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Description of document:	Federal Emergency Management Agency (FEMA) email and other digital/computer records using an ordinary computer search for records containing the phrase "talking points" in the Office of External Affairs, specifically in the office of Director, Strategic Communications Division, 2009-2014
Requested date:	08-August-2014
Released date:	30-September-2018
Posted date:	15-October-2018
Source of document:	FOIA Request FEMA Information Management Division 500 C Street, SW Mailstop 3172 Washington, D.C. 20472 Email: fema-foia@dhs.gov Online FOIA Request Form

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U.S. Department of Homeland Security
500 C Street, S.W. Mail Stop 3172
Washington, DC 20472-3172

FEMA

September 30, 2018

SENT VIA CERTIFIED MAIL TO:

Re: **FEMA 2014-FEFO-00887 Final Response**

This is the first interim response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), dated August 8, 2014 and received in this office on August 8, 2014. You sought records reflecting a search for email and other digital/computer records using an ordinary computer search for records containing the phrase "talking points" in the Office of External Affairs, specifically in the office of Director, Strategic Communications Division.

A search of FEMA's Office of the Chief Information Officer (OCIO) and the Office of External Affairs (EA) for documents responsive to your request produced a total of 543 pages. Of those pages, I have determined that 514 pages of the records are releasable in their entirety, and portions of the remaining 29 pages are partially releasable pursuant to Title 5 U.S.C. § 552(b)(6) and (b)(6).

FOIA Exemption 5 protects from disclosure those inter- or intra-agency documents that are normally privileged in the civil discovery context. The three most frequently invoked privileges are the deliberative process privilege, the attorney work-product privilege, and the attorney-client privilege. After carefully reviewing the responsive documents, we determined that portions of the responsive documents qualify for protection under the following privilege(s):

- **Deliberative Process Privilege**

  The deliberative process privilege protects the integrity of the deliberative or decision-making processes within the agency by exempting from mandatory disclosure opinions, conclusions, and recommendations included within inter-agency or intra-agency memoranda or letters. The release of this internal information would discourage the expression of candid opinions and inhibit the free and frank exchange of information among agency personnel.

FOIA Exemption 6 exempts from disclosure of personnel or medical files and similar files the release of which would cause a clearly unwarranted invasion of personal privacy. This requires a balancing of the public's right to disclosure against the individual's right to privacy. The privacy interests of the individuals in the records you have requested outweigh any minimal public interest in disclosure of the information. Any private interest you may have in that information does not factor into the aforementioned balancing test.

You have the right to appeal if you disagree with FEMA's response. The procedure for administrative appeals is outlined in the DHS regulations at 6 C.F.R. § 5.8. In the event you wish to submit an appeal, we encourage you to both state the reason(s) you believe FEMA's initial determination on your FOIA request was erroneous in your correspondence, and include a copy of this letter with your appeal. Should you wish to do so, you must send your appeal within 90 days from the date of this letter to fema-foia@fema.dhs.gov, or alternatively, via mail at the following address:

FEMA
Office of the Chief Administrative Officer
Information Management Division (FOIA Appeals)
500 C Street, SW, Seventh Floor, Mail Stop 3172
Washington, D.C. 20472-3172

As part of the 2007 amendments, the Office of Government Information Services (OGIS) was created to offer mediation services to resolve disputes between FOIA requesters and Federal agencies. You may contact OGIS in any of the following ways:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road- OGIS
College Park, MD 20740-6001
E-mail: ogis@nara.gov
Web: https://ogis.archives.gov
Telephone: 202-741-5770/Toll-free: 1-877-684-6448
Facsimile: 202-741-5769

Provisions of the FOIA allow us to recover part of the cost of complying with your request. In this instance, because the cost is below the $25 minimum, there is no charge.

If you need any further assistance or would like to discuss any aspect of your request, please contact us and refer to FOIA case number **FEMA 2014-FEFO-00887**. You may send an e-mail to fema-foia@fema.gov, call (202) 646-3323, or you may contact our FOIA Public Liaison in the same manner.

Sincerely,

PEARLENE ROBINSON Digitally signed by PEARLENE ROBINSON Date: 2018.09.30 22:56:43 -04'00'

Pearlene Robinson
FOIA Team Lead
Disclosure Branch
Information Management Division
Mission Support

Enclosure(s): Responsive documents, 543 pages

Press Office
U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

Talking Points

As of August 21, 2014

TOPLINE MESSAGES

- National Preparedness Month – observed every September – is a chance to remind Americans that all of us have a shared responsibility to prepare for emergencies can happen in our communities.

- Unfortunately, data show that roughly half of all Americans have not discussed, or developed an emergency plan their family about where to go and what to do in the event of a local disaster. (source: 2014 national survey conducted by FEMA).

- With these compelling and emotional new PSA's, we're encouraging families to take that first basic step. Sit down together and make a plan. It's that easy and it's free. And you can go to Ready.gov for more information on how to be prepared.

- To further encourage Americans to take action, the month will culminate with America's PreparAthon! a national grassroots day of action. On September 30, people in all 50 states will come together to take actions around the hazards their communities could face with drills, conversations, and exercises in their schools, workplaces, houses of worship and organizations.

- We hope more Americans will consider joining us for this national day of action. To learn more you can go to Ready.gov/Prepare.

If-Asked:

What's different about National Preparedness Month this year?

- This year, National Preparedness Month maintains its focus through public service announcements to encourage Americans to prepare for emergencies, but with a greater focus to drive audiences to take action and encouraging Americans to create a family emergency plan.

How well is the Ready Campaign working?

- In the 11 years since its launch, the Ready Campaign has established itself as a successful effort to encourage Americans to prepare for emergencies.
    - The national Ready Campaign has received more than $1 billion in donated media.
    - The Ready Campaign has helped to generate over 71 million unique visitors to Ready.gov.

Can you talk more about the ads?

- Created pro bono by New York-based ad agency Deutsch, a new series of ads depict the aftermath of a disaster and show two families; one set of parents who have safely arrived to a shelter with all of their children, and one set of parents who are frantically searching for theirs. Through these PSAs,

families are faced with what can happen when you don't have an emergency plan in place before a disaster or emergency strikes.

##

External Affairs Guidance

FEMA RELEASES FINAL TRIBAL CONSULTATION POLICY

Lead by FEMA Intergovernmental Affairs Division of External Affairs

August 13, 2014

FEMA POINTS OF CONTACT

Intergovernmental Affairs:	Robert Nadeau	Robert.Nadeau@fema.dhs.gov
Strategic Communications:	Amanda Osborn	Amanda.Osborn@fema.dhs.gov
Recovery Directorate:	Jessica Stewart	Jessica.Stewart@fema.dhs.gov
Office of Chief Counsel:	Elizabeth Katchka	Elizabeth.Katchka@fema.dhs.gov
Office of External Affairs:	Milo Booth	Milo.Booth@fema.dhs.gov

MEDIA GUIDANCE

Media inquiries shall be referred to the FEMA National News Desk at 202-646-3272 or FEMA-News-Desk@fema.dhs.gov.

Media inquiries about consultation events may be handled by Regional External Affairs staff after coordination with FEMA headquarters Office of Public Affairs.

TIMELINE

Date	Action	Tasked To
Aug 13	Develop External Affairs Guidance	Strategic Communications
TBD	Distribute letter to Tribal officials	Intergovernmental
TBD	FEMA to brief relevant comittees and members on the final FEMA Tribal Consultation Policy	Intergovernmental
TBD	Public Affairs will post the Tribal Consultation Policy on the FEMA.gov website and share messaging via Social Media	Public Affairs
TBD	FEMA to publish article in the EA Bulletin announcing the publication of the Tribal Consultation Policy	Strategic Communications

KEY MESSAGE

- Tribal nations, their elected leaders and emergency managers are an essential part of our nation's emergency management team.

- FEMA and the Administration are committed to supporting Indian Country in their efforts to build more resilient and prepare and support communities before, during and after disasters.

Talking Points

To be used when speaking to members of the media and other stakeholders

- FEMA is committed to enhancing its government-to-government relationship with federally recognized Indian tribes. It is in the spirit of this commitment that FEMA developed this policy to implement Executive Order 13175, *Consultation and Coordination with Indian Tribal Governments*.

- This policy establishes a FEMA process for regular and meaningful consultation and collaboration with tribal officials on FEMA actions that have tribal implications.

- FEMA received valuable input from tribes in the development of this policy. In October 2013, FEMA sent Tribal Leaders the proposed Tribal Consultation Policy and asked for input. FEMA consulted with tribes on the policy from October 2013 through March 2014. During that time FEMA presented the policy at conferences, in face-to-face consultation meetings, listening sessions, webinars and conference calls, and received many written comments from tribes.

- The policy creates a consistent and transparent consultation process that will be applied across the FEMA programs and offices. We look forward to working with Tribes to implement this policy moving forward.

###

Bulletin Article

FEMA Releases Final Tribal Consultation Policy

The Federal Emergency Management Agency (FEMA) has released its final Tribal Consultation Policy establishing a process for regular and meaningful consultation and collaboration with tribal officials on FEMA actions that have tribal implications.

FEMA received valuable input from tribes in the development of this policy. In October 2013, FEMA sent Tribal Leaders the proposed Tribal Consultation Policy and asked for input. FEMA consulted with tribes on the policy from October 2013 through March 2014. During that time FEMA presented the policy at conferences, in face-to-face consultation meetings, listening sessions, webinars and conference calls, and received many written comments from tribes. The policy creates a consistent and transparent consultation process that will be applied across the FEMA programs and offices.

