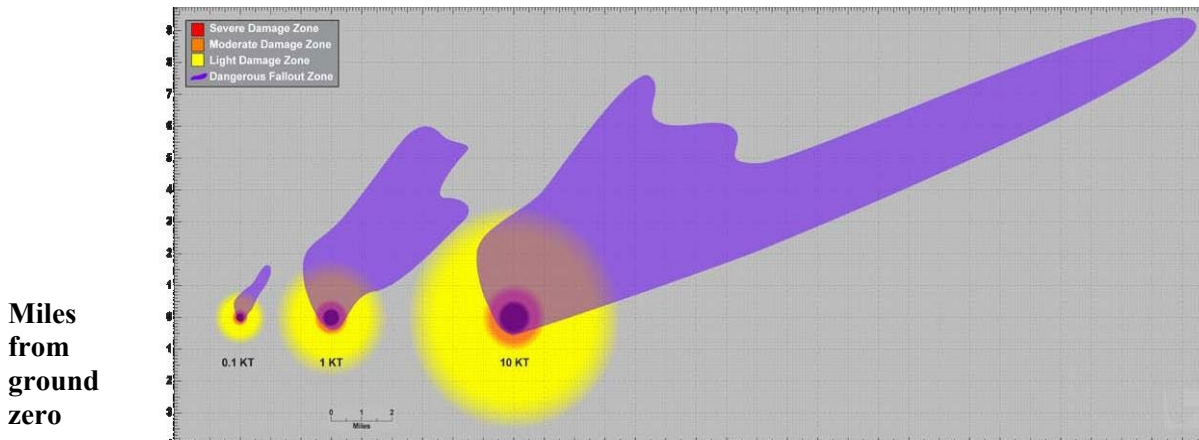
Federal Interagency Modeling and Atmospheric Assessment Center (IMAAC)

The IMAAC provides a single point for the coordination and dissemination of Federal dispersion modeling and hazard prediction products that represent the Federal position during actual or potential incidents involving hazardous atmospheric releases. Through plume modeling analysis, the IMAAC provides emergency responders and decision makers with predictions of hazards associated with atmospheric releases to aid in protecting the public and the environment.

Led by FEMA, the IMAAC is a partnership among eight Federal agencies, each with supporting capabilities and/or responsibilities for plume modeling. These agencies include: DHS/FEMA, DOE, DOD/Defense Threat Reduction Agency, National Oceanic and Atmospheric Administration (NOAA), EPA, NRC, and HHS.

The IMAAC products provide actionable information to help inform emergency response decisions. These products show hazard areas, affected populations, potential casualties and/or fatalities, damage estimates, health effects, and recommended protective action guidelines. The IMAAC also provides support for exercises. The IMAAC products are distributed through various mechanisms, to include email and the Homeland Security Information Network.

Any Federal, state, local, tribal, or territorial agency may request activation of the IMAAC for emergencies involving an atmospheric release. IMAAC assistance can be requested through the DHS/FEMA National Watch Center (NWC).



Representative dangerous fallout (DF) zones for 0.1KT, 1.0KT and 10 KT IND in which an early and direct threat from fallout radioactivity exists. A radiation exposure rate of 10 R/h is used to bound this zone. The DF zone will begin to shrink immediately and decrease relatively quickly over time.

Public Plume Maps

Plume and deposition maps are visual representations of the projected path of hazardous materials in the air or deposited on the ground, respectively. During a radiological incident, timely dissemination of plume maps through multiple communication channels will:

- Support the Homeland Security Presidential Directive 5 requirement for the Secretary who “ensures that, as appropriate, information related to domestic incidents is gathered and provided to the public”
- Increase public awareness of the location of the hazardous material
- Increase public understanding of protective action decisions

Emergency response personnel, including public affairs responders, need to be aware of the value and limitations of plume maps. A misunderstanding of these products can lead to ineffective, inappropriate, or even detrimental actions during an incident. Any map provided to the public should include a title, relevant date/time stamp, and simple description of what that product means to the public. Upon request by state, local or tribal governments, it is the Federal government’s responsibility to provide guidance and support to the affected jurisdiction about how to communicate this technical information to the public.

International Incident Case Study: 2011 Fukushima Nuclear Crisis (2)

“During the first day following the tsunami and the deteriorating conditions at the Fukushima Daiichi plant, thousands of residents in the town of Namie evacuated north to Tsushima to avoid the radioactive plume. In the absence of publicly available forecasts and radioactive plume predictions from the government of Tokyo, town officials in Namie advised residents to evacuate to Tsushima based on seasonal expectations that the winter winds would be blowing south. Town officials would learn 2 months later that the winds had actually been blowing directly toward Tsushima, making it one of the areas of highest radioactive contamination.”

- Center of Biosecurity of UPMC - After Fukushima: Managing the Consequences of a Radiological Release – Final Report March 2012

Federal Radiological Monitoring and Assessment Center (FRMAC)

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

- Verified radiation measurements
- Interpretations of radiation distributions based on EPA, FDA, or local protective action guidelines
- Characterization of overall radiological conditions

International Incident Case Study: 2011 Fukushima Nuclear Crisis (2 cont.)

Meanwhile, there was criticism from the media, local officials and the public over something known as SPEEDI – the System for Prediction of Environmental Emergency Dose Information. SPEEDI is a system that helps authorities model the dispersion of radioactive materials. In the early stages of the disaster, data generated by SPEEDI were not disclosed to local governments or the public. This appears to have been due to a combination of factors, ranging from differing assessments of the data’s reliability to breakdowns in interagency communication. The net result was that potentially valuable dispersion information was not available to inform the evacuation process. According to both Japanese and international reports, this resulted in some people evacuating from less contaminated areas to areas that were in the path of radioactive releases. In several reports reviewing the management of the accident, Japanese officials were candid in recognizing the seriousness of the communication problems:

“Especially immediately after this accident, actions were not sufficiently taken to provide local residents with information or easily understood explanations about radiation, radioactive materials, or information on future outlooks on risk factors.” In addition, “although the results generated by SPEEDI are now being disclosed, disclosure should have been conducted from the initial stage.”

- Becker SM (2012). Risk communication and information in disasters and emergencies. In: Local Planning for Terror and Disaster: From Bioterrorism to Earthquakes, L. Cole and N. Connell, eds., Wiley.

Protective Action Recommendations (PAR)

State, local, tribal and territorial governments are responsible for issuing and communicating protective actions to the public as they deem appropriate. EPA publishes the Protective Action Guide (PAG) manual that contains dose guidelines that would trigger public safety measures, such as evacuation or staying indoors, to minimize or prevent radiation exposure during an emergency. It also includes advice on use of pharmaceutical countermeasures, such as potassium iodide (KI), and long-term measures, such as restriction of food, temporary relocation, or permanent resettlement, to avoid or minimize exposure to residual radiation or exposure through the ingestion pathway. The Advisory Team for Environment, Food and Health (Advisory Team) is the Federal interagency group of radiation experts whose mission is to provide radiation safety recommendations to decision-makers at all levels of government following a radioactive release

(not directly to the public). The Advisory Team is comprised of radiation expert representatives from FDA, CDC, EPA and USDA.

Responsibilities

DHS/FEMA

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

National Incident Communications Conference Line (NICCL)

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

DHS Countering Weapons of Mass Destruction Office (CWMD)

Established by the Secretary of Homeland Security in December 2017, the CWMD office consolidated the Domestic Nuclear Detection Office and a majority of the Office of Health Affairs, as well as other DHS elements.

The CWMD integrates interagency efforts to develop nuclear detection capabilities, measures detector system performance, ensures effective response to detection alarms, advances and integrates nuclear forensics efforts, and conducts transformational research and development for advanced detection and forensics technologies. As part of the national effort to protect the nation from radiological and nuclear threats, the national office is staffed by representatives from several Federal government agencies and works closely with State and local organizations. CWMD retains expertise in nuclear detection and forensics operations and response, technical capabilities, and intelligence analysis. DHS Office of Public Affairs is responsible for determining what detection information is released to the media. CWMD supports DHS Public Affairs, as needed, by providing publicly releasable information regarding nuclear detection and related issues.

CWMD is responsible for coordinating the nation's national technical nuclear forensics (NTNF) program, including planning and execution of pre-incident communications. In the immediate aftermath of a nuclear detonation, the NTNF Ground Collections Task Force (GCTF), comprised of members of the Department of Justice (DOJ)/Federal Bureau of Investigation (FBI), the NTNF GCTF leader, and the Departments of Energy (DOE), and Defense (DOD), would play a crucial role by collecting vital information and evidence at the incident site. Nuclear forensic analysis and evaluation of the collected materials would support attribution efforts, along with intelligence and law enforcement information. CWMD would support DHS Public Affairs, as needed, by providing publicly releasable information on the nuclear forensics program, including the NTNF GCTF. Such information would pertain to the general aspects of the program rather than information about the investigation itself, the release of which would be under the purview of the FBI as the lead agency for the investigation.

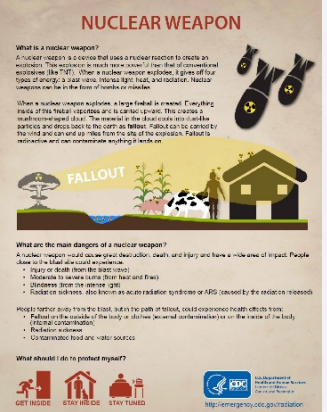
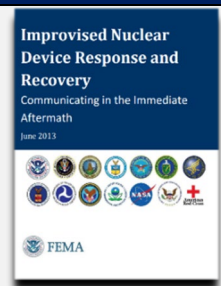
DOE and NNSA

DOE and NNSA facilitate the immediate and follow-on data management support for state and local decision making and public messaging efforts. The National Atmospheric Release Advisory Center (NARAC), the DOE component of the IMAAC, maps the initial spread of contamination so emergency managers can decide if protective actions are necessary. As a follow-on to the initial NARAC projections, NNSA manages the FRMAC to monitor environmental radiation and provide maps for protection of the public. (See Appendix 2 for more information on the NARAC and FRMAC.) DOE and NNSA public affairs may also be involved in preparing a Senior Response Official (SRO) and/or a Senior Energy Official (SEO) for a press conference along with the Secretary of Homeland Security following an IND/RDD.

DOJ/FBI

Under HSPD 5, the Attorney General, generally acting through the FBI, has lead responsibility for criminal investigations of terrorist acts or terrorist threats, and for coordinating activities of other members of the law enforcement community to detect, prevent, preempt, investigate, and disrupt terrorist attacks against the United States. A radiological terrorist incident may affect a single location, or multiple locations, each of which may require an incident response and a crime scene investigation simultaneously.