Visit www.fema.gov/tribal-consultations for the final policy and other related materials. More information about FEMA Tribal Affairs is available at www.fema.gov/tribal.

###

Quick Reference on Indian Country

Internal FEMA Document – NOT to be shared externally

- **Tribal Demographics**[1]
  - Number of federally recognized tribes: 566
  - Tribes by Region (number is greater than 566 because tribes have lands that cross FEMA Regions)[2]
    - Region 1: 10
    - Region 2: 9
    - Region 3: 0
    - Region 4: 6
    - Region 5: 34
    - Region 6: 68
    - Region 7: 9
    - Region 8: 28
    - Region 9: 158
    - Region 10: 271
    -
  - Number of enrolled tribal members[3]: 1,978,099

- **Tribal Lands**[4]**:** Approximately 56.2 million acres are held in trust by the United States for various Indian tribes and individuals.

  - *Reservations:* A federal Indian reservation is an area of land reserved for a tribe or tribes under treaty or other agreement with the United States, executive order, or federal statute or administrative action as permanent tribal homelands, and where the Federal Government holds title to the land in trust on behalf of the tribe.

    - There are approximately 326 Indian land areas in the United States administered as federal Indian reservations (e.g., reservations, pueblos, rancherias, missions, villages, communities). Therefore, not every federally recognized tribe has a reservation.
    - The largest is the 16 million-acre Navajo Nation Reservation located in Arizona, New Mexico, and Utah. The smallest is a 1.32-acre parcel in California where the Pit River Tribe's cemetery is located. Many of the smaller reservations are less than 1,000 acres.
    - Federal Indian reservations are generally exempt from state jurisdiction, including taxation, except when Congress specifically authorizes such jurisdiction.

[1] Bureau of Indian Affairs
[2] FEMA Regions
[3] American Indian Population and Labor Force Report published by the Department of Interior-Bureau of Indian Affairs Office of Indian Services
[4] *Ibid.*

- *Allotted lands* are remnants of reservations broken up during the federal allotment period of the late nineteenth and early twentieth centuries. Allotments were conveyed to members of affected tribes and held in trust by the Federal Government.
    - Today, 10,059,290.74 million acres of individually owned lands are still held in trust for allotees and their heirs.

- **Sovereignty**[5]
    - The relationship between federally recognized tribes and the United States is one between governments (also referred to as 'nation to nation).
    - Federally recognized tribes are recognized as possessing certain inherent rights of self-government (i.e., tribal sovereignty) and are entitled to receive certain federal benefits, services, and protections because of their special relationship with the United States.

- **Self-governance/self-determination**[6] **('638' tribes, 'self governance' tribes):**
    - The Indian Self-Determination and Education Assistance Act of 1975 (Public Law 93-638) authorized the Secretary of the Interior, the Secretary of Health, Education, and Welfare, and some other government agencies to enter into contracts with, and make grants directly to, federally recognized Indian tribes. The tribes would have authority for how they administered the funds, which gave them greater control over their welfare.

    - Those tribes who administer their own programs are known as "638 tribes" and/or "self-governance tribes."

- **Trust and fiduciary responsibility:**
    - The Federal Government has a trust and fiduciary responsibility for federally recognized tribal governments. This responsibility is a legal obligation under which the United States "has charged itself with moral obligations of the highest responsibility and trust" toward Indian tribes (Seminole Nation v. United States, 1942).
    - This means the Federal Government has a responsibility to act in the best interest of tribes.

- **Consultation**[7]**:**
    - Executive Order 13175 directs federal agencies to engage in regular and meaningful consultation and collaboration with tribal officials in the development of federal policies that have tribal implications.

    - FEMA is developing its Tribal Consultation Policy that will establish a process to guide FEMA officials on how to engage Indian tribes and tribal officials in regular and meaningful consultation and collaboration on actions that have tribal implications.

---

[5] Bureau of Indian Affairs
[6] *Ibid.*
[7] Proposed draft of FEMA's Tribal Consultation Policy

- Tribal consultation on this draft policy concluded March 31, 2014.

- **Public Law 280**[8]

  - In 1953, Congress enacted Public Law 83-280 (67 Stat. 588) to grant certain states criminal jurisdiction over American Indians on reservations and to allow civil litigation that had come under tribal or federal court jurisdiction to be handled by state courts. However, the law did not grant states regulatory power over tribes or lands held in trust by the United States; federally guaranteed tribal hunting, trapping, and fishing rights; basic tribal governmental functions such as enrollment and domestic relations; nor the power to impose state taxes. These states also may not regulate matters such as environmental control, land use, gambling, and licenses on federal Indian reservations.

  - The states required by Public Law 280 to assume civil and criminal jurisdiction over federal Indian lands were Alaska (except the Metlakatla Indian Community on the Annette Island Reserve, which maintains criminal jurisdiction), California, Minnesota (except the Red Lake Reservation), Nebraska, Oregon (except the Warm Springs Reservation), and Wisconsin. The states that elected to assume full or partial jurisdiction were Arizona (1967), Florida (1961), Idaho (1963, subject to tribal consent), Iowa (1967), Montana (1963), Nevada (1955), North Dakota (1963, subject to tribal consent), South Dakota (1957-1961), Utah (1971), and Washington (1957-1963).

- **Alaska Native Claims Settlement Act (ANCSA)** transferred land titles to twelve Alaska Native Regional Corporations and over 200 village corporations. These corporations are private businesses that own the surface and subsurface rights to the lands in their respective areas. Native Alaskans received 'shares' in these corporations, which distribute profits to their shareholders.

[8] Bureau of Indian Affairs

Press Office
U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

Talking Points

As of August 27, 2014

TOPLINE MESSAGES

- National Preparedness Month – observed every September – is a chance to remind Americans that all of us have a shared responsibility to prepare for emergencies can happen in our communities.

- Unfortunately, data show that roughly half of all Americans have not discussed, or developed an emergency plan their family about where to go and what to do in the event of a local disaster. (source: 2014 national survey conducted by FEMA).

- With these compelling and emotional new PSA's, we're encouraging families to take that first basic step. Sit down together and make a plan. It's that easy and it's free. And you can go to Ready.gov for more information on how to be prepared.

- To further encourage Americans to take action, the month will culminate with America's PreparAthon! a national grassroots day of action. On September 30, people in all 50 states will come together to take actions around the hazards their communities could face with drills, conversations, and exercises in their schools, workplaces, houses of worship and organizations.

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Can you talk more about the ads?

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families are faced with what can happen when you don't have an emergency plan in place before a disaster or emergency strikes.

Recent California earthquake

- The Napa, California earthquake serves as a reminder that many disasters can occur without notice. It underscores the need to prepare now before something happens.

- We have found that when people prepare and practice for an emergency in advance of an event, it helps their ability to take immediate and informed action. So, for an earthquake, for instance, it is important to know that during an earthquake, you should Drop, Cover and Hold On.

Hurricane Sandy

- FEMA continues to work with the states in their recovery from Hurricane Sandy.
- Hurricane Sandy highlights the importance of being prepared.
- Survivors who experienced Hurricane Sandy highlight the importance of safeguarding important documents to help with the recovery process and having some extra cash in case the power is out and ATMs fail.
- Take time now to collect and protect your personal documents, including insurance, financial documents, and medical information.
- Take pictures to document your property. There are simple things that everyone can do to better prepare themselves, their families and their co-workers.

Ferguson, Missouri

- FEMA hasn't had a direct involvement. However, its important to note that regardless of the situation, it's important to be prepared and have a family communications plan so that you and your family are better prepared for *any* type of situation.
- A family communication plan doesn't cost anything and takes very little time.

##

Office of External Affairs
U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

External Affairs Guidance

FEMA CONDUCTS NEXT PHASE OF TRIBAL CONSULTATION FOR STAFFORD ACT DECLARATION PROCESS

April 3, 2014

POINTS OF CONTACT

FEMA Recovery Directorate:	Jessica Stewart	Jessica.Stewart@fema.dhs.gov
FEMA Office of Chief Counsel:	Elizabeth Katchka	Elizabeth.Katchka@fema.dhs.gov
FEMA Office of External Affairs:	Stephanie Tennyson	Stephanie.Tennyson@fema.dhs.gov
FEMA Intergovernmental/Tribal:	Robert Nadeau	Robert.Nadeau@fema.dhs.gov
FEMA Congressional Affairs:	Aaron Davis	Aaron.Davis@fema.dhs.gov
FEMA Public Affairs:	Mayra Lopez-de-Victoria	Marya.Lopez-de-Victoria@fema.dhs.gov
FEMA Strategic Communications:	Louis Eswood	Louis.Eswood@fema.dhs.gov

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Intergovernmental Advisory
Letter to Tribal Leaders
FEMA Weekly Article
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Frequently Asked Questions
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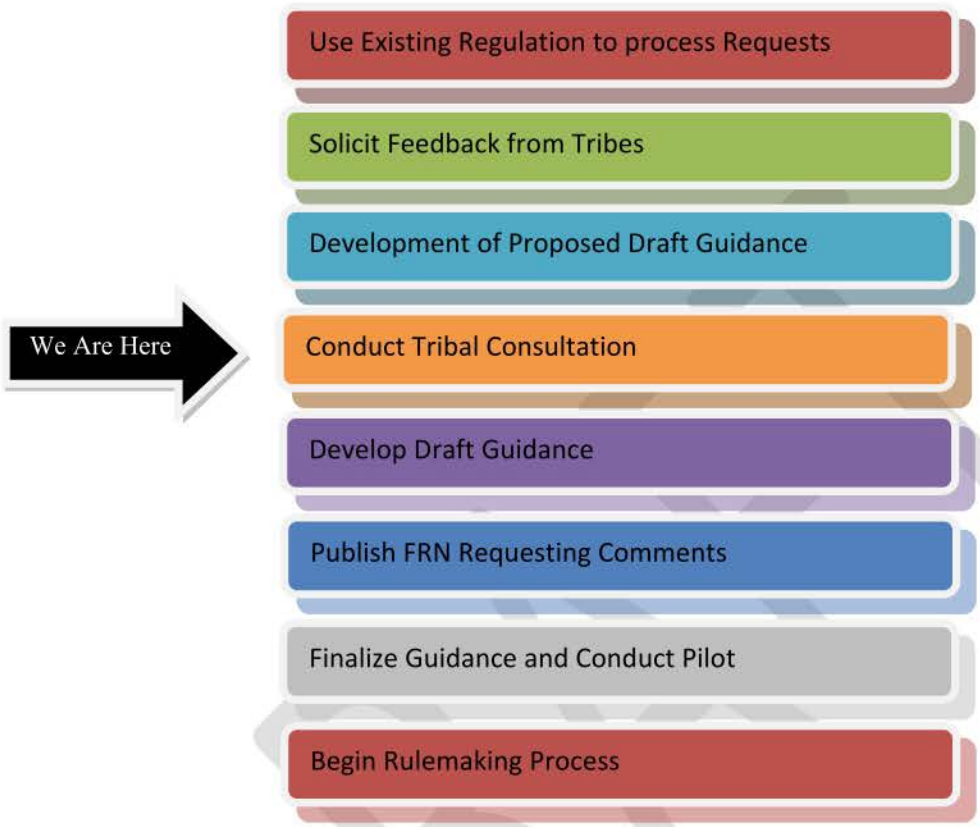
BIG PICTURE PROCESS



COMMUNICATIONS OBJECTIVE

To promote meaningful, accountable, listening sessions and other consultation opportunities with tribal leaders and emergency managers to obtain comments regarding the FEMA declaration process.

KEY MESSAGE

- Tribal nations, their elected leaders and emergency managers are an essential part of our nation's emergency management team.
- FEMA and the Administration are committed to supporting Indian Country in their efforts to build more resilient and prepare and support communities before, during and after disasters.
- FEMA is consulting with tribal officials and Indian tribes to gather input on the Tribal Declarations Pilot Guidance that, when finalized, will describe the process that tribal governments will use to request Stafford Act declarations and the criteria that FEMA will use to evaluate those direct tribal declaration requests.

MEDIA GUIDANCE

Media inquiries shall be referred to the FEMA national news desk at 202-646-3272 or FEMA-News-Desk@fema.dhs.gov.

Media inquiries about consultation events may be handled by Regional External Affairs staff after coordination with FEMA headquarters Office of Public Affairs.

TIMELINE

Date	Responsibility	Action
February 20, 2013	Congressional ORR	Brief Senate Homeland Security Committee on process FEMA plans to take to engage in consultation. Provide advance copy of the guidance document.
D -1 Week	Recovery Congressional	Brief Senate Appropriations Committee on process FEMA plans to take to engage in consultation. Provide advance copy of the guidance document.
D -1 Week	Recovery Congressional	Brief House Appropriations Committee on process FEMA plans to take to engage in consultation. Provide advance copy of the guidance document.
D -1 Week	Recovery Congressional	Brief Senate Homeland Security Committee on process FEMA plans to take to engage in consultation. Provide advance copy of the guidance document.
D -1 Week	Recovery Congressional	Brief House Homeland Security Committee on process FEMA plans to take to engage in consultation. Provide advance copy of the guidance document.
D -1 Week	Recovery Congressional	Brief House Transportation & Infrastructure Committee on process FEMA plans to take to engage in consultation. Provide advance copy of the guidance document.

April 3, 2014	Recovery Front Office	Letter to Tribal Leaders from Administrator Fugate goes out the door.
April 3, 2014	Congressional	Distribute Congressional Advisory.
April 3, 2014	Intergovernmental Affairs	Distribute Intergovernmental Advisory to National Tribal Organizations, Regional Tribal Liaisons, NEMA, NAC, and IAEM.
April 3, 2014	Regional Intergovernmental Affairs	Regional Tribal Liaisons will push the advisory to Tribes.
April 3, 2014	Public Affairs	Distribute Press Release and begin to execute Social Media Campaign.
D +NLT 1 Week	Public Affairs	Publish Article in FEMA Weekly.
Week of April 14	Recovery Regions	Distribute Invitations for consultation meetings
TBD	Recovery Regions	Hold first consultation meetings
July 31	Recovery	Deadline to Submit comments

A suggested timeline for consultation events is provided in Appendix A.

Talking Points

To be used when speaking to members of the media and other stakeholders

- In January 2013, Congress passed the Sandy Recovery Improvement Act of 2013 (SRIA) which authorized several significant changes to the way FEMA may deliver federal disaster assistance to survivors. SRIA gave federally recognized tribal governments to choice request Presidential emergency and major disaster declarations.

- FEMA and the Administration actively engaged with Congress and supported proposals to provide tribal governments the option to request a Presidential emergency or major disaster declaration.

- Prior to the enactment of SRIA, tribal governments could only seek Stafford Act assistance through a state. Now federally recognized Indian tribal governments (tribal governments) have the option to request a Presidential emergency or major disaster declaration independently of a state.

- FEMA affirms its commitment to actively work with all of Indian Country and other stakeholders to formally implement the authority provided by SRIA.

- The provision that amended the Stafford Act under the Sandy Recovery Improvement Act of 2013 to allow tribal governments the choice to request Presidential declarations:

    - Reflects the sovereign status of Federally recognized Indian Tribes and FEMA's government to government relationship with those tribal governments;
    - Promotes tribal self-determination;
      Enhances FEMA's working relationship with tribal governments

- FEMA, with input from tribal governments, developed a preliminary draft of the Tribal Declarations Pilot guidance. When finalized, the guidance will be used to process and evaluate direct tribal declaration requests under the pilot. FEMA will hold face-to-face meetings with tribal governments to discuss the preliminary draft guidance.

- During this process FEMA is committed to transparency and an open and constructive dialogue and will post relevant information on our website at www.fema.gov/tribal-consultations.

- Stakeholders wishing to submit comments may submit them via email at tribalconsultation@fema.dhs.gov in addition to attending any of the face-to-face meetings.

###

Tribal Talking Points

To be used when speaking directly to Tribal members

- Prior to the enactment of SRIA, which included a provision amending the Stafford Act, tribal governments could only seek Stafford Act assistance through a state. Now federally recognized Indian tribal governments have the option to request a Presidential emergency or major disaster declaration independently of a state.

- FEMA is implementing this authority in three phases:

  (1) Use of current regulations: In order to allow tribes the choice to use the new authority immediately, FEMA is processing tribal declaration requests using current, state declarations regulations.
    - As of March 4, 2014, FEMA has received and processed 8 major disaster declarations; the President has declared 6 major disasters.

  (2) Pilot period: In consultation with tribal governments, FEMA will develop guidance for managing tribal declaration requests, reflecting some of the unique circumstances that impact tribal communities.
    - The pilot period will allow FEMA to provide more extensive written guidance, reflecting those unique circumstances.
    - We are conducting tribal consultation on a preliminary draft of a document that will describe the process to be used during this pilot period.

  (3) Rulemaking: FEMA will implement this authority through notice and comment rulemaking.

- Input from tribal leaders is important to the development of the Tribal Decalrations Pilot Guidance.
    - FEMA seeks to make this document one that tribal governments can use to inform their decision whether, when, and how to seek Stafford Act assistance.
    - FEMA is also seeking input on the unique circumstances that tribal governments and tribal communities face, which may be different than those of state and local governments.

- The Sandy Recovery Improvement Act amended the Stafford Act to allow tribal governments the **choice** to request an emergency or major disaster declaration independently of a state **or to choose** to seek disaster assistance through a state declaration.

    - The Stafford Act reflects the sovereignty of tribal governments.

        - Previously, tribal governments were considered by definition to be 'local governments.' The Stafford Act now reflects that tribes are sovereign governments and acknowledges FEMA's government-to-government

relationship with tribal governments.

- The Stafford Act recognizes tribal self-determination and allows tribal governments to determine for themselves how they want to seek Stafford Act assistance either independently of a state or through a state declaration.
  - Tribal governments also maintain the option to be considered direct Grantees for Public Assistance and Hazard Mitigaiton funding under state declarations.

- FEMA supported the amendment to the Stafford Act, not to change the relationship between tribal governments and states, rather to have the Stafford Act reflect the sovereignty and self-determination of tribal governments.

- Congress also instructed FEMA to consider the "unique conditions that affect the general welfare of tribal governments" when implementing the new authority.

- Federally recognized Indian tribal governments are soverign governments and have a government-to-government relationship with the federal government. They are important members of the whole community.

- FEMA is committed to regular and meaningful tribal consultation on actions that have tribal implications, as required by Executive Order 13175.

Quick Reference on Indian Country

Internal FEMA Document – NOT to be shared externally

- **Tribal Demographics**[1]
  - Number of federally recognized tribes: 566
  - Tribes by Region (number is greater than 566 because tribes have lands that cross FEMA Regions)[2]
    - Region 1: 10
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  - Number of enrolled tribal members[3]: 1,978,099

- **Tribal Lands**[4]**:** Approximately 56.2 million acres are held in trust by the United States for various Indian tribes and individuals.