Federal Radiation Resource Toolkit

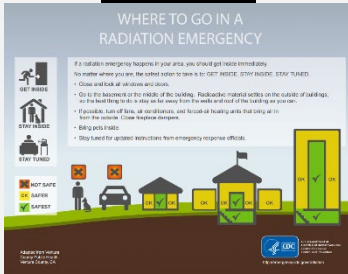
Nuclear Weapon Infographic	
<p>Integrated Public Alert and Warning System</p> <p>Depending on target location, detonation from a nuclear weapon may be 15 to 30 minutes following a missile launch. The IPAWS is designed to deliver an immediate message from the President.</p> <p>URL: https://emergency.cdc.gov/radiation/pdf/infographic_nuclear_weapon.pdf</p>	
IND Response and Recovery: Communicating in the Immediate Aftermath	
<p>Incident Type: Improvised Nuclear Device (many messages applicable to other radiological emergencies)</p> <p>Content: Key messages for affected community and the nation Pre-approved answers to anticipated public and media questions Social media templates for immediate safety actions</p> <p>URL: https://www.fema.gov/media-library/assets/documents/33036</p>	

Communicating During and After a Nuclear Power Plant Incident	
<p>Incident Type: Nuclear Power Plant</p> <p>Content: Roles and responsibilities for communicating after a nuclear power plant incident. Pre-approved answers to anticipated public and media questions</p> <p>URL: https://www.fema.gov/media-library/assets/documents/33011?id=7651</p>	
Communicating Radiation Risks: Crisis Communications for Emergency Responders	
<p>Incident Type: Radiological Emergency (Transportation and Dirty Bomb)</p> <p>Content: Guidelines for emergency message development. Example questions and answers for transportation and dirty bomb scenarios</p> <p>URL: https://www.epa.gov/sites/production/files/2017-07/documents/epa_communicating_radiation_risks.pdf</p>	
Protective Action Area Map Templates	
<p>Incident Type: Any radiological or nuclear emergency</p> <p>Content: Templates for state, local, and tribal governments that need to provide evacuation, go inside, food, and/or drinking water guidance quickly to a population in a specific geographical area.</p> <p>URL: https://www.epa.gov/radiation/pag-public-communication-resources</p>	
Protective Action Questions & Answers for Radiological and Nuclear Emergencies	
<p>Incident Type: Any radiological or nuclear emergency</p> <p>Content: Pre-scripted radiation emergency public safety messages intended to help emergency planners prepare public communications prior to and during a radiological emergency.</p> <p>URL: https://www.epa.gov/sites/production/files/2017-07/documents/pags_comm_tool_p9.pdf</p>	
CDC Radiation Resources	
<p>Radiation Emergency Tool Kits for Public Health Professionals</p> <ul style="list-style-type: none"> • Content: Guidance, training, and educational materials for professionals. Fact sheets and other content that can be used for public information • URL: http://emergency.cdc.gov/radiation/toolkits.asp <p>Radiation Basics Made Simple Videos</p> <ul style="list-style-type: none"> • Content: Eight brief educational videos on protective actions, countermeasures, and health effects, which can be used for public education or b-roll 	

- **URL:** <http://emergency.cdc.gov/radiation/protectiveactions.asp>
- **Content:** Formative research reports on radiation-related message testing
- **URL:** <http://emergency.cdc.gov/radiation/professionals.asp>

CDC Radiation Infographics

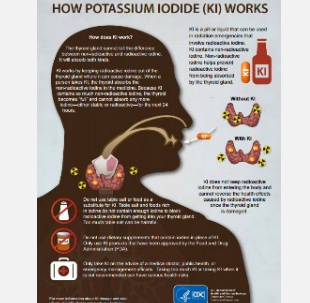
Where to go in a Radiation Emergency



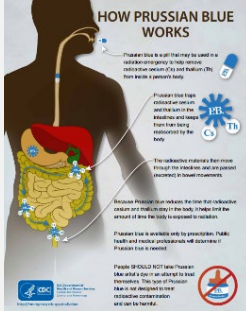
Decontamination



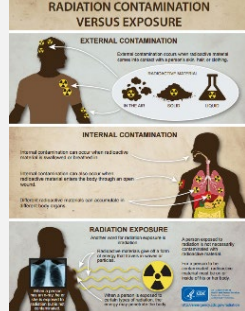
Potassium Iodide: KI



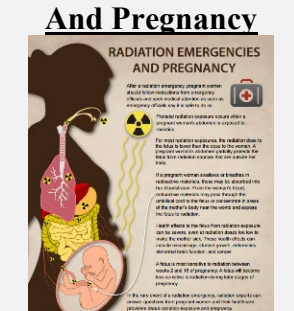
Prussian Blue



Contamination vs. Exposure



Radiation Exposure And Pregnancy



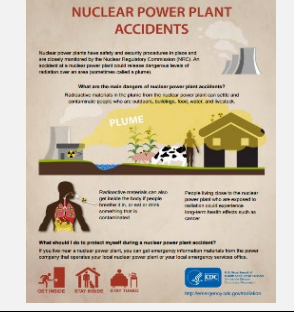
Improved Nuclear Device



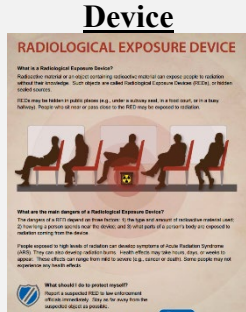
Dirty Bomb



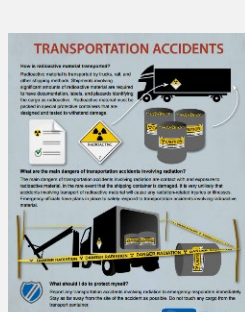
Nuclear Power Plant



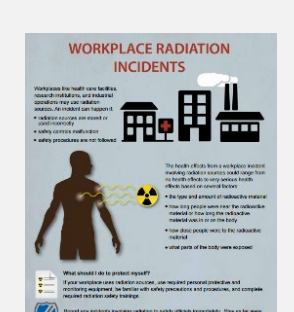
Radiological Exposure Device



Transportation Accident



Workplace Incidents



All CDC Radiation Infographics, including translations, are available at:
<https://emergency.cdc.gov/radiation/resourcelibrary/infographics.asp>

Federal Government Agency Radiation Websites

HHS's Radiation Emergency Medical Management

- <http://www.remm.nlm.gov>

HHS/CDC

- <http://emergency.cdc.gov/radiation/>

NRC

- <http://www.nrc.gov/about-nrc/emerg-preparedness.html>

EPA

- <http://www.epa.gov/radiation>
- <https://www.epa.gov/radiation/pag-public-communication-resources>

DOE/NNSA

- <http://nnsa.energy.gov/aboutus/ourprograms/emergencyoperationscounterterrorism>

FEMA

- <http://www.ready.gov/>

Substance Abuse and Mental Health Services Administration Disaster Distress Helpline

- <http://www.samhsa.gov/find-help/disaster-distress-helpline>

Additional Resources

National Alliance for Radiation Readiness

- <http://www.radiationready.org/>

Conference of Radiation Control Program Directors

- <http://crcpd.org/>

National Council on Radiation Protection and Measurement

- <http://ncrponline.org/>

International Commission on Radiological Protection

- <http://www.icrp.org/>

Health Physics Society

- <http://hps.org/publicinformation/ate/find.cfm>

Rad Responder Network

- <http://www.RadResponder.net>

Sample Nuclear Detonation/Improvised Nuclear Device Social Media Messages

BLUE - Replace with specific text

YELLOW - Infographic needed

(###) denotes character count of message. Does not include **text in yellow**

IPAWS Compatible messages fit the 90-character guideline for IPAWS but can be used on other social media platforms if desired.

Immediate Notification/Nuclear Attack Warning

IPAWS Compatible: People in **LOCATION**: BALLISTIC MISSILE ALERT-Get inside, stay inside, stay tuned for info (88)

If you are near **LOCATION**: get inside a basement or central room of any nearby building, away from windows and doors, stay inside, stay tuned for more information. **CDC WHERE TO GO GRAPHIC** (162)

If you are in a car, seek shelter in the nearest building. If no buildings nearby, pull to the side of the road, under an overpass if possible. (143)

In the event of a bright flash of light, duck down for at least 30 seconds to avoid injury from flying debris. (110)

If you are near **LOCATION**: get inside a basement or central room of any nearby building, stay inside, stay tuned for more information. Do not leave your shelter unless officials provide other instructions, or your shelter is threatened by fire or collapse. **CDC WHERE TO GO GRAPHIC** (254)

Immediate Safety Messages

IPAWS Compatible: Get inside, stay inside, stay tuned. This instruction can save your life. (74)

People in **LOCATION**: a **NUCLEAR EVENT** has occurred. To protect yourself and your family: get inside, stay inside, stay tuned for more information. Follow instructions from officials-this can save your life. **CDC WHERE TO GO GRAPHIC** (206)

If you are near **LOCATION**: get inside a basement or central room of any nearby building, stay inside, stay tuned for more information. Do not leave your shelter unless officials provide other instructions, or your shelter is threatened by fire or collapse. **CDC WHERE TO GO GRAPHIC** (254)

People in **LOCATION**: a **NUCLEAR EVENT** has occurred. Get inside a basement or central room of any nearby building, stay inside, and stay tuned. Check @**HANDLE** @**HANDLE** @**HANDLE** for updates. (182)

If you are in a car in **LOCATION**: Quickly drive to the nearest substantial building and get inside. Pull over and seek shelter as soon as possible. (147)

Do not attempt evacuation UNLESS an official tells you to do so, or your shelter is threatened by fire or collapse. Get inside, stay inside, stay tuned. **CDC WHERE TO GO GRAPHIC** (152)

Cover your nose and mouth with a mask or cloth until you get inside. This will reduce your chance of breathing in dangerous materials. (134)

If you are near **LOCATION**: Stay inside for 24 hours or until local authorities provide other instructions. The highest radiation levels from fallout decrease significantly after 24 hours. (188)

Stay tuned. As conditions change, updates will be provided regularly. Check @**HANDLE** @**HANDLE** @**HANDLE** for updates. (113)

If you are in areas surrounding **LOCATION**: stay away from **LOCATION** to make it easier for emergency responders to get to those in need. (133)

Decontamination

IPAWS Compatible: Remove radioactive material: Gently wash with soap. It's ok to use tap water. (78)

IPAWS Compatible: Take off outer clothing and store in bag if possible. If not, brush off dust and redress. (90)

Get Clean. To remove contamination: change clothes or remove an outer layer. Gently wash hair, hands, face, and exposed skin with soap/water or wipes. This can remove up to 90% of contamination. The most hazardous radioactive particles are about the size of fine sand. **CDC DECONTAMINATION GRAPHIC** (268)

Simply removing your outer layer of clothing and washing or wiping exposed skin removes up to 90% of radioactive particles. Wash your hands with soap and water regularly to reduce contamination. (188)

Put the clothing you take off in a sealed bag and store it away from you and your family to keep the radioactive material from contaminating anything else. **CDC DECONTAMINATION GRAPHIC** (155)

Decontaminate pets: brush their coat to remove radioactive dust, then gently wash with water and soap. **CDC DECONTAMINATION GRAPHIC** (102)

Clean eyeglasses: Wash with soap and water to remove radioactive contamination. You can continue to wear your glasses after you wash them. (138)

Clean prosthetics: To remove radioactive contamination, wash the entire prosthesis thoroughly with soap, then dry. (115)

Clean walkers, crutches, non-electric wheelchairs, and canes by thoroughly washing each item to remove radioactive contamination. (129)

Water Guidance

Radioactive contamination in tap water is unlikely in the immediate aftermath of a large-scale nuclear event. However, other chemical or biological contamination (from broken infrastructure) could still be a concern. These are all-hazards messages for drinking water.