  - *Reservations:* A federal Indian reservation is an area of land reserved for a tribe or tribes under treaty or other agreement with the United States, executive order, or federal statute or administrative action as permanent tribal homelands, and where the Federal Government holds title to the land in trust on behalf of the tribe.

    - There are approximately 326 Indian land areas in the United States administered as federal Indian reservations (e.g., reservations, pueblos, rancherias, missions, villages, communities). Therefore, not every federally recognized tribe has a reservation.
    - The largest is the 16 million-acre Navajo Nation Reservation located in Arizona, New Mexico, and Utah. The smallest is a 1.32-acre parcel in California where the Pit River Tribe's cemetery is located. Many of the smaller reservations are less than 1,000 acres.
    - Federal Indian reservations are generally exempt from state jurisdiction, including taxation, except when Congress specifically authorizes such jurisdiction.

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[2] FEMA Regions
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- *Allotted lands* are remnants of reservations broken up during the federal allotment period of the late nineteenth and early twentieth centuries. Allotments were conveyed to members of affected tribes and held in trust by the Federal Government.
    - Today, 10,059,290.74 million acres of individually owned lands are still held in trust for allotees and their heirs.

- **Sovereignty[5]**
    - The relationship between federally recognized tribes and the United States is one between governments (also referred to as 'nation to nation).
    - Federally recognized tribes are recognized as possessing certain inherent rights of self-government (i.e., tribal sovereignty) and are entitled to receive certain federal benefits, services, and protections because of their special relationship with the United States.

- **Self-governance/self-determination[6] ('638' tribes, 'self governance' tribes):**
    - The Indian Self-Determination and Education Assistance Act of 1975 (Public Law 93-638) authorized the Secretary of the Interior, the Secretary of Health, Education, and Welfare, and some other government agencies to enter into contracts with, and make grants directly to, federally recognized Indian tribes. The tribes would have authority for how they administered the funds, which gave them greater control over their welfare.

    - Those tribes who administer their own programs are known as "638 tribes" and/or "self-governance tribes."

- **Trust and fiduciary responsibility:**
    - The Federal Government has a trust and fiduciary responsibility for federally recognized tribal governments. This responsibility is a legal obligation under which the United States "has charged itself with moral obligations of the highest responsibility and trust" toward Indian tribes (Seminole Nation v. United States, 1942).
    - This means the Federal Government has a responsibility to act in the best interest of tribes.

- **Consultation[7]:**
    - Executive Order 13175 directs federal agencies to engage in regular and meaningful consultation and collaboration with tribal officials in the development of federal policies that have tribal implications.

    - FEMA is developing its Tribal Consultation Policy that will establish a process to guide FEMA officials on how to engage Indian tribes and tribal officials in regular and meaningful consultation and collaboration on actions that have tribal implications.

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[5] Bureau of Indian Affairs
[6] *Ibid.*
[7] Proposed draft of FEMA's Tribal Consultation Policy

- Tribal consultation on this draft policy concluded March 31, 2014.

- **Public Law 280**[8]

  - In 1953, Congress enacted Public Law 83-280 (67 Stat. 588) to grant certain states criminal jurisdiction over American Indians on reservations and to allow civil litigation that had come under tribal or federal court jurisdiction to be handled by state courts. However, the law did not grant states regulatory power over tribes or lands held in trust by the United States; federally guaranteed tribal hunting, trapping, and fishing rights; basic tribal governmental functions such as enrollment and domestic relations; nor the power to impose state taxes. These states also may not regulate matters such as environmental control, land use, gambling, and licenses on federal Indian reservations.

  - The states required by Public Law 280 to assume civil and criminal jurisdiction over federal Indian lands were Alaska (except the Metlakatla Indian Community on the Annette Island Reserve, which maintains criminal jurisdiction), California, Minnesota (except the Red Lake Reservation), Nebraska, Oregon (except the Warm Springs Reservation), and Wisconsin. The states that elected to assume full or partial jurisdiction were Arizona (1967), Florida (1961), Idaho (1963, subject to tribal consent), Iowa (1967), Montana (1963), Nevada (1955), North Dakota (1963, subject to tribal consent), South Dakota (1957-1961), Utah (1971), and Washington (1957-1963).

- **Alaska Native Claims Settlement Act (ANCSA)** transferred land titles to twelve Alaska Native Regional Corporations and over 200 village corporations. These corporations are private businesses that own the surface and subsurface rights to the lands in their respective areas. Native Alaskans received 'shares' in these corporations, which distribute profits to their shareholders.

[8] Bureau of Indian Affairs

Press Release

FEMA Consults Tribal Governments on the Stafford Act Declaration Process for Direct Tribal Declaration Requests

WASHINGTON— Today, the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) announced it will enter the next phase of tribal consultation for the Robert T. Stafford Act Declaration process for tribal governments.

In the coming months, FEMA will be conducting meetings with tribal leaders to discuss a working draft of the Tribal Declarations Pilot Guidance. When finalized, the guidance will describe the process tribal governments will use to request Stafford Act declarations and the criteria FEMA will use to evaluate direct tribal declaration requests. This second round of consultation builds upon the initial round of tribal consultation that took place in the spring of 2013.

"This round of face-to-face consultation reaffirms FEMA's commitment to actively work with all of Indian Country to develop policies that reflect the sovereignty of federally recognized tribal governments and reflect the uniqueness of tribal communities" said FEMA Administrator W. Craig Fugate. "Ensuring that tribal governments have a voice in the development of the pilot to implement direct tribal declarations is important and will further strengthen the government-to-government relationship between FEMA and tribal nations."

Visit www.fema.gov/tribal-consultations for complete schedule and read ahead materials. More information about FEMA Tribal Affairs is available at www.fema.gov/tribal.

FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Follow FEMA online at http://blog.fema.gov, www.twitter.com/fema, www.facebook.com/fema, and www.youtube.com/fema. Also, follow Administrator Craig Fugate's activities at www.twitter.com/craigatfema. The social media links provided are for reference only. FEMA does not endorse any non-government websites, companies or applications.

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Congressional/IGA Advisory

FEMA ENTERS NEXT PHASE OF TRIBAL CONSULTATION ON PILOT GUIDANCE FOR DIRECT TRIBAL DECLARATION REQUESTS UNDER THE STAFFORD ACT

In January 2013, Congress passed and President Obama signed the Sandy Recovery Improvement Act of 2013. Prior to the enactment of this law, tribal governments could only seek Stafford Act assistance through a state. Now federally recognized Indian tribal governments (tribal governments) have the option to request a Presidential emergency or major disaster declaration independently of a state.

To implement this historic provision, FEMA is initiating a second round of consultation with tribal governments through working meetings throughout the country. During this tribal consultation FEMA is asking tribal governments for their thoughts and comments on a working draft of the Tribal Declarations Pilot Guidance. The guidance will describe how FEMA processes and evaluates requests for assistance under the Stafford Act from tribal governments. The input provided during the tribal consultation will inform the further development of the pilot guidance.

In the coming months, FEMA will be conducting meetings with tribal leaders to discuss the attached working draft of the Tribal Declarations Pilot Guidance. This second round of consultation builds upon previous consultation in the spring of 2013 with tribal nations.

Visit www.fema.gov/tribal-consultations for the complete schedule of meetings and transcripts of meetings after they occur. More information about FEMA Tribal Affairs is available at www.fema.gov/tribal.

Following this round of meetings FEMA will revise the working draft Tribal Declarations Pilot Guidance based on the input received. FEMA will publish another draft in the Federal Register for public comment and another round of tribal consultation. FEMA will notify Members of Congress once we finalize the policy and begin the pilot.

Thank you for your continued support. Together, we can support Indian Country in their efforts to build more resilient and better prepared communities.

If you have any questions, please contact FEMA's Congressional Affairs Division at (202) 646-4500.

FEMA Weekly Article

FEMA Enters Next Phase of Tribal Consultation
By: Brad Keiserman, Assistant Administrator for Recovery

In January of 2013, President Obama signed the Sandy Recovery Improvement Act of 2013, which now allows federally recognized Indian tribal governments (tribal governments) to have the option to request a Presidential emergency or major disaster declaration independently of a state.

Over the next few months, FEMA will conduct tribal consultation on the Stafford Act disaster declaration process. FEMA developed a working draft of the Tribal Declarations Pilot Guidance which, when finalized, will outline how FEMA will process declaration requests from tribal governments. The working draft takes into consideration the feedback we received during our spring 2013 tribal consultation and comment period.

We have posted several documents, including the working draft of the Tribal Declarations Pilot Guidance, on our public website so that tribal leaders and members of the public can view and read the documents. I urge you to take a few moments out of your day to read through the documents so that you can see where the agency is headed, and how your role in FEMA could fit into our larger mission of supporting disaster survivors regardless of where they live.

As these face-to-face meetings are announced they will be posted at www.fema.gov/tribal-consultations as well as transcripts from each of the meetings. On this site you can also find the documents we are sharing with tribal leaders and tribal emergency managers as well as updates on FEMA's activities with Indian Country.

We also recognize that after reading these documents you may have ideas and suggestions on how FEMA can improve this process. Please feel free to send your comments and suggestions to tribalconsultation@fema.dhs.gov.

Backgrounder

This timeline is an internal document to be used for press and stakeholder engagement purposes on background

FEMA is committed to enhancing our government-to-government relationship with tribes, and to support Indian tribes in their preparation for, mitigation of, response to, and recovery from all hazards and disasters. Below are some of the recent steps FEMA has taken to support Indian Country.