IPAWS Compatible: People in **LOCATION**: Stay hydrated. Bottled/sealed drinks are best. Wash containers first. (78)

Only use if dehydration concerns are high AND messaging aligns with local guidance: People in **LOCATION**: Stay hydrated. Bottled water or sealed beverages are best. If that is not available, then tap water can be used to stay hydrated. (143)

You can use tap water or well water to clean yourself and your food. The risk from having radioactive material on your body or consuming radioactive material on your food is significantly reduced by washing. (207)

Food

Do not eat food from your garden if you are near **LOCATION**. Do not fish or hunt in **LOCATION** until further notice. (112)

Packaged food and drinks are safe to consume but wash or wipe off the packaging first. Food items that were inside a building are also safe to eat – do not consume food or liquid that was outdoors, as it may be contaminated. (226)

Sealed pet food is also free from radioactive contamination and should be fine to give to your pets. (100)

First Aid/Medical Needs

Treat cuts, bruises, or other minor injuries with standard first aid. Other than washing, these do not need specialized treatment. (131)

Call 911 for a life-threatening emergency. If a call doesn't work, seek help from a neighbor. Go to the hospital only as a last resort. (135)

Do not go to the hospital unless you are in critical need. Hospitals should be kept clear for victims in need of life-saving treatment. (139)

If you evacuated and develop severe nausea, vomiting, or diarrhea and were within # miles of **LOCATION** at the time of the detonation, seek medical attention. If you are told to stay inside, only leave your shelter if medical conditions are immediately life threatening. (267)

Showing some signs and symptoms, like minor nausea, vomiting, or diarrhea does not mean you have radiation sickness, but you should be seen by a doctor when it is safe to do so. (177)

Family & Children Concerns

Stay where you are! Going outside to get loved ones could expose you and them to dangerous levels of radiation. (111)

Children and adults in schools, daycares, hospitals, nursing homes, or other places will be instructed to stay inside until emergency responders know that it is safe to evacuate. (179)

Schools, daycares, hospitals, nursing homes, and other places have emergency plans in place to keep people safe at the facility. (128)

Use text messages, email, and social media to reach your loved ones. Phone lines may be damaged or overloaded. (113)

Potassium Iodide

Never take potassium iodide (KI) unless you have specifically been advised to do so by a public health official. It is only useful in specific situations and could cause harm if you take it without instruction. **CDC POTASSIUM IODIDE GRAPHIC** (211)

Potassium iodide (KI) will not protect you from radiation poisoning. KI only protects your thyroid from radioactive iodine if taken before exposure. Only take it if directed to do so by a public health official. **CDC POTASSIUM IODIDE GRAPHIC** (212)

Do not use common household items and over-the-counter medications containing iodine as a substitute for potassium iodide (KI). They will not protect your thyroid from radiation. (179)

Air Quality and Safety

If possible, close doors and windows. If dust or smoke is in the air, cover your nose and mouth with a mask or cloth. This will reduce your chance of breathing in dangerous materials. (184)

Evacuation

If you are in **LOCATION**: Change shelter location immediately in case of fire, threat of building collapse, or any life-threatening hazard. (138)

People in **LOCATION** will be evacuated when official radiation experts confirm it is safe to leave. Stay tuned. (109)

If you are asked to evacuate, stay calm and follow instructions. The instructions are for your safety and will get you to needed services the fastest way. (156)

Radiation testing centers will be set up around **LOCATION**, which will check people for radiation contamination and assist with other services. (141)

Plume Maps & Fallout

Weather predictions indicate areas **DIRECTION** of **LOCATION** will have hazardous radioactive fallout. Listen to local officials for safety instructions. (149)

People **DIRECTION** of **LOCATION**: weather predictions indicate fallout may arrive in your area soon. Stay inside unless officials instruct otherwise. (145)

The highest radiation levels from fallout decrease significantly after 24 hours. Stay inside for 24 hours or until local authorities provide other instructions. (188)

Radioactive fallout will settle out of the air onto buildings, cars, and the ground. This fallout can still expose you and your family to radiation--stay inside for at least 24 hours or until an official tells you otherwise. (224)

Maps are being developed to show locations where radioactive material is going. You can view current maps here: [WEBSITE LINK](#) (124)

Appendices

1. U.S. Nuclear Regulatory Commission
2. Department of Energy/National Nuclear Security Administration
3. Department of Defense
4. National Aeronautics and Space Administration
5. Environmental Protection Agency

References:

- A. Homeland Security Presidential Directive (HSPD) 5
- B. National Response Framework (NRF)
- C. National Incident Management System (NIMS)
- D. Nuclear/Radiological Incident Annex to the Response and Recovery Federal Interagency Operational Plans (NRIA)
- E. DOD 3150.8-M, Nuclear Weapon Accident Response Procedures (NARP) Manual D

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

References:

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

Purpose

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

Background

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

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

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

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

PA Posture

The NRC Office of Public Affairs is responsible for keeping the public and the media informed about NRC actions during an event. OPA's approach depends on the nature of the crisis and the potential impact on the public. Effective communications are achieved by providing accurate, timely and reliable information through a variety of channels. Information is communicated

through direct conversations with media representatives (through news conferences or responding to inquiries), news releases, the NRC website and social media.

It is intended that these communications should serve to:

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

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

- Timely, accurate information is key to maintaining public trust and reducing possible health or safety consequences.
- Verified information must be released as quickly as possible, even if all the details are not yet known.
- Open and prompt information at the onset of a crisis protects the organization's credibility and creates a positive initial image.
- Erroneous information not corrected immediately can become "common knowledge" and almost impossible to refute later. Monitoring the media and responding rapidly to correct mistakes is vital.
- The concept of "people first" should guide communication actions, including expressing concern for any victims or potential victims of the crisis.
- Incident information must be in simple language and can and should be repetitive. Repeating consistent messages and using multiple media (i.e. print, television, radio, social media and the NRC website), helps ensure the messages are heard and understood.
- There will be many "voices" in the media from the Federal, State, local government, the private sector, academia, etc. during an incident requiring a coordinated Federal response. NRC spokespeople must discuss only NRC-related issues with the media.
- If the NRC conveys inaccurate information, the mistake should be acknowledged and corrected.

Themes/Key Messages

Messages should be brief, factual, and avoid speculation. They should accurately convey the status of the situation without sugarcoating.

- “The NRC is ensuring appropriate action is being taken to resolve this incident as soon as possible, and working with State and local officials, and our Federal partners to protect people and the environment.”
- “The NRC is committed to keeping the public informed of the actions we are taking as this incident unfolds and will provide timely and accurate information primarily through the media and directly on our web site, at www.nrc.gov.”
- “We understand this situation may cause worry, but please stay calm and listen to instructions from your local officials.”
- “We have activated our headquarters’ Operations Center and regional Incident Response Center and have a team of experts en-route/onsite. (Specific NRC actions being taken, as appropriate.)”

Media Interest

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

Media Outlets

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

Other Audiences

The NRC's Office of Congressional Affairs is responsible for communication with the Congress; other offices are responsible for communication with State, tribal, and local responders, the industry, and other stakeholders. The NRC may initiate a public contact center to answer questions from the public using materials and information developed by OPA.

PA Products

- Press releases & media interviews
- Press conferences and teleconferences (alone or with other state, local, and Federal officials)
- Social media content via multiple platforms
- Fact sheets, backgrounders, and Qs & As
- The web site (including activation of the emergency event web page and rumor page), web casts, and streaming video
- Response to inquiries (e-mail, phone)
- Other tools as appropriate following resolution of the situation, including Op-Eds, trade press articles, public meetings, etc.

NRC Public Affairs Responsibilities and Staffing

HQ OPA Operations Center Team

OPA staffs the Operations Center immediately after it is activated or soon after if it is after hours, and the Executive Team (ET) is called in. In this position, the OPA team assesses the situation, collects information, offers public affairs guidance to the ET, initiates press releases and social media content, obtains appropriate approvals before disseminating material, and schedules media briefings, as appropriate. OPA may also activate the NRC's Emergency Event Web Page if the crisis warrants. The OPA team will also coordinate with the regions, as appropriate. A specially trained technical briefer may also support OPA efforts in the Operations Center.

HQ OPA News Center Team

OPA, with ET approval, determines an appropriate location for media personnel at the headquarters location. Activation of the location is recommended if it seems likely that a briefing will be needed and/or that the media are likely to arrive onsite. However, it is more likely that initial press conferences will be held at locations in Washington and supported by other Federal agencies, notably the Department of Homeland Security, or by the White House. In such a case, the OPA Director or designee would accompany whomever represents the NRC at the off-site press conference.

HQ Public Affairs Office Team

Public Affairs officers and administrative staff will continue to operate from the Public Affairs Office to fulfill necessary emergency event actions to respond to the public and the media. They may be joined by one or more technical briefers and assisted by other pre-identified NRC staff who can augment the OPA professional staff in emergencies. (Note: media monitoring would be done under an existing contractor with increased daily reports if necessary). The Office of Nuclear Security and Incident Response has created a public contact center, with staff from various offices within the NRC trained to answer questions from the public. The Call Center can be activated at the request of OPA and would allow the public affairs team to devote its energy and resources to answering media inquiries and preparing other materials.

Regional Public Affairs Staff

Regional PAO staff members may be initially dispatched to the Joint Information Center or to another suitable site near the incident. Other regions' public affairs staff may be dispatched by the OPA Director to appropriate locations, including headquarters, as needed. Regional public affairs staff communicate regularly with HQ and coordinate release of information as appropriate. (Note: At least one technical brifer with expertise in either reactors or nuclear materials may be assigned to support OPA in each of these locations.)

Field Operations

As the focus of the event shifts from headquarters to the field, a primary, high-ranking spokesperson will be designated to serve as the voice of the NRC. This spokesperson could be the Chairman, director of public affairs, regional administrator acting as site team director, or another knowledgeable individual experienced with the media. This individual will operate out of whatever location is most suitable and most accessible to the media. Additional NRC public affairs and administrative back-up from other regions and headquarters will also be dispatched to the field operations, as appropriate. In a significantly large event, NRC staff outside of the Office of Public Affairs may also need to be sent to the field.

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

Purpose:

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

Background

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

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

Nuclear Weapons Incident Response Program

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

- Knowledge of U.S. nuclear weapons, RDD and INDs with specific specialties in spectroscopy, nuclear device modeling, radiography and device diagnostics, and assessment technology
- Technical operations (explosive ordinance disposal procedures and techniques for device access, disablement, render safe procedures, weapon recovery, stabilization and packaging for final disposition)
- Technical support requirements (attribution, weapons effects, health and treatment capabilities, and the radiological elements of consequence management)
- Technical support for radiological monitoring and assessment, atmospheric modeling of radiological releases, and the medical effects of radiation exposure

Policy

DOE/NNSA policy is to provide accurate, candid, and timely information to the public during all emergencies consistent with the requirements of the Freedom of Information Act and the Privacy Act to establish facts and avoid speculation. In situations involving classified information, DOE policy is to provide enough unclassified information to explain emergency response and protective actions required for the health and safety of workers and the public. Furthermore,

under DOE policy, a DOE/NNSA public information officer will accompany the DOE/NNSA Senior Energy Official (SEO) and/or Senior Response Official to the accident site and be present in the Incident JIC.

NNSA Emergency Response Assets

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

Radiological Assistance Program (RAP)

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

National Atmospheric Release Advisory Center (NARAC)

NARAC is the DOE component of the IMAAC. When a hazardous material is released into the atmosphere, the NARAC can model the probable plume pathway in time for an emergency manager to decide if taking protective actions are necessary. NARAC is located at Lawrence Livermore National Laboratory (LLNL), Livermore, California. NARAC provides world-wide centralized emergency response service. For additional information see <http://www.nnsa.energy.gov/NARAC>

Aerial Measuring System (AMS)

The AMS provides helicopters and fixed wing aircraft to respond to radiological emergencies. Personnel and equipment aboard these aircraft provide aerial radiological detection and aerial radiation surveys. Aircraft are located at Las Vegas, NV, and Washington, D.C. Additional capabilities are provided at the DOE Savannah River Site (SC) using site security helicopters and US Customs and Border Protection aircraft and by EPA aircraft flown out of the Dallas, Texas area (under a Memorandum of Understanding between NNSA and EPA). For additional information see <http://www.nnsa.energy.gov/AMS>

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

Formed in 1976, the REAC/TS has provided support to the DOE, the World Health Organization (WHO), and the International Atomic Energy Agency (IAEA) in the medical management of radiation accidents. REAC/TS operates the only Cytogenetic Biodosimetry Laboratory (CBL) in

the U.S. civilian community. The CBL can clinically determine dose levels for potentially exposed victims following a nuclear emergency. REAC/TS is a 24-hour emergency response program at the Oak Ridge Institute for Science and Education (ORISE). As such, it trains, consults, or assists in the response to all types of radiation accidents or incidents. The Center's specially trained team of physicians, nurses, health physicists, radiobiologists, and emergency coordinators are prepared around-the-clock to provide assistance at the local, national, or international level. Designated a WHO Collaborating Center in 1980, REAC/TS is recognized around the world for its expertise and is called upon to assist the global community in providing medical care to radiation accident victims, directly or indirectly as consultants. For additional information see <http://www.nnsa.energy.gov/REACTS>

Federal Radiological Monitoring and Assessment Center (FRMAC)

In the emergency phase of the response, the DOE/NNSA coordinates all Federal environmental radiological monitoring activities through the FRMAC. Early in the event, this coordination is provided by the Consequence Management Home Team (CMHT) via telephone bridgeline. The FRMAC is deployed from Las Vegas, NV, and will be fully functional within 24 hours of the event providing aerial and ground based environmental monitoring and assessment of data. FRMAC is responsible for providing a single source of quality-controlled monitoring and assessment data to the lead Federal agency involved in the incident response. Once the immediate emergency is stabilized, DOE transfers responsibility for coordinating FRMAC actions to the EPA to continue long-term monitoring activities. For additional information see <http://www.nnsa.energy.gov/FRMAC>

DOE Personnel Operational Control

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

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

References:

- A. National Response Framework (NRF)
- B. JP 3-61 Public Affairs
- C. DOD Instruction 3150.10 “DOD Response to US Nuclear Weapons Incidents”

Purpose

This appendix outlines the Department of Defense (DOD) public affairs response to the use of a radiological dispersal device (RDD), improvised nuclear device (IND) or a significant incident that may involve nuclear weapons in DOD custody.

Background

DOD will likely respond to an RDD or IND incident but will not be the primary agency. DOD has significant capabilities that can be used in a radiological environment. As with any major DOD response, public affairs personnel will accompany the deploying forces, but will remain outside the hazard area. These personnel will coordinate public information activities specific to the military response and will work closely with an established JIC or ESF 15 entity. DOD will be the primary agency in the response to a DOD nuclear weapons incident. DOD will establish a JIC and encourage all supporting agencies to participate in the JIC.

Policy

The DOD policy for nuclear weapons incidents is contained in reference c. Generally, an incident involving a US nuclear weapon could be characterized as a relatively small radiological hazmat incident. However, any incident involving a nuclear weapon will be significant and will generate a substantial DOD response. Joint Publication 3-61 outlines DOD public affairs operations.

Nuclear weapons related events will be treated as an “incident” involving a hostile act – until the FBI determines the event to be an accident. This determination will be made in-conjunction with interagency partners but with the responsibility for the decision residing with the FBI Special Agent in Charge. In accordance with Ref c., it is assumed that all US nuclear weapon incidents will be investigated as hostile acts until proven otherwise. An actual or attempted hostile act involving a US nuclear weapon in DOD custody may initially appear as a type of accident. A hostile act adds complexity to incident response operations due to the additional agencies participating in the response effort. It is assumed that eliminating a hostile act as a cause of the incident may take time.

The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats inside the US, or directed at US citizens or institutions abroad, where such acts are within the Federal criminal jurisdiction of the United States, as well as for related intelligence collection activities within the United States. The Attorney General generally executes this responsibility through the FBI.

DOD working in conjunction with interagency partners will manage the on-site response for

events involving a DOD facility and the overall operational response for nuclear weapons or other radioactive material in DOD custody. If DOD has custody of the nuclear weapon at the time of the accident, DOD becomes the Coordinating Agency, regardless of custody; however, DOD will manage the response in partnership with DOE and the FBI. Although the DOD incident commander has overall responsibility and authority over activities occurring on property where DOD has exclusive jurisdiction, including establishing a National Defense Area (NDA), the FBI still has overall authority over the Federal law enforcement and investigative activities occurring in these areas. The involvement of the FBI as lead agency for criminal investigations of potential hostile acts necessitates incorporation of FBI functions into the overall incident management structure.

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

Responsibilities

The Department of Homeland Security's Office of Public Affairs (DHS OPA) has primary responsibility for coordinating the Federal incident communication effort for domestic incidents. Except where DOD is the Federal agency with primary authority in a nuclear weapons incident, DOD will be a supporting agency.

The NICCL will serve as the primary coordination mechanism where agency public affairs responsibilities will be outlined. In a nuclear related event, the guidance and policy is expected to come from the highest levels.

DOD organizations responding to a nuclear related incident will limit their public communication efforts to information regarding the military response, immediate public safety, or support of the primary agency messaging. A nuclear weapons incident will likely involve classified information. DOD public affairs will practice "security at the source" to ensure no classified, sensitive, or privacy information is provided to the media or public.

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

References:

- A. National Response Framework (NRF)
- B. Launch site emergency response planning document
- C. National Aeronautics and Space Administration Headquarters Radiological Contingency Response Plan (by the Office of Security and Program Protection)
- D. NPR 8715.3B National Aeronautics and Space Administration Launch Requirements
- E. NPR 8621.1 NASA Procedural Requirements for Mishap and Close Call Reporting, Investigating, and Recordkeeping

Purpose

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

Scope

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

Policy

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

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

A NASA launch is a highly public event scheduled many months or years beforehand. NASA and its core risk communications team will distribute information well in advance about the mission, its need for a radiological power source or payload, and its launch nuclear safety protocol. Information will be available to the public and the media, using a variety of formats, venues, and interactive methods that leverage existing agency outreach programs and personnel.

Staffing

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

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

Minimum JIC Staffing

- JIC Manager (NASA Headquarters PAO)
- JIC Support Manager (Kennedy Space Center PAO)
- Risk Communication Coordinator(s) (designated by NASA and DOE)
- JIC social media representative (designated by NASA)
- NASA Office of International and Interagency Relations representative to coordinate with the Department of State
- Department of Energy public information office representative
- Launch site State representative(s)
- Department of Homeland Security/FEMA representative
- Environmental Protection Agency representative
- Department of Defense/United States Air Force representative
- Brevard County representative

JIC Operations

Activation of the NASA JIC will occur as part of the overall radiological contingency implementation. The JIC will continue to operate until released by emergency operations management.

JIC operations will be governed by a coordinated and approved JIC Plan, developed specifically for each mission. This plan will describe in detail the coordination concurrence and approval process for JIC information releases.

NASA Public Affairs Launch Commentator

The designated NASA Public Affairs Launch Commentator has the responsibility for announcing initial public information concerning emergencies. The commentator will be authorized to use pre-coordinated, pre-scripted statements for specific contingency situations as directed by the JIC.

Initial launch commentary releases pertaining to radiological hazards following any declared launch accident or radiological contingency will include initial emergency instructions and advisories to news media, on-site personnel, and visitors to the launch.

Appendix 5 to Annex N to Emergency Support Function 15 External Affairs Environmental Protection Agency

References:

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

Purpose

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

Background

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

Radiological Emergency Response Overview

The EPA has on-scene coordinators and public affairs staff in the regions, and several special teams that focus on responding to environmental emergencies, including the Radiological Emergency Response Team (RERT) and the Chemical, Biological, Radiological and Nuclear Consequence Management Advisory Division (CMAD). The EPA has scientists, engineers, health physicists (radiation experts), communications experts and laboratory staff whose job it is to support federal, state, local and tribal response efforts during all stages of a radiological response. The EPA provides technical advice, monitoring, sampling, data assessment, cleanup assistance, and operates ASPECT, an aircraft that performs real-time chemical and radiological detection, infrared and photographic imagery. The RERT has Public Information Officers (PIOs) specializing in radiological incident communications.

The EPA has members on the interagency Advisory Team for Environment, Food and Health (Advisory Team), which is the federal interagency group of radiation experts whose mission is to provide radiation safety recommendations to decision-makers at all levels of government following a radioactive release (not directly to the public). The Advisory Team is comprised of radiation expert representatives from FDA, CDC, EPA and USDA. During a radiological or nuclear emergency, the EPA RERT PIOs have direct contact with members of the Advisory Team to help answer questions about food and water safety and public health.

Policy

During an incident requiring a coordinated Federal response, the EPA retains full responsibility for incident communication programs and policies related to its activities. The EPA will implement an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public during an incident as

outlined in the EPA's National Approach to Response Crisis Communications Plan. The EPA will contribute to the overall unified message of the response and support External Affairs activities identified in the ESF 15 Annex of the NRF.

EPA Public Affairs Response

ESF 15 Staffing

The EPA, through its field and regional incident management structures, will support the interagency effort under ESF 15 by providing the media and the public with information on the EPA's response activities. During a radiological incident requiring a coordinated Federal response, EPA PIOs working in the NJIC will help address on all issues raised to the JIC including those related to environmental or EPA-specific matters.