On June 11, 2012, FEMA Administrator Craig Fugate sent a letter to members of Congress formally supporting S.2283, which included identical language to Section 210 of H.R. 2903, the FEMA Reauthorization Act, which would amend the Stafford Act in recognition of tribal sovereignty.

On September 19, 2012, FEMA Administrator Craig Fugate issued a statement on the passage of the FEMA Reauthorization Act in the U.S. House of Representatives asserting the agency's commitment to Indian Country.

On Tuesday, January 29, 2013, President Obama signed the Sandy Recovery Improvement Act of 2013, which included a provision amending the-Stafford Act to provide federally recognized Indian tribal governments the option to request a Presidential emergency or major disaster declaration independently of a state or to seek assistance, as they have historically, under a declaration for a state. On January 30, 2013 FEMA Administrator Craig Fugate issued a statement on the passage of the Sandy Recovery Improvement Act of 2013.

On March 3, 2013, FEMA published at notice in the Federal Register requesting public comments on various aspects of Stafford Act declarations and programs. The agency sought public comments until April 22, 2013. Concurrently with the Federal Register Notice, FEMA hosted a total of 26 conference calls where FEMA collected input from tribal governments and other interested parties regarding the Stafford Act declaration process. Transcripts and audio of those calls are available on our website at https://www.fema.gov/fema-tribal-affairs/consultation-archive-procedures-request-emergency-or-major-disaster-declarations. Based on the input received during this effort, FEMA developed the preliminary draft of the Tribal Declarations Pilot Guidance. FEMA is conducting tribal consultation on this preliminary draft to further develop the pilot guidance.

ORR developed a declarations overview for tribal governments. This overview describes the current process tribal governments use to request Stafford Act declarations. On October 23, 2013, FEMA Deputy Associate Administrator Elizabeth Zimmerman sent the overview and a letter to tribal leaders. The letter and accompanying materials can be found here.

In October of 2013, FEMA released a Proposed Tribal Consultation Policy and sough tribal input through consultation. The deadline to submit comments on the policy was March 3, 2014 but was extended to March 31, 2014.

Social Media Campaign

Twitter Messages:

- Tribes are essential members of the EM team & we're collecting their feedback on the disaster declaration process www.fema.gov/tribal-consultations

- Tribal leaders – share thoughts on the Stafford Act disaster declaration process www.fema.gov/tribal-consultations before April 22, 2013

- We want to get it right. Share your thoughts on Stafford Act tribal declaration process. www.fema.gov/tribal-consultations

- How should we evaluate disaster requests from tribal governments? Tell us! www.fema.gov/tribal-consultations

- Today we're meeting face-to-face with tribal leaders about the Stafford Act declaration process. www.fema.gov/tribal-consultations

Facebook Message:

FEMA is conducting tribal consultation on the process for direct tribal declaration requests under the Stafford Act. In the coming months, FEMA will be conducting face-to-face meetings with tribal leaders to discuss a working draft of the Tribal Declarations Pilot Guidance. The document, and ways to submit input, are available at www.fema.gov/tribal-consultations.

Frequently Asked Questions

Q: If I cannot attend a face-to-face meeting, how can I submit comments?
A: If you are unable to join us at one of the meetings, you can submit comments to tribalconsultation@fema.dhs.gov. We will also be listing the complete schedule of meetings on our website at www.fema.gov/tribal-consultations as well as transcripts from each of the meetings.

Q: When will FEMA begin the pilot?
A: FEMA is currently discussing the working draft of the Tribal Declarations Pilot Guidance at a series of face-to-face meetings, as well as through written comments. After reviewing the feedback and making changes to the document, FEMA will publish another draft of the pilot guidance in the Federal Register for public comment, during which FEMA will also conduct another round of tribal consultation. Following the adjudication of those comments, FEMA will publish the final Tribal Declarations Pilot Guidance, and the pilot will begin. Throughout this process, FEMA will update tribal governments and our other emergency management partners.

Q: Can Tribes request Stafford Act declarations now?
A: Yes. In order to immediately implement direct tribal declarations, FEMA is using its current regulations to process declaration requests from tribal governments.

APPENDIX A

SUGGESTED CONSULTATION EVENT TIMELINE

Date	Responsibility	Action
D –As Soon As Known	Recovery	Posting of event details on FEMA website.
D – NLT 30 Days	Regional Administrators	Regional Administrators send formal invitations to Tribal Leaders.
D – NLT 30 Days	Regional Congressional Affairs	Regional Congressional Affairs send advisories to relevant members of the event.
D – 12 Days	Regional External Affairs Public Affairs	Event will be promoted on social media channels as necessary and relevant.
D	Regional External Affairs Regional Recovery	Ensure list of attendees is properly captured.
D	Regional External Affairs	Regional External Affairs may exercise discretion in the promotion of the event in their region through social media, traditional media, etc.
D	Regional External Affairs	Regional External Affairs Staff will field media requests. Regional Administrators or highest ranking FEMA official attending event will serve as spokesperson, as required.
D +5 Days	Recovery	Posting of Transcript on FEMA website.
D +7 Days	Regional Administrators	Regional Administrators will send a thank you letter to every Tribal official who attended.
D +10 Days	Regional Administrators	Regional Administrators have the option of posting a blog on the event, written by Regional External Affairs and coordinated with Public Affairs.
D +120 Days	Recovery	Deadline to submit comments

APPENDIX B

FORMAL INVITATION:

Can be tailored by Regional EA to meet style of Regional Administrator

Dear XXNAME OF TRIBAL LEADERXX:

Continuing our commitment to conduct meaningful and regular tribal consultation, the Federal Emergency Management Agency (FEMA) is holding a series of face-to-face working meetings around the country to discuss with tribal governments the enclosed working draft of the Tribal Declarations Pilot Guidance that was developed under the the Sandy Recovery Improvement Act of 2013. Prior to the enactment of this law, federally recognized Indian tribal governments (tribal governments) could only seek Stafford Act assistance for a Presidentially declared disaster or emergency declaration through a state. Now federally recognized tribal governments have the option to request a Presidential emergency or major disaster declaration independently of a state.

The input FEMA receives during this consultation will be used to further develop and refine the Tribal Declarations Pilot Guidance.

I would like to personally invite you, or your designee, to join FEMA and other tribal leaders on XXDATEXX for a discussion on the enclosed document. Not only do I look forward to the opportunity to hear your feedback on the document during this listening session, I am excited to learn more about how your tribal government operates and how we can enhance our partnership to better respond to and recover from incidents that impact your community. In addition to my attendance, XXNAMEXX, XXTITLEXX, from FEMA Headquarters in Washington, D.C. will also be attending.

Date:
Time:
Location:
RSVP:

I genuinely hope that you will be able to join us and offer your ideas. However, if you are unable to join us at one of the meetings, you are able to submit your input directly to FEMA headquarters via tribalconsultation@fema.dhs.gov. We will also be listing the complete schedule of meetings on our website at www.fema.gov/tribal-consultations as well as transcripts from each of the meetings.

Thank you for your continued support and I look forward to seeing you again/meeting you on XXDATEXX.

Sincerely,

XXNAMEXX
Regional Administrator
Region XXNUMBERXX
Federal Emergency Management Agency

APPENDIX C

CONGRESSIONAL ADVISORY

Can be tailored by Regional EA to meet needs of the event

FEMA TO HOST FACE TO FACE TRIBAL CONSULTATION

On XXDATEXX the Federal Emergency Management Agency (FEMA) will host tribal leaders in your District/State at XXLOCATIONXX to discuss the attached working draft of the Tribal Declarations Pilot Guidance. At this meeting FEMA will be soliciting comments on the guidance document before it is revised and published in the Federal Register for public comment.

In order to immediately implement the provisions of the Sandy Recovery Improvement Act of 2013, FEMA is currently processing requests for Stafford Act declarations from tribal governments using existing regulations which were designed for state declaration requests. The Tribal Declarations Pilot Guidance, when finalized, will describe the process for tribal declaration requests.

Visit www.fema.gov/tribal-consultations for the complete schedule of meetings and transcripts of meetings after they occur. More information about FEMA Tribal Affairs is available at www.fema.gov/tribal. If your office would like to submit comments on the attached document you may submit them to FEMA at tribalconsultation@fema.dhs.gov

APPENDIX D

THANK YOU LETTER:

Can be tailored by Regional EA to meet style of Regional Administrator

Dear XXNAME OF TRIBAL LEADER/DESIGNEEXX:

I would like to extend to you my appreciation for attending the event the listening session on XXDATEXX where we discussed the working draft of the Tribal Declarations Pilot Guidance. I found the conversation to be extremely valuable to us in the further development and refinement of the draft guidance.

XXINSERT COMMENTARY FROM EVENT OR PERSONAL NOTEXX

As I mentioned at the event, you may contact us at any time. In FEMA Region XXNUMBERXX our Regional Tribal Liaison is XXNAMEXX and you may contact him/her at XXEMAILXX. You may also email tribalconsultation@fema.dhs.gov with additional thoughts or comments on the preliminary draft guidance.

I look forward to continuing these conversations and enhancing our relationship.