Addressing Public Concerns

In the event of a radiological incident, the EPA will make every effort to provide the media with information on Agency actions and data so that the media can report them fully and accurately to the public. The EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident. The EPA's Office of Public Affairs (OPA), in coordination with the Office of Mission Support (OMS), will develop and maintain one website to keep the public informed of the incident status. All approved content and data will be posted to the website as quickly as possible. Contacts mechanisms (i.e., e-mail, social media and phone) will be established for two-way communication with the public.

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

References:

- A. 49 U.S.C. § 1132(a)
- B. 49 U.S.C. § 1113(a)(1)
- C. 49 U.S.C. § 1133
- D. 49 U.S.C. § 1134

Purpose

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

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

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

Mission

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

Procedures for Major Accidents

The NTSB will send one or more public affairs officers (PAOs) to accompany an investigative Go-Team to the scene of a major accident to facilitate information dissemination. Usually, one of the five Presidentially appointed Board Members also accompanies the team and serves as the principal on-scene spokesperson. However, a senior career investigator, designated as Investigator-in-Charge (IIC), leads the Go-Team. A command post is established at the crash site, usually in a nearby hotel. On-scene public affairs operations are organized from the Command Post.

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

Media briefings are often held at Reagan National Airport at Hangar 6, before the Go-Team's departure, and upon the Go-Team's arrival at the accident site. During the on-scene

investigation, the NTSB strives to conduct two press briefings a day, one mid- to late-afternoon and the other in the evening following the investigative team's daily progress meeting.

The NTSB's spokespersons discuss only factual, documented information. They do not discuss or provide any analysis, nor speculate as to the significance of any piece of information. The NTSB will not announce the probable cause of an accident while on-scene; indeed, the probable cause may not be determined for 12 to 18 months after the accident.

The NTSB also will not release the identities of victims or survivors of accidents. The transportation company involved, or the local medical authorities generally release such information. If conditions permit, NTSB PAOs will attempt to bring the news media to the accident site (using a pool arrangement if it is a large group), keeping in mind limitations posed by physical and biomedical hazards. The Board maintains a public affairs presence at an accident scene for as long as circumstances warrant, usually 3 to 7 days. After that, information is released from the public affairs office in Washington, D.C.

There are occasions when multiple agencies, particularly State and local agencies, are involved in some aspect of the post-accident scene. For example, police are responsible for public safety, State transportation officials are responsible for arranging alternative transportation opportunities, the medical examiner is responsible for victim identification, etc. Each agency has its need to conduct press briefings. Although the NTSB does not conduct joint press briefings once their investigation begins, it is willing to work with all other agencies to arrange press briefings schedules so as not to interfere with each other.

After the team has left the accident scene, the fact-gathering phase of the investigation continues. During this phase, the Board may hold a public hearing. At that time, a public docket is open, and a series of detailed factual reports are released, which become the basis for the analysis to come.

The final report of a major accident investigation – containing the Board's findings, a probable cause determination, and safety recommendations – is adopted by the five-member Board at a public meeting held in Washington, D.C.

Federal Bureau of Investigation

Federal law provides that, "If the Attorney General, in consultation with the Chairman of the Board, determines and notifies the NTSB that circumstances reasonably indicate that the accident may have been caused by an intentional criminal act, the NTSB shall relinquish investigative priority to the Federal Bureau of Investigation." The Board then ceases all media activity regarding the accident and operates in support of the FBI as requested, and the FBI becomes the lead agency for the release of information relating to the accident. This provision was employed on September 11, 2001.

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

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

References:

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

Purpose

This annex outlines the public affairs roles and responsibilities of the U.S. Department of Agriculture (USDA) and the Department of Health and Human Services (HHS)/Food and Drug Administration (FDA) in response to an incident requiring a coordinated Federal response involving agriculture and food systems.

Background

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

Roles and Responsibilities

USDA and HHS/FDA

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

USDA

USDA Office of Communications in coordination with USDA agency public affairs are the lead for handling the following issues:

Safety and defense of **meat, poultry, and processed egg products** through the USDA/Food Safety and Inspection Service (FSIS).

Nutrition assistance, including determining nutrition assistance needs, obtaining appropriate USDA Foods and infant formula and food, arranging for the transportation and delivery of the USDA Foods and infant formula and food, and authorizing Disaster Supplemental Nutrition Assistance Program (D-SNAP) benefits through the USDA/Food and Nutrition Service (FNS)

Animal and plant disease and pest response, which includes response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation through the USDA/Animal and Plant Health Inspection Service (APHIS)

National forests and domestic rangelands incident response through the USDA/Forest Service (FS)

Disaster impacts on the **official inspection and weighing of export grain**, and the promotion of fair-trade practices in the marketing of livestock, meat and poultry, through the USDA/Grain Inspection, Packers and Stockyards Administration (GIPSA).

Producer and rancher assistance, which includes disaster payments for certain livestock and livestock feed related losses and low-interest loans to rebuild the infrastructure and supply seed and start-up livestock, and the conservation reserve program to enable farmers and ranchers to restore buffers, trees, and other natural resources that protect water and wildlife through the USDA/Farm Service Agency (FSA).

In any disaster, any active **crop and livestock insurance** is honored as stated in policies held by customers for natural causes, through the USDA/Risk Management Agency (RMA).

The **safety and well-being of household pets** by coordinating (with DHS/FEMA and other organizations) the provision of rescue, care, shelter and other essential services to individuals with household pets or service animals through the USDA/APHIS.

The **safety and well-being of animals** regulated under the Animal Welfare Act by USDA-APHIS.

Rural utilities and rural housing assistance, which includes essential public facilities and services as water and sewer, electric and telephone systems, housing, health clinics, emergency service facilities, and economic development throughout rural America through the USDA/Rural Development (RD).

Support of multi-institutional Agriculture homeland security networks, including the Extension Disaster Education Network (EDEN). EDEN is a network of personnel and a database of research-based educational materials which deal with all phases of disasters. When one state has a need, EDEN delegates from other states provide previously developed resources that were proven successful in similar events. EDEN is led and funded through the USDA/National Institute of Food and Agriculture (NIFA).

Along with FDA, USDA is a designated Sector Specific Agency for the Food and Agriculture Sector. In this capacity, USDA engages with state, local, tribal, and territorial partners through the Government Coordinating Council (GCC) and the private sector through the Sector Coordinating Council (SCC). These councils provide a mechanism for communication, coordination, and outreach on issues related to national preparedness, including response activities.

HHS/FDA

HHS/FDA is responsible for protecting public health by ensuring the safety, efficacy, and defense of our nation's food (human and pet), animal feed supply, and dietary supplements. HHS/CDC in coordination with the States, develops and implements surveillance systems to monitor the health of the human population.

HHS/FDA has statutory authority for all domestic and imported food except meat, poultry, and egg products not regulated by USDA which include: dried, frozen, or liquid eggs, with or without added ingredients.

In addition, FDA is responsible for hard cooked eggs, in-shell pasteurized eggs and shell eggs

(except for grading, which is USDA's responsibility). FDA also has statutory authority for animal feed and for the approval of animal drugs intended for both therapeutic and non-therapeutic use in food animals as well as household pets and service animals.)

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

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

Department of the Interior (DOI)

The USDA Forest Service, as the ESF 4 lead, works with DOI to manage and coordinate wild land firefighting operations. DOI assumes full responsibility for fighting wildfires burning on lands within its jurisdiction. USDA and DOI provide firefighting assistance to other Federal land management organizations as requested under the terms of existing agreements and the NRF. USDA and DOI will coordinate public affairs activities with the National Interagency Fire Center (NIFC) in Boise, ID.

Department of State (DOS)

A food or animal health incident could take place because of international trade. The DOS will coordinate with USDA, HHS, and the Department of Commerce public affairs to release information regarding food safety or international trade with another nation as this information could influence the economy.

Laboratory Testing

The news media will likely focus on the results of laboratory testing of contaminated food and infected animals and plants. Depending on the agency responsible for the laboratory testing, USDA or HHS public affairs would have the lead for dissemination of these results to the media and public. USDA's National Veterinary Services Laboratories serves as the national veterinary diagnostic reference and confirmatory laboratory. The networks involved include the Food Emergency Response Network (FERN), the National Animal Health Laboratory Network, the National Plant Diagnostic Network and the Laboratory Response Network (LRN). The responsible Federal agencies (USDA and HHS) oversee operations of networks. Each of these networks is represented on the Integrated Consortium of Laboratory Networks.

Concept of Operations

USDA Public Affairs Operations

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

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

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

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

USDA Response to a Major Incident

Intergovernmental/stakeholder outreach

- Internal USDA conference call with USDA agency public affairs/mission areas
- Federal interagency conference call (White House, HHS, DOI, DHS, DOS)
- Intergovernmental conference call with local/State governments (including animal health, human health, homeland security, and natural resources)
- Stakeholder conference call with industry groups
- Congressional conference call or personal visits

Media outreach

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

Public Outreach

Distribute public service announcements (PSAs) containing key messages to radio stations
Post downloadable PSAs on USDA Web site.

FDA Office of External Affairs Incident Response

As the agency responsible for ensuring the safety, efficacy, and defense of our Nation's food (human and pet) and animal feed supply, FDA assists and supports the public health- and medical-related efforts to prevent, respond, mitigate, and recover from an incident.

Ensure the safety and defense of food in coordination with other responsible Federal Agencies (e.g., USDA); in cooperation with State, tribal, territorial and local officials, assess whether food manufacturing, food processing, food distribution, food service, and food retail establishments in the affected area are able to provide safe and secure food.

In cooperation with Federal, State, tribal, territorial and local officials, ensure the proper disposal of contaminated products and the decontamination of affected food facilities in order to protect human health. In cooperation with State, tribal, territorial and local officials as well as the food industry, conduct trace backs or recalls of adulterated products. Issuing safety alerts, health information advisories, warnings, advice and guidance to consumers and industry.

Non-Stafford Act Case Study: 2010 Salmonella Outbreak in Fresh Eggs

- Beginning in late May, the FDA, the CDC, and state public health partners began investigating a slowly increasing multistate increase of Salmonella Enteritidis infections, and by late July had traced the outbreak back to two large farms in Iowa producing tainted eggs
- Approximately 2000 cases of infection were related to this outbreak
- In August 2010, FDA recalled an unprecedented 500 million fresh eggs because of salmonella contamination
- FDA and CDC are traditional communication partners in foodborne illness outbreaks. Both organizations' PIOs were in constant contact on epidemiological data, regulatory actions and messaging to the public. FDA led daily coordination calls from May to August with Federal and State public health PIOs to review daily plans and events, discuss regulatory communications leads and to share public messages
- Communications regarding the historic egg recall quickly expanded to include:
 - USDA FNS – eggs in school lunches
 - HHS/FDA and USDA FSIS - powdered eggs in processed food production
 - USDA/Agricultural Marketing Service (AMS) – on-farm egg graders

Coordination

USDA/FDA State Communications

USDA and FDA, under their respective authorities, will notify the State communications officials in the affected State(s). USDA and FDA OC, in cooperation with Federal interagency public affairs staff, will hold conference calls with communicators from State Departments of

Agriculture, Health, Homeland Security, and Natural Resources when needed to coordinate and disseminate information regarding the situation. FDA External Affairs may also initiate calls with stakeholders, including state health and (depending on circumstances) agriculture counterparts, in coordination with the USDA Office of Communications and relevant agencies.