Sincerely,

XXNAMEXX
Regional Administrator
Region XXNUMBERXX
Federal Emergency Management Agency

Talking Points for Meeting with SFPD Chief and San Francisco Director of Emergency Management

- Thank the Director and Police Chief for their partnership and reiterate the importance of maintaining the strong relationship between the Department and the City of San Francisco.
- Recognize the City's efforts in the area of emergency preparedness for citizens, particularly through their "City 72" and "SF 72" initiatives. Specifically, applaud the City's commitment to provide an open-source emergency preparedness platform via "City 72", which can be used by communities across the country to effectively "move the needle" on preparedness.
- Applaud the Bay Area's commitment to regional collaboration via the Urban Areas Security Initiative (UASI) grant program. As part of that commitment, recognize the key role that the Northern California Regional Intelligence Center (NCRIC) plays in facilitating information sharing efforts across Federal, state, and local levels of government. Highlight the "Urban Shield" full-scale exercise as an excellent example of regional collaboration and all-hazards preparedness for the threats and hazards faced by major urban areas like San Francisco.
- Thank the Director and Police Chief for their time and let them know that Assistant Secretary for Intergovernmental Affairs Phil McNamara and the Office for State and Local Law Enforcement will follow up with them on any items raised during the meeting.

TALKING POINTS FOR 2014 HURRICANE SEASON VTC WITH COASTAL GOVERNORS

- Thank FEMA Administrator Fugate for the introduction.

- Recognize that this is your first year as the Secretary of Homeland Security and welcome the opportunity to participate in this yearly VTC and continue the collaboration in the years ahead. Mention that you have strong ties to the northeast part of the country and had ample opportunity to see the devastation that Hurricane Sandy caused – which reinforces the critical need for us to work together to remain prepared.

- Thank the Governors for joining this year's VTC to kick off the 2014 Hurricane Season. Recognize the work done by National Hurricane Center Director Rick Knabb, the National Oceanic Atmospheric Administration, and the Climate Prediction Center in providing the hurricane season forecast.

- Recognize the attendance of partner voluntary agencies like the American Red Cross. Acknowledge the attendance of other members of the federal family, including the Department of Transportation, Department of Health and Human Services, Department of Energy, U.S. Coast Guard, Department of Defense, and the U.S. Army Corps of Engineers.

- As the 2014 Hurricane Season begins, reinforce the Department's strong partnership with states. Specifically, highlight that preparedness of all kinds is a shared responsibility at all levels of government, so FEMA and the Department want to ensure they are doing all they can to support the hurricane-prone states and prepare for whatever storms this year may bring.

- DHS and FEMA remain firmly committed to working with the states to further enhance states' emergency response capabilities.

- An effective response to any disaster depends on effective preparedness actions, an understanding of the gaps in capabilities and coordinated teamwork, and sharing of resources and expertise to address those gaps.

- Today is an opportunity to hear from the Governors and address any questions and concerns they have as we go into another hurricane season. Inform states that you would like to hear about the potential challenges the states face, as well as how we can better collaborate to ensure positive outcomes before, during, and after a disaster occurs.

- FEMA leadership will provide additional information on the actions they are taking at the federal level.

- Turn it back to Administrator Fugate. Thank the governors again for participating in today's discussion and reiterate that you look forward to hearing about their actions, concerns and

opportunities to further strengthen our partnership as we move into another hurricane season together.

National Homeland Security Conference (May 20-22)
Talking Points

Non-Disaster (Preparedness Grants)

Background:

General Background

- In accordance with the *Homeland Security Act of 2002,* as amended by the *Implementing the Recommendations of the 9/11 Commission Act of 2007* (the 9/11 Act) and the *Post-Katrina Emergency Management Reform Act (PKEMRA)*, FEMA's Grant Programs Directorate (GPD) was created to manage the operations, policy, and oversight of all FEMA grants to state and local governments to enhance their capacity to prevent, protect against, mitigate, respond to, and recover from potential acts of terrorism involving chemical, biological, radiological, nuclear, and explosive devices and cyber-attacks, and other hazards.

- FEMA's Non-Disaster (Preparedness) Grants support the Department's intent to build and sustain a National integrated network of capabilities across all levels of government and promote the involvement of the Whole Community in the Nation's preparedness efforts.

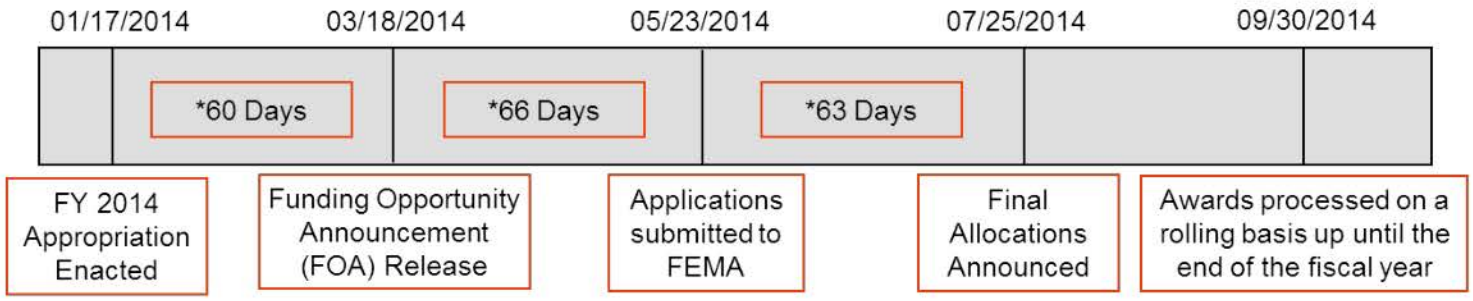
FY 2014 Preparedness Grants

- The FY 2014 Preparedness Grants provide state, local, tribal and territorial governments with funds to enhance their capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

- The grant programs support implementation of the National Preparedness System and the mission areas contained in the National Preparedness Goal as part of Presidential Policy Directive 8 (PPD-8): *National Preparedness*. The funding is used to develop and sustain the 31 core capabilities outlined in the Goal. The policy doctrine of PPD8, implementation of the NPS, and sustainment of the core capabilities remains the guiding approach for the grant programs.

- For Fiscal Year 2014 FEMA's Grant Programs Directorate (GPD) is awarding $1,616,346,000 in grant funding for seven separate grant programs: Homeland Security Grant Program (HSGP); Emergency Management Performance Grant (EMPG); Port Security Grant Program (PSGP); Transit Security Grant Program (TSGP); Intercity Passenger Rail (IPR); Non-Profit Security Grant Program (NSGP); and Tribal Homeland Security Grant Program (THSGP). This represents a 7% overall increase from Fiscal Year 2013 (*funding details are provided in the table at the end of this paper*).

- FY2014 Prep Grants Application and Awarding Schedule (all programs with exception of EMPG):
    - This year, we provided 66 days for the application period. This compares to 34 days provided last year due to the late appropriation. Hopefully the additional time made the application process a little easier this year.
    - Grant award announcements will be made by July 25, 2014, and all grant awards will be processed before the end of the fiscal year.



*Maximum Timeframes per Appropriations Law:

- Applications made available not later than 60 days after enactment of appropriations
- Submission of applications not later than 80 days after grant announcement
- The Administrator of FEMA shall act (announce awards) within 65 days after receipt of applications

- EMPG Talking Points:
    - The Emergency Management Performance Grant Program (EMPG) provides funds to maintain a system of emergency management throughout the Nation. The primary beneficiaries of the program are state and local emergency managers, and the majority of funds are passed through to local emergency managers.
    - EMPG grants cannot be more than 50% of a State's overall emergency management budget, so States must match the other 50% of their emergency management budget with State funds or in-kind contributions. States typically use their own funds for six months of the year and EMPG funds for the remainder of the year to pay salaries and eligible expenses.
    - Due to the timing of the FY13 appropriation, last year FEMA did not start making EMPG awards until mid-July. That late timing caused concern and hardship among State and local emergency managers.

- In an effort to get EMPG funding out the door sooner, FEMA GPD decided to put the EMPG rollout on an accelerated schedule.
  - FOA released on March 10th (49 days post appropriation)
  - Application deadline was April 9th (30 day application period)
  - XX EMPG grants have already been awarded

- HSGP includes the following subprograms:
  - State Homeland Security Program (SHSP)
  - Urban Areas Security Initiative (UASI)
  - Operation Stonegarden (OPSG)

- SHSP provides funding to State/Territories and local jurisdictions. By law, 80% of SHSP funding must be passed-through to local units of government.

- The 9/11 Act requires states to dedicate 25 percent of the total SHSP and UASI funding to law enforcement terrorism prevention activities.

- For Fiscal Year 2014, a total of 39 Urban Areas will be funded under the UASI program, compared to 25 funded last year.
  - With the FY2014 Appropriation, Congress provided flexibility to expand funding to more than 25 UASIs, provided that nationwide risk will be more effectively addressed through the expansion.
  - DHS expanded the list of eligible UASI jurisdictions from 25 to 39 because the expanded list addresses more nationwide risk (88.1%). In FY13, 80% of nationwide risk was addressed through funding of the congressionally mandated 25 UASI jurisdictions.
  - The last time S1 had discretion (FY12), DHS addressed 86% of nationwide risk by funding 31 UASIs. The UASI program has increased by $100 million since FY12.
  - In addition, the expanded list includes Urban Areas whose funding expires this year. This allows DHS to sustain grant investments already made in those jurisdictions and gives DHS visibility on their capabilities through the grant reporting requirements.
  - The additional funding of $30 million for the program also allows expansion of eligible jurisdictions without reducing funding to the top 25. The $14 million in total funding awarded to the additional 14 Urban Areas amounts to only 2.4% of the total funding allocated to the UASI program.
  - Funding 14 additional UASIs provides resources to address unique risk environments:
    - Risk as a result of military presence – VA Beach, Honolulu, San Antonio, and Riverside.
    - Risk as a result of a high number of visitors – Las Vegas and Orlando.