National Incident Communications Conference Line (NICCL)

USDA Office of Communications and FDA headquarters will represent their agency on NICCL calls during incidents and will maintain liaison with the ESF 15 function at DHS Public Affairs.

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

References:

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

Purpose

This annex outlines staffing and deployment policies and procedures to ensure that there are enough External Affairs personnel ready to deploy to fill critical ESF 15 staff positions following an incident. (Appendix 1 to Annex X provides the ESF 15 Leadership Roster).

Staffing External Affairs Leadership Positions

An incident requiring a coordinated Federal response will require External Affairs personnel to fill ESF 15 leadership positions over an extended time-period. Additionally, the nature of the incident may call for personnel with a variety of External Affairs skills and experience from numerous departments and agencies.

Terrorist Incidents

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

Natural Disasters

FEMA has the primary responsibility for leading and coordinating the Federal government's disaster response efforts. However, numerous Federal departments and agencies have deployed to support the emergency response following U.S. natural disasters and have a significant External Affairs support role.

Public Health Incidents

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

Aircraft Incidents near Military/Civilian Communities

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

Responsibilities

DHS Public Affairs

Following an incident, the DHS Public Affairs (Incident Communications) may request Federal department and agency volunteers to immediately deploy to help form a Unified Coordination staff or an incident JIC. Volunteer public affairs personnel from State and local authorities in

non-affected jurisdictions will be considered for assignment. Costs for deployment of these personnel will be covered by parent departments or agencies.

FEMA External Affairs

FEMA EA staff frequently deploy in support of natural disasters and incidents requiring a coordinated Federal response. FEMA fills ESF 15 disaster response staffing requirements with full time staff. Cadre On-Call Response Employees, Incident Management Cadre On-Call Response Employees (CORE), and reservists.

FEMA Reservists

FEMA reservists are intermittent employees that are called up to deploy to fill long-term ESF 15 positions following incidents. Reservists are hired under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. Therefore, reservists may only be used to perform disaster-related work, defined as specific disaster, emergencies, projects, or activities of a non-continuous nature.

FEMA CORE Employees

FEMA CORE employees are temporary full-time staff (generally two-year appointments) that deploy to support disaster responses.

Deployment Tracking System (DTS)

DTS is the system by which FEMA deploys all personnel to disaster response operations. Disaster managers in the field, region, or at HQ identify their staffing needs and create deployment orders through DTS per current deployment policies, procedures, and protocols.

Federal Department and Agency Public Affairs

All Federal department and agency public affairs offices are strongly encouraged to develop plans, policies, and procedures to rapidly deploy personnel immediately following natural disasters and other incidents requiring a coordinated Federal response. Federal department and agency public affairs offices should develop and maintain national deployment rosters to give public affairs personnel maximum deployment predictability. Such rosters may be forwarded to the DHS Public Affairs (Incident Communications) for coordination purposes as they are updated.

Training

Given the activities and responsibilities under ESF 15, personnel must be trained in order to lead an ESF 15 staff. All ESF 15 staff must understand a JIC and other ESF 15 component structures, be able to execute NIMS, NRF, NDRF principles, and have completed mandatory Independent Study courses offered on the FEMA Emergency Management Institute Web page (IS-100, IS-200, IS-700, and IS-800 [or agency equivalent training on the NIMS and NRF]). Personnel are also encouraged to complete IS-300, IS-400, IS-2900 and any additional ICS position-specific training. For more information about training, see Annex Y.

Federal Deployment Teams

Some departments and agencies deploy pre-identified personnel regularly in response to a crisis. While most deployment teams do not have an allocation for an External Affairs or public affairs

position, most teams require public affairs reach back support. Some of the Federal government's deployment teams that would require public affairs support are:

Federal Government Deployment Teams		
Lead Dept./Agency	Team	Capability
FEMA	Regional Incident Management Assistance Teams (R-IMAT)	Ten regional teams (1-2 External Affairs Advisors per team). Readily deployable within region; can deploy outside home region if staff are limited within another region.
	National Incident Management Assistance Teams (N-IMATs)	Two National teams (One External Affairs Advisor on each team). Readily deployable.
HHS/ASPR	Incident Management Team	Deploys following the identification of a public health emergency to assess HHS long- and short-term requirements and response. A public affairs staff member may deploy with the IMT and serve as the public affairs advisor to the deployed staff.
	National Disaster Medical System: -Disaster Medical Assistance Teams (DMAT) -Trauma and Critical Care Teams (TCCT) -Victim Identification Team (VIC) National Veterinary Response Teams (NVRT) -Disaster Mortuary Operational Response Teams (DMORT)	NDMS teams of medical providers deploy to an impacted area to augment state and local healthcare providers, support patient evacuations from affected to unaffected areas of the country, support the local coroner in victim identification, and provide veterinary care for Federal or state working animals.
HHS/PHS	Public Health Teams	U.S. Public Health Service officers will deploy on teams to augment state and local public health offices.
HHS/CDC	Advisory Team for Environment, Food, and Health	Team includes representatives from EPA, the USDA, the Food and Drug Administration, the Centers for Disease Control and Prevention, and other Federal agencies.
	CDC Deployment Teams	Provide specific disease-related advice to State/Local health officials
EPA	Environmental Response Team (ERT)	ERT- Deploys to emergencies to deal with human health and environmental impacts of terrorist attacks.
	Radiological Emergency Response Team (RERT)	RERT - Responds following the release of radioactive materials to

		provide technical advice, monitoring, sampling, and cleanup assistance.
	National Decontamination Team (NDT)	NDT-Provides decontamination expertise of chemical, biological, and radioactive contaminants.
	National Criminal Enforcement Response Team (NCERT)	NCERT - Provides law enforcement support for contaminated sites linked to terrorism or environmental crimes.
NTSB	Investigative Go-Team	See Annex O. Investigative team that deploys to civil aviation accidents and major accidents in the other modes of transportation – rail, highway, marine, and pipeline. The number of team members varies based on the circumstances of the accident and public interest.
USCG	Public Information Assist Team (PIAT)	Emergency public information during oil spills, natural disasters, domestic terrorism events, exercise participants
FBI	Media Fly Team	Consists of one to eight public affairs specialists that deploy upon the activation of FBI incident teams
DOE/NNSA	Nuclear Incident Response Team (NIRT): -Federal Radiological Monitoring and Assessment Center (FRMAC) -Aerial Measuring System (AMS) -Accident Response Group (ARG) -National Atmospheric Release Advisory Center (NARAC) -Radiation Emergency Assistance Center/Training Site (REAC/TS)	FRMAC’s public information officer will deploy with a response team. For more information see Annex N.
USACE	External Affairs Planning and Response Team	One team centrally managed out of Headquarters, but members span the entire enterprise (district/divisions). team is readily deployable with recruited skills/capabilities (media relations/videography/photography, etc.) to match the needs of the mission.

Annex R to Emergency Support Function 15 External Affairs Digital and Social Media

References:

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

Purpose

This annex outlines the plan for Federal departments and agencies to use digital, social, web-based and other interactive communications with the public during incidents requiring a coordinated Federal response.

Concept of Operations

Official websites, blogs, photos, videos, social media sites, text messages (SMS), and smartphone applications are effective tools to advise and inform the public if used in a coordinated, strategic, and timely manner, and should be used in concert with other non-digital communication channels.

As digital and technology solutions continue to grow and evolve, the concepts, principles, and guidelines in this Annex should carry over to any digital communication channel.

All content, messaging, and communication channels should be accessible to populations with access & functional needs and populations with limited English proficiency (LEP) and should be coordinated and thoroughly aligned with Planning and Products and Joint Information Center appropriately.

Digital Communications Channels

Once the ESF 15 Operations Director is identified, the respective agency and their communication channels are the lead.

Coordination

For prolonged national level incidents or incidents where multiple Federal departments are involved, a digital communications coordination panel can be convened at the discretion of the ESF 15 Operations Director, their respective agency, the DHS or the General Services Administration (GSA). This coordination panel should include the digital communication leads for agencies directly affecting the national level response.

USA.gov

For prolonged national level incidents or incidents where multiple Federal departments are involved, the primary portal website will be USA.gov, operated by the GSA. This site will serve as a portal to the lead agency and other agencies that are communicating incident specific information. The following is not meant to provide an exclusive list of channels, and the focus should be on the underlying principles and guidelines:

Department and Agency Websites

Agencies should follow these guidelines for the best way to support the response and recovery efforts:

- Stay within agency mission lanes when commenting or creating content about the incident.
- Respond to questions or inquiries from social media users in a timely manner. When the question or inquiry falls outside your agency’s mission lanes, direct users to the appropriate agency.
- Ensure your social media, website, blogs, and other digital communication platforms are up-to-date with timely, accurate, and relevant information regarding the incident.
- Ensure that information being provided is accessible and in the proper format.
- Use social listening, media monitoring and other forms of situational awareness to inform the timing, formatting and delivery method for information and messaging.
- Do not copy or re-post content that is available on another agency website (especially if the other agency is the lead [or authoritative source] for the information.) Cross-link to other agencies’ content that would be beneficial for your audience.
- In some instances, it may be relevant that multiple agencies stand up pages specific to the disaster, utilizing the same word/keyword (e.g. www.energy.gov/hurricanemaria or www.treasury.gov/hurricanemaria).

Stafford Act Case Study: 2018 Hurricane Florence Rumor Control

- After Hurricane Florence made landfall, the web and social media team found that a large amount of misinformation was circulating on social media, related to FEMA and the state’s role in the response
- To ensure an effective External Affairs operation, and in coordination with the other aspects of ESF 15 including the media outreach team, FEMA began a rumor control initiative
- A webpage on www.FEMA.gov was created; when a rumor was identified, the social media team worked with ESF 15 staff to track down additional information and gather the correct information
- These details were then added to the rumor control page, providing clear language about the misinformation and resources where people could find correct information for each rumor
- Rumor control messages were shared widely by FEMA’s social media accounts, as well as by other responding agencies
- The social media team shared this information with the interagency through the NICCL and collaborated with state and local partners to share these messages and expand their reach

Department and Agency Social Media Sites

Agencies should always use pre-established accounts during an incident because the account already has an established base of users and level of trust with social media users. The lead agency’s social media accounts shall provide information and amplify information being provided by other agencies. Other agencies shall provide mission specific information and point back to the lead agency accounts or, if applicable, the incident specific account.

In rare cases, it may be appropriate to create social media accounts dedicated to an incident. The ESF 15 Operations Director should approve the establishment of new accounts, under advisement from Digital Communication Specialists. The following questions should be carefully considered before making the decision to create incident-specific social accounts:

- Are existing agency social media accounts insufficient for reaching target audiences?
 - If so, is there a specific regional or language social media site or network that represents the audience impacted by the incident?
- Will there be confusion between this new account and existing accounts?
- Will the response and/or the recovery be prolonged?
- Who will manage the new account after the incident?
- Are there enough resources and trained personnel to support the daily maintenance of the account?

Messaging and Distribution

As noted in concept of operations, content and messaging should be coordinated and thoroughly aligned with Products and Planning and the Joint Information Center. Posting important, accurate, and relevant content is the most important component of any web and social media operation. When it comes to digital communication channels, agencies should follow these guidelines for the best way to support the response and recovery efforts and engage audiences:

As with all messaging during a Federal response, digital content should consist of actionable information to promote public safety and follow Crisis and Emergency Risk Communication (CERC) principles.

The Federal government does not endorse any non-government websites, companies or applications. The concepts presented in this annex are applicable for any social media site or digital communication platform.

Core content and messages should be posted on the agency's website in an easily accessible format and location. Content should not be restrictive to only social media sites or digital communication channels, owned by third party companies. As required by law, content and messages must be provided in accessible formats. Content for social media sites (e.g. Facebook, Twitter, Instagram) should be tailored to fit the characteristics and audiences of each site. In general, content on social media sites should be in plain language and provide relevant updates in an easily digestible format, preferably with actionable public safety information.

All Federal, state, tribal, and local partners should amplify messaging on their accounts as appropriate. All private sector entities, including but not limited to, associations, businesses, non-profits, and educational institutions, should also amplify messages through their channels, as they may have followers that are impacted by the incident.

Social Media Monitoring and Reporting for Situational Awareness

Social listening should be used to analyze publicly available content across online channels. Agency policies and procedures should be followed as it relates to social listening, personally identifiable information, and privacy concerns. During an incident, ESF 15 should search appropriate keywords, hashtags, and monitor public accounts on digital channels to find information for situational awareness. This information should be shared with federal response

partners to assess public perception and inform messaging and operational decisions. All responding agencies should follow their agencies' rules, policies, and procedures as to what capacity they are authorized to use approved applications and platforms.

**Stafford Act Case Study:
Hurricane Maria 2017 Social Media Team Coordination**

- FEMA was designated as the ESF 15 lead for Hurricane Maria and was responsible for coordinating the External Affairs for the federal response
- Staff from multiple FEMA regional offices, as well as DHS Headquarters, coordinated with FEMA HQ External Affairs on web and social media outreach at FEMA Headquarters and eventually at Joint Field Offices in Puerto Rico and the U.S. Virgin Islands
- At the height of the storm, more than 15 staff members were supporting the social media operation
- This surge support, and the ability of FEMA digital staff to work from anywhere there was an internet connection, was critical in FEMA's digital response to this disaster
- The social media team worked across ESF 15 to develop and write social media content, and to manage the FEMA social media accounts – including the newly established Facebook and Twitter accounts that provided specific updates about Hurricane Maria response and recovery
- Additionally, the team used social media for situational awareness including information about social media discussions on power outages, volunteering and donations, and sentiment about the response efforts, that was shared with Department, ESF 15, and interagency leadership, as well as the National Response Coordination Center, Joint Field Offices, and other important partners

Collaboration with Planning and Products

While the Digital Communications Specialist falls within the Joint Information Center, the specialist should work closely with counterparts in Planning and Products in several ways:

- Alerting Planning and Products to priority issues stemming from public social media conversations and advising on best practices for messaging in response to those priority issues
- Monitoring for inquiries and feedback sent from the public directly to the agency social media accounts and working with the ESF 15 specialists (EA Specialists, Visual Imaging Specialists, Media Relations Specialists, Program Liaison Specialists, Creative Specialists, Governmental Affairs Specialists, and private sector liaisons) so appropriate responses can be incorporated into the communications plan
- Providing guidance and recommendations on timing for posting content on digital channels, along with other best practices for developing digital content

Reporting

Agencies should ensure that all reports follow their agencies' legal, privacy, and records management rules and appropriate Standard Operating Procedures, and should always consider copyrighted content and the public's right to privacy.

Annex X to Emergency Support Function 15 External Affairs Administration and Logistics

References:

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

Purpose

This annex outlines information and procedures concerning administration and logistics requirements and operations support for the ESF 15 organization.

Requirement

External Affairs operations are mission-essential tasks, and they must be afforded a high priority by the Unified Coordination Group when establishing basic operational capabilities. Infrastructure and supporting capabilities to deliver life-saving and life-sustaining information must be established in a timely manner. **If the ESF 15 team does not have these and other basic tools, External Affairs operations cannot be successfully executed.**

Responsibilities

ESF 15 External Affairs Officer (EAO)

Upon designation and activation of ESF 15, the ESF 15 EAO will assess initial logistical requirements necessary in establishing operational capabilities in the Unified Coordination staff (and JIC). The ESF 15 EAO will work closely with the ESF 15 OD, assistant External Affairs officers, and Unified Coordination staff to ensure that initial requirements are identified in a timely manner and action is taken to address shortfalls where they exist. **This information should be provided by ESF 15 to the Unified Coordination Group Scoping Meeting.** If the nature of the incident requires, the ESF 15 EAO should identify an ESF 15 Resource Manager.

ESF 15 External Affairs Specialist

The EA Specialist will coordinate all administrative and logistics related activities for the ESF 15 operation. This will include office space and equipment needs, in-processing of the ESF 15 staff, JIC support, and coordination with Unified Coordination staff elements. The EA Specialist will coordinate directly with the ESF 15 staff and the following partners:

- Logistics: Ensures that logistic support including working space, equipment, and technical support are provided to the EA in a timely manner
- Human Resources: Ensures EA staffing deployment requests are fulfilled, daily staff accountability completed, and provides additional HR support to the JFO
- Finance and Admin: Coordinates all EA funding with Comptroller on LEP/CAN translations, ordering of supplies, and assists with payroll certification

Personnel and Staffing Coordination

The EA Specialist will maintain close coordination with the ESF 15 OD, component directors, and interagency SLTT public affairs counterparts to ensure that appropriate staffing is provided for the ESF 15 organization.

Pre-scripted Mission Assignments (PSMA) and Mission Assignments

PSMAs are developed in advance to facilitate rapid response following ESF 15 activation. The following PSMAs are approved in advance. Other PSMAs may be developed in addition to the following:

- PSMA-167: U.S. Coast Guard Public Affairs subject matter experts
- PSMA-168: Other Federal Agency technical subject matter experts that can speak publicly about their agency's activities
- PSMA-170: U.S. Department of Defense (DOD) Broadcast Transmission Support-Public Affairs Communications Teams
- PSMA-287: Bureau of Indian Affairs' tribal liaison support

Any agency can be mission assigned to support ESF 15 operations. Some frequently used mission assignments include:

- All D/As External Affairs personnel to support coordination of messaging related to D/A response operations (most frequently used: DOD, HUD, HHS, USACE, and USCG)
- DOD-Combat Camera teams for photo and video production
- DOD-Joint Public Affairs Support Element (JPASE) or Civil Affairs and Information Support Element (CAISE)
- Bureau of Indian Affairs (BIA)-Tribal Liaison support
- Any agency-External Affairs subject matter experts to support FEMA's National News Desk or Social Media operations when our internal assets are exhausted

Appendix 1 to Annex X to Emergency Support Function 15 External Affairs

ESF 15 Staffing Grid						
Event and Event Number	Event Date	Event Type(s)	Counties Declared	Joint Field Office (JFO) Address	Program Deadlines	JFO Closure
Kilauea Volcanic Eruption DR-4366-HI	5/30/2018	Volcano, Earthquake	Hawaii		Individual Assistance: 7/30/2018	TBD
Employee Information						
Title	Name	Agency	Location	Email	Phone	Hotel
Leadership						
EAO						
AEAO						
IMAT						
Hawaii County PIO						
SBA PIO						
USACE PIO						
Joint Information Center (JIC)						
JIC Manager						
Media Relations Specialist						
Digital Communications Specialist						
Visual Imaging Specialist						
Planning and Products (P&P)						
Planning and Products Manager						
Creative Specialist						
Program Liaison Specialist						
Private Sector						
Private Sector Manager						
Private Sector Liaison						
Governmental Affairs						
Governmental Affairs Manager						
Governmental Affairs Specialist						

Annex Y to Emergency Support Function 15 External Affairs Training

References:

- A. National Response Framework (NRF)
- B. National Incident Management System (NIMS)
- C. Interagency Integrated SOP
- D. EMI Curriculum Management System Guidebook
- E. Homeland Security Exercise Evaluation Program

Purpose

This annex outlines necessary training for ESF 15 personnel and training requirements for Federal, state, local, tribal, and territorial counterparts.

Training and Objectives

Director's Perspective

Training is critical to the success of ESF 15 in support of the FCO and Unified Coordination staff. Pre-incident training builds teamwork, expertise, and confidence, ensuring the ESF 15 staff will be successful during an incident requiring a coordinated Federal response or major incident. **Training will be a fundamental building block of the ESF 15 operation.**

ESF 15 Training Program Responsibilities

Program Direction, Oversight, Coordination

DHS Office of Public Affairs

Program Support (Materials and Course Development)

FEMA Office of External Affairs, Disaster Operations Division, in coordination with the Emergency Management Institute (EMI), FEMA Qualification System training, and the Incident Workforce Management Division (IWMD)

ESF 15 Training Program Objectives

ESF 15 Leadership Cadre is fully prepared to assume assigned positions when directed and in support of the FCO/LFO and Unified Coordination staff. ESF 15 staff is prepared for duties within the organization and in support of the FCO/LFO and Unified Coordination staff. Federal interagency ESF 15 deploying leadership and staff are fully prepared to assume assigned positions. State, territorial, and tribal counterparts have awareness of ESF 15 functions and integration within the JIS and ICS.

Training Program Requirements

ESF 15 staff training requirements are outlined in specific ESF 15 qualification sheets maintained by the FEMA External Affairs Cadre Management Team.

Training Resources

Summarized below are training resources and supporting details.

Recommended Online Courses

The below courses are recommended for all ESF 15 leadership and staff personnel. These courses can be accessed online at <https://training.fema.gov/is/>.

- IS-29 Public Information Officer Awareness
- IS-100.b Introduction to Incident Command System
- IS-200.b ICS for Single Resources and Initial Action Incidents
- IS-650.a Building Partnerships with Tribal Governments
- IS-700.a National Incident Management System (NIMS) Intro
- IS-702.a NIMS Public Information Systems
- IS-800.b National Response Framework (NRF) Intro

EMI Training Courses

A complete list of EMI courses and their schedules is located online at:

<http://training.fema.gov/EMICourses/> Some of the key ESF 15/EA courses are listed below:

External Affairs Specialist Training (E-475)

This FEMA Qualification System course provides an orientation to the knowledge and tools necessary to support ESF 15 operations. This one-week training is required for qualification in all specialist positions. Modules related to specific job functions are offered during the training.