    - Risk due to proximity to the border – San Antonio and Cleveland.
  - Sustainment of UASIs provides sustainment of capabilities that reduce risk.
    - All of the 14 new urban areas have been UASI-funded areas in the past.
    - Their previous year's UASI funding has been spent, and the lack of sustainment funding creates potential vulnerabilities and increased risk.
    - The addition of 14 UASIs covers more nationwide threat.
    - 11 of the 14 new UASIs are in I&A's Threat Level 2.
  - FY14 risk scores from #26 to #39 are not dramatically different:
    - The relative risk scores range from 1.6 to 2.3
    - This difference is not substantial enough for DHS to assert that there is significantly more risk at #26 compared to #39

- The table below details the funding allocations in comparison to last year's allocations.

Program	FY 2013	FY 2014*	Delta ($)	Delta (%) (Delta $ / FY13 Allocation)
Urban Areas Security Initiative (UASI)	$558,745,566	$587,000,000	$28,254,434	5%
Emergency Management Performance Grants (EMPG)	$332,456,012	$350,000,000	$17,543,988	5%
State Homeland Security Program (SHSP)	$354,644,123	$401,346,000	$46,701,877	13%
Port Security Grant Program (PSGP)	$93,207,313	$100,000,000	$6,792,687	7%
Transit Security Grant Program (TSGP)	$83,716,813	$90,000,000	$6,283,187	8%
Operation Stonegarden (OPSG)	$55,000,000	$55,000,000	$0	0%
Intercity Passenger Rail (IPR) – Amtrak	$9,490,500	$10,000,000	$509,500	5%
UASI Nonprofit Security Grant Program (NSGP)	$10,000,000	$13,000,000	$3,000,000	30%
Tribal Homeland Security Grant Program (THSGP)	$10,000,000	$10,000,000	$0	0%
National Special Security Event (NSSE) Program	$4,619,706	$0	($4,619,706)	-100%
Total	**$1,511,880,033**	**$1,616,346,000**	**$104,465,967**	**7%**

Accomplishments:

Risk Formula

- FEMA utilizes a comprehensive risk formula to determine the eligibility and target allocations for the State Homeland Security Program (SHSP) and the Urban Areas Security Initiative (UASI).
  - The formula is based on the requirements outlined in the Homeland Security Act of 2002, as amended by the 9/11 Act. The focus is on threats, vulnerabilities, and consequences associated with acts of terrorism.

  - Each year, the specific data points that comprise the risk formula are refreshed to reflect the most current data available. The data come from a mix of publicly available sources (population, gross domestic product, etc.) and our DHS partners (threat information from DHS/I&A, critical infrastructure data from DHS/OIP, border data from DHS/CBP).
  - Results of the risk formula inform DHS leadership decisions on final eligibility and allocations.

- Risk based methodologies are also used to determine eligibility and funding amounts for PSGP, TSGP, and OPSG. FEMA GPD works closely with DHS partner agencies, including Transportation Security Agency, U.S. Coast Guard, Customs and Border Protection, to make funding decisions for these competitive grant programs.

Tying grants to THIRA

- To ensure resources are targeted to the Nation's most critical needs, FEMA GPD is requiring states to use the Threat and Hazard Identification Risk Assessment (THIRA) tool to guide and inform state and local funding requests. THIRA is a risk-driven, capabilities-based planning tool to identify what capabilities exist and what capabilities should exist.

- The THIRA improves upon the capability estimation process that had been used to help target FEMA preparedness grant funds. Grantees are encouraged to use Preparedness Grant Funds – including those under the Homeland Security Grant Program (HSGP) portfolio – to build and sustain core capabilities based on information gathered through the THIRA.

GPD Policies and Information Bulletins

- Ballistic Protective Equipment (BPE) Policy (Issued April 10, 2014):
  - BPE is essential for the safety of first responders, such as fire/rescue and EMS personnel, who may be called upon to support LE teams during an active shooter incident, and enter an unsecured active shooter area
  - Purchase of BPE is not currently authorized under the AFG program (though will be for FY14)
  - New policy clarifies authorization and encourage use of HSGP and THSGP funding to support the proper training and equipping of fire/rescue and EMS personnel who may be required to deploy to an AS/MCI incident and enter a potentially unsecure area where an ongoing ballistic or explosive threat exists and where rapid triage, treatment, and extrication of the wounded may be necessary.
- IB 388b – Reporting Requirements (should be issued before the conference):

- In FY 2014, FEMA modified and streamlined many of the reporting processes and procedures within the State Homeland Security Program (SHSP), Urban Areas Security Initiative (UASI) program, and EMPG program.
- Information Bulletin (IB) #388b addresses the reporting requirements and clarifies the scope, timeline and method of submission of those requirements.
- IB 388b will supersede IB388 and IB 388a to reduce confusion on the reporting requirements for the SHSP, UASI, and EMPG programs.
- The reporting requirements in the IB are also listed in the Funding Opportunity Announcement, which can be found online at fema.gov/grants.

Grant Extensions

- Since August 2012, the Grant Programs Directorate has reviewed 346 extension requests:
  - 183 have been approved (53%)
  - 63 have been partially denied (18%)
  - 100 have been denied (29%)

- Efforts to ensure extension requests get processed before expiration of the grant's Period of Performance:
  - On March 17th, 2014, GPD issued a notice to all grantees urging them to submit their extension requests at least 90 days and up to 180 prior to POP expiration. This will allow GPD sufficient time to complete the review process before the award expires.
  - In addition, we are working on a policy notice that will require grantees to submit their extension requests via ND Grants. This will streamline the submission process and help ensure accountability thereby potentially shaving some time off the review and approval process.

- With the release of Information Bulletin 379 (February 2012), "Guidance to State Administrative Agencies to Expedite the Expenditure of Certain DHS/FEMA Grant Funding," subject to certain exceptions, grantees are required to take steps to expend, draw down, and close out DHS/FEMA grant funding.

- Extension requests will only be considered due to compelling legal, policy, or operational challenges, such as:
  - Contractual commitments by the grantee with vendors or sub-recipients prevent completion of the project within 24 months;
  - The project must undergo a complex environmental review that cannot be completed within this timeframe;
  - Projects are long-term by design and therefore acceleration would compromise core programmatic goals; and
  - Where other special circumstances exist (i.e., delays due to Hurricane Sandy)

- This guidance has been reiterated to grantees by agency leadership and program staff at major conferences and in routine communications.

- When an extension is approved, notification includes a clear statement that additional extensions will not be granted.

Closeouts

- GPD has made the closeout of grants a priority in the organization. Since September 2013 GPD has made significant Progress.

- Available for closeout as of September 30, 2013
  - 975 Preparedness Awards
  - 13,892 Fire Programs (AFG) awards
  - 416 Mitigation Awards
  - Total: 15,280

- Closed as of May 9, 2014
  - 605 Preparedness Awards (62%)
  - 2828 AFG Awards (20%)
  - 240 Mitigation Awards (58%)
  - Total: 3902

- Remaining to be closed as of May 9, 2014
  - 371 Preparedness Awards (38%)
  - 11,064 AFG (80%)
  - 176 Mitigation Awards (42%)
  - Total: 11,611

Drawdowns

- In February 2012, Secretary Napolitano released guidance to all State Administrative Agencies providing grantees with additional flexibility to accelerate the spending of remaining FY 2007 - FY2011 grant funds by addressing immediate needs and building core capabilities that will support preparedness in the long run.

- As a reminder, FY2011 grants, which are on a 3-year Period of Performance, are due to expire this summer along with FY2012 grants, which are on a 2-year POP.

  - Drawdowns on these awards must be completed as quickly as possible.

- If an extension is needed, the request must be submitted right away.

- FEMA followed up with additional guidance (IB 379) and measures to accelerate the drawdown of grant funds, including:
  - Placing tighter restrictions on grant extensions, thus forcing grantees to expend grant funds within the assigned period of performance;
  - Implementing a 2-year period of performance;
  - Making improvements to the grant closeout process so funds remaining after completion of the investment can be cleared from the account balance;
  - Close monitoring of grant drawdown activities and working with grantees to identify ways to accelerate grant spending. Details of the drawdown monitoring SOP include:
    - Each month program staff conduct informal outreach to all grantees. This includes an awareness email sent from program staff to the grantee which also includes a spreadsheet listing all open awards with current balance and period of performance end date;
    - Twice a year, program staff prepare and send letters to the grantee that includes the grantee's open awards, drawdown balances, and period of performance end dates;
    - Annually, the PA prepares a letter to the grantee from the Assistant Administrator that references the most recent letter from the PA and encourages the grantee to draw down funding.
    - These actions are tracked in a log completed by program staff.

- At the end of June 01, 2012, nearly $8.5 billion in previously awarded grant funding remained unexpended.

- Between June 30, 2012 and June 30, 2013 the balance was reduced approximately $2.3 billion, with a remaining balance of $6.2 billion, or just over (26.5% decrease)

- Over the past year (April 2013 to April 2014) the total balance on FY 2008 to FY 2012 preparedness awards has dropped from approximately $6.8 billion to $ 3.2 billion (52.3% decrease).
  - FY 08-12 represents the majority of the open/active (< 5 year) grant funds

- The total unexpended balance for all (FY2006-2013) as of 4/30/14 is approximately **$4.9 billion or (12.9%).**

- Full execution of FY2014 awards, balance will increase by approximately $1.6 billion.

- Several grant years > 5 have "no year" funding which remain on the books.