ESF 15 Leadership Courses-EAO (L-767), Assistant EAOs (L-748)

These courses are developed to provide participants, who are experienced ESF 15 staff, with skills on managing programs, leading people, and working collaboratively to serve in ESF 15 leadership roles.

State & Local Public Affairs Courses (G-289 Public Information Officer Awareness; G-290 Basic Public Information Officer; G-291 Joint Information System/Joint Information Center Planning for tribal, state and local PIOs; E-388 Advanced PIO Course; E-389 Master PIO Course)

ESF 15-specific training is incorporated into the Master PIO course offered at EMI.

Crisis and Emergency Risk Communications (CERC) Training

Personnel at all levels of government are encouraged to complete Crisis and Emergency Risk Communications (CERC) training, which focuses on communicating successfully in high concern situations. The Centers for Disease Control and Prevention offers free online CERC training. The training introduces Crisis and Emergency Risk Communication principles, describes the psychology of a crisis and the type of messages each audience needs, explains how to tailor messages in alignment with CERC principles, and defines core concepts of crisis communication planning. The training is available at:

<http://emergency.cdc.gov/cerc/training/basic/index.asp>

FEMA Incident Workforce Academy Series (FIWA)

FIWA is “a multi-phased initiative designed to standardize common training for all FEMA employees, beginning with the Specialist Series followed by middle and upper-level management and leadership courses. All employees hired after October 2012 must attend the FIWA – Specialist Series. Subsequent FIWA courses will be required as IM personnel progress to each new management tier level.” (FQS Guide, October 2016).

Field/Just-in-time Training

Along with the EMI courses outlined above, there are also scalable versions of this information to be delivered to a wide-variety of audiences, including just-in-time training in the field. Trainings can be delivered face-to-face, via webinar, or video-teleconferences.

Exercises

Personnel at all levels within the Federal, state, local, tribal, territorial, and private sector participate in homeland security and all-hazards exercises. Many of these are conducted as a national level or capstone exercise series. These exercises provide a superb means to train personnel on ESF 15 procedures and respective staff assignments. DHS will use this SOP as the primary planning document for all exercises.

Real-World Training

Real-world events, and those that directly result in activation of ESF 15, provide an equally valuable opportunity for training of leadership and staff personnel. ESF 15 leadership should actively consider deploying available personnel to real-world incidents, if conditions permit, for training purposes. This should be coordinated with the FCO/LFO and Unified Coordination staff.

Interagency Coordination

Interagency opportunities, such as the Incident Communications Public Affairs Coordination Committee (ICPACC) meeting and annual hurricane table top exercises may be used to discuss ESF 15 processes, teamwork and training needs. DHS OPA or FEMA EA will coordinate meeting programs in conjunction with other department and agency hosts.

Basic Guidance for Public Information Officers (PIOs/National Incident Management System [NIMS] – FEMA 517/November 2007)

This guidance document was developed in coordination with Federal, state, local, tribal and territorial Public Information Officers (PIOs). The goal of this publication is to provide operational practices for performing PIO duties within the ICS. It offers basic procedures to operate within the JIS and establish an effective JIC – including integrating with Federal support and ESF 15.

**Annex Z to Emergency Support Function 15 External Affairs
Acronyms and Key Terms**

AAR	After Action Report
AEAO	Assistant External Affairs Officer
AMS	Aerial Measuring System
ANG	Air National Guard
APHIS	Animal and Plant Health Inspection Service
ARG	Accident Response Group
ARNG	Army National Guard
ASD/PA	Assistant Secretary of Defense- Public Affairs
ASPA	Assistant Secretary for Public Affairs
ASPR	Assistant Secretary for Public Response (ASPR) (HHS)
CA	Congressional Affairs
CAD	Congressional Affairs Division
CAT	Crisis Action Team
CBL	Cytogenetic Bio-dosimetry Laboratory
CBP	Customs and Border Protection
CDC	Centers for Disease Control and Prevention
CERC	Crisis and Emergency Risk Communications
CI	Critical Infrastructure
CISA	Cybersecurity and Infrastructure Security Agency
CJCS	Chairman of the Joint Chiefs of Staff
CMHT	Consequence Management Home Team
CNGB	Chief of the National Guard Bureau
COOP	Continuity of Operations
COP	Common Operating Picture
CS&C	Cybersecurity and Communications
CWMD	Countering Weapons of Mass Destruction
DCE	Defense Coordinating Elements
DCO	Defense Coordinating Officer
DCS	Daily Communication Summary
DCSA	Defense Support of Civil Authorities
DCSP	Digital Communications Specialist
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Teams (HHS)
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of Interior
DSAT	Disaster Survivor Assistance Team
D-SNAP	Disaster Supplemental Nutrition Assistance Program
DTRA	Defense Threat Reduction Agency
EAD	External Affairs Director
EAO	External Affairs Officer
EAS	Emergency Alert System

EDEN	Extension Disaster Education Network
EMI	Emergency Management Institute
EOC	Emergency Operations Center
ERT	Environmental Response Team
ESF	Emergency Support Function
ET	Executive Team
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FERN	Food Emergency Response Network
FHCO	Federal Health Coordinating Officer
FISMA	Federal Information Systems Management Act
FMS	Federal Medical Station
FNS	Food and Nutrition Service
FRMAC	Federal Radiological Monitoring and Assessment Center
FS	Forest Service
FSA	Farm Service Agency
FSIS	Food Safety and Inspection Service
GCC	Government Coordinating Council
GETS	Government Emergency Communications Service
GIPSA	Grain Inspection, Packers, and Stockyards Administration
GSA	General Services Administration
HHS	U.S. Department of Health and Human Services
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
ICCT	Incident Community Coordination Call
ICP	Incident Command Post
ICPACC	Incident Communications Public Affairs Coordination Committee
ICS	Incident Command System
IGA	Intergovernmental Affairs
IMAAC	Federal Interagency Modeling and Atmospheric Center
IMAT	Incident Management Assistance Team
IMT	Incident Management Team (HHS)
IND	Improvised Nuclear Device
ISAC	Information Sharing and Analysis Center
JFHQ	Joint Force Headquarters
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JIMG	Joint Information Center Manager
JMD	Department of Justice Management Division
JTF	Joint Task Force

LEP	Limited English Proficiency
LEP/ACN	Limited English Proficiency/Accessible Communications Needs
LFO	Lead Federal Official
LNO	Liaison Officer
LRN	Laboratory Response Network
MARAD	Maritime Security Administration
MOTR	Maritime Operational Threat Response
NAD	North Atlantic Division (USACE)
NARAC	National Atmospheric Release Advisory Center
NARP	Nuclear Weapon Accident Response Procedures
NBEOC	National Business Emergency Operation Center
NCC	National Coordinating Center
NCC	National Contact Center
NCERT	National Criminal Enforcement Response Team
NCP	National Contingency Plan
NCS	National Communications System
NDMS	National Disaster Medical System (HHS)
NDRF	National Disaster Recovery Framework
NDT	National Decontamination Team
NGB	National Guard Bureau
NIC	National Incident Commander
NICC	National Infrastructure Coordination Center
NICCL	National Incident Communications Conference Line
NIFA	National Institute of Food and Agriculture
NIFC	National Interagency Fire Center
NIMS	National Incident Management System
NIMS/ICS	National Incident Management System/ Incident Command System
NIPP	National Infrastructure Protection Plan
NIRT	Nuclear Incident Response Team
NJIC	National Joint Information Center
NNSA	National Nuclear Security Administration
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NORAD	North American Aerospace Defense Command
NRC	Nuclear Regulatory Commission
NRCC	National Response Coordination Center (FEMA)
NRF	National Response Framework
NRT JIC	National Response Team Joint Information Center
NRP	National Response Plan
NRT	National Response Team
NSSE	National Special Security Event
NSTAC	National Security Telecommunications Advisory Committee
NTAS	National Terrorism Advisory System
NTNF GCTF	National Technical Nuclear Forensics Ground Collections Task Force (CWMD)

NTSB	National Transportation Safety Board
NVRT	National Veterinary Response Teams (HHS)
NWIR	Nuclear Weapons Incident Response
OASD	Office of the Assistant Secretary of Defense (DOD)
OAR	Office of Air and Radiation
OC	Office of Communication (White House or USDA)
OD	Operations Director
OEA	Office of External Affairs
OEC	Office of Emergency Communication (DHS)
OEI	Office of Environmental Information (EPA)
OPA	Office of Public Affairs
OPM	Office of Personnel Management
ORISE	Oak Ridge Institute for Science and Education
OSD	Office of the Secretary of Defense
OSLTF	Oil Spill Liability Trust Fund
PACL	Public Affairs Conference Line (HHS)
PAO	Public Affairs Officer
PARC	Public Affairs Response Cell
PA	Public Affairs
PAR	Protective Action Recommendation
PICCL	Private Sector Incident Communications Conference Line
PIO	Public Information Officer
POC	Point of Contact
PP	Planning and Products (ESF 15)
PSA	Public Service Announcement
PSMA	Pre-Scripted Mission Assignment
PSO	Private Sector Office
PPD	Presidential Policy Directive
RAP	Radiological Assistance Program
RDD	Radiological Dispersal Device
REAC/TS	Radiation Emergency Assistance Center/ Training Site
RED	Radiological Exposure Device
RERT	Radiological Emergency Response Team
RFO	Recovery Field Office
ROE	Rights of Entry
RRCC	Regional Response Coordination Center
RRT	Regional Response Team
RSF	Recovery Support Function
SAC	Special Agents In-Charge
SAD	State Active Duty
SAMHSA	Substance Abuse and Mental Health Services Administration
SBA	Small Business Administration
SCC	Sector Coordinating Councils
SCO	State Coordinating Officer
SEO	Senior Energy Official

SHO	Senior Health Official
SICCL	State Incident Communications Conference Line
SIOC	Special Incident Operations Center (FBI HQ)
SITREP	Situation Report
SLTT	State, Local, Tribal and Territorial
SME	Subject Matter Expert
SOC	Secretary's Operations Center (HHS)
SONS	Spill of National Significance
SOP	Standard Operating Procedures
SPEEDI	System for Prediction of Environmental Emergency Dose Information (Japan)
SPWC	Space Prediction Weather Center (NOAA)
SRAG	Space Radiation Analysis Group (SRAG)
SSA	Sector Specific Agency
TCCT	Trauma and Critical Care Teams (HHS)
UCG	Unified Coordination Group
USACE	U.S. Army Corps of Engineers
USNORTHCOM	U.S. Northern Command
VA	U.S. Department of Veterans Affairs
VAL	Voluntary Agency Liaison
VIC	Victim Identification Team (HHS)
VISP	Visual Imaging Specialist
VOAD	Voluntary Organizations Active in Disaster
VTC	Video Teleconference
WHO	World Health Organization
WPS	Wireless Priority Service
WMD-CST	Weapons of Mass Destruction Civil Support Team