National FFS Summary
FEMA's Preparedness Grants Funding History - Fiscal Years 2002 - 2014

Fiscal Year	Appropriation	Allocation	Award Amount	Drawdown	Award Balance	% Award Available
FY 2002	$ 1,013,100,000	$ 900,498,404	$ 897,180,241	$ 895,879,442	$ -	0.0%
FY 2003	$ 4,375,050,000	$ 4,266,496,258	$ 4,242,539,714	$ 4,222,840,007	$ -	0.0%
FY 2004	$ 4,212,000,000	$ 4,109,631,901	$ 4,078,302,122	$ 4,051,809,077	$ -	0.0%
FY 2005	$ 3,662,000,000	$ 3,592,467,187	$ 3,567,664,400	$ 3,567,664,400	$ -	0.0%
FY 2006	$ 3,010,000,000	$ 2,858,795,232	$ 2,809,035,274	$ 2,809,015,855	$ 19,419	0.0%
FY 2007	$ 4,324,000,000	$ 4,170,169,485	$ 4,084,273,586	$ 4,082,575,443	$ 1,698,143	0.0%
FY 2008	$ 4,148,802,500	$ 3,989,615,772	$ 3,853,444,186	$ 3,765,220,459	$ 88,223,727	2.3%
FY 2009	$ 4,513,500,000	$ 4,369,367,115	$ 4,236,456,812	$ 3,964,635,712	$ 271,821,101	6.4%
FY 2010	$ 3,898,000,000	$ 3,736,820,711	$ 3,671,428,968	$ 3,113,828,122	$ 557,600,846	15.2%
FY 2011	$ 3,132,860,000	$ 2,958,167,908	$ 2,930,031,662	$ 1,727,583,524	$ 1,202,448,138	41.0%
FY 2012	$ 2,382,181,000	$ 2,029,421,784	$ 2,017,039,188	$ 862,577,510	$ 1,154,461,678	57.2%
FY 2013	$ 2,071,976,000	$ 1,810,886,262	$ 1,796,776,056	$ 151,749,553	$ 1,645,026,503	91.6%
FY 2014	$ 2,296,346,000	$ 1,616,446,000	$ -	$ -	$ -	0.00%
National Totals	$ 43,039,815,500	$ 40,408,784,019	$ 38,184,172,210	$ 33,215,379,105	$ 4,921,299,554	12.9%

Data as of 04/30/2014

Next Steps:

- The FY2014 programs are currently open to receive applications. The application submission deadline is May 23rd 2014.

- GPD will continue to provide program support to applicants until the deadline. After the application deadline, projects will be reviewed and selected for funding awards. Awards will be announced in July and issued no later than September 30th, 2014.

- Project Based Applications:
  - Why move to a Project-based application?
    - GPD's ability to effectively manage and report on the preparedness grants portfolio is under scrutiny:
      - Congress; "Safety at Any Price"
      - OMB, GAO, OIG
    - The "Investment" framework is too broad on its own
    - Investments are at the 40,000 foot level and do not provide granular detail that can be examined, aggregated or reported
    - The large balances of unspent funds
    - Additional Congressional criticism

- IB 379 and the need to plan for a 24 month Period of Performance
- Project-Based is not a new idea
- The BSIRs are reported at the project and sub-grantee level
- Extension requests must include project details

FY13 AFG Talking Points

Background:

In FY2013, the Assistance to Firefighters Grant Program (AFGP) was appropriated 641,840,166. Of which,

- **$ 288,828,075** would be allocated for Assistance to Firefighters Grants (AFG) Which include equipment, training, wellness fitness, PPE and vehicles;
- **$ 32,092,008** was allocated for Fire Prevention and Safety projects;
- **$ 320,920,083** was allocated for Staffing for Adequate Fire & Emergency Response (SAFER)

Accomplishments:

- Application and peer review panels have been conducted for all three programs.

Next Steps:

- Award notifications status:
  - SAFER notifications are in the final stages
  - AFG awards have started and will announce on a weekly basis throughout the summer
  - FPS announcements will begin within the next 2-3 weeks.

FY14 AFG Talking Points

Background:

In FY2014, the AFGP was appropriated 680,000,000. Of which,

- **$ 306,000,000** will be allocated for AFG (equipment, training, wellness fitness, PPE and vehicles);
- **$ 34,000,000** will be allocated for Fire Prevention and Safety projects;
- **$ 340,000,000** will be allocated for Staffing for Adequate Fire & Emergency Response (SAFER)

Accomplishments:

- The Program Office met with the stakeholders and has begun the process of formulating the FY2014 FOA

Next Steps:

- Application period status:
  - AFG tentatively scheduled for October 2014
  - SAFER tentatively scheduled for late fall
  - FPS tentatively scheduled for winter 2014

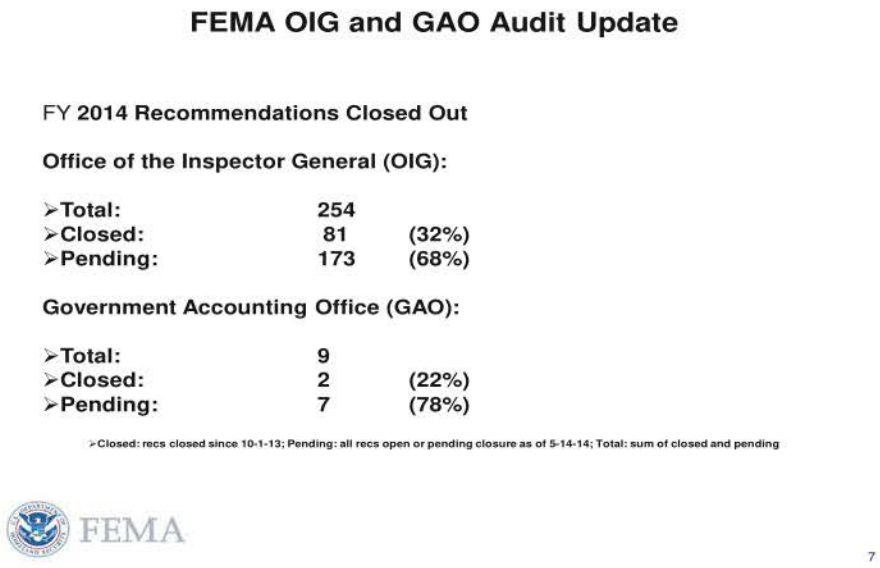
Audit Talking Points

Background:

Section 2022 (a) (3) (C) required the DHS Office of Inspector General OIG) to conduct performance audits of all states and territories receiving State Homeland Security Grant Program and/or Urban Areas Security Initiative funding by August 3, 2014. The DHS OIG has completed and provided at least a draft report for all states and territories except for one (DC) which is anticipated by the deadline. As a result of these audits, there are 166 OIG recommendations currently open that GPD is required work with states to close.

Accomplishments:

GPD is working with states and territories to close recommendations resulting from those audits, especially those recommendations that are more than one year old and/or have questioned costs. GPD closed 191 recommendations in CY 2013 and 54 recommendations thus far in CY 2014.



Next Steps:

Grantees with recommendations more than one year old and/or with questioned costs should expect that GPD will be implementing measures to expedite resolution of these recommendations including fund holds and referral to FEMA debt collection procedures where the grantee is not making substantial progress in closing recommendations.

With the completion of its statutorily required audits, the DHS OIG is transitioning to a risk based approach to conducting audits with plans to audits on OH, NY, CA, TX, VI and MD in FY 2014. So far, the OIG is conducting fieldwork on the OH and NY audits but has not yet issued engagement letters for their remaining planned audits.

Talking Points: REC's (Rural Electrical Co-Operatives)

Background:

- There are two authorities FEMA is using in the case of these utilities impacted by Presidential Disasters Declarations.
    - The Stafford Act
    - FEMA's Disaster Assistance Policy (DAP) 9580.6 Electric Utility Repair, effective Sept. 22, 2009.

Stafford Act: Two important requirements of the Stafford Act apply to the current situation. **(1)** For an item of work to be eligible for assistance, it must be the result of a major disaster event (Sec. 406, 44 CFR 206.223(a)(1)) and **(2)** the work to restore eligible facilities must be on the basis of the design of those facilities as they existed immediately prior to the disaster (44 CFR 206.226).

Electric Utility Repair Policy: The Electric Utility Repair policy identifies eligible types of work involving public and private, non-profit electric utilities following a major disaster or emergency declared by the President. Among other things, this policy sets forth the conditions needed to satisfy federal and state reimbursement requirements.

Talking Points:

-There has been no change in pre-disaster documentation requirements. The requirements for establishing pre-disaster conditions of conductors have been in place since the policy became effective in September 2009.

-Specific to DR-4114, the RECs were advised of these requirements at the May 28 kickoff meeting and subsequently three more times since then – either directly or through Iowa Homeland Security and Emergency Management (IHSEM), which is our direct Grantee and the point of contact for the utilities. Also, our field team has been working very closely with the utilities to help them understand these requirements on an ongoing basis.

If Asked:

Will FEMA Region VII apply this same standard to open projects from past storms – 2010 in particular – and adjust reimbursements?

- The eligibility of the 2010 projects was something that was established to FEMA satisfaction soon after the Applicants made these requests. At this point, FEMA has not received any information that would lead the Agency to reconsider any of these approved projects.

If this Policy has been in place since 2009, why did FEMA Region VII not require these documents in the 2010 Disaster, DR-1880?

-We are constantly striving to be as thorough as possible when conducting project reviews. In the years following 2009 as the Policy has matured, we have worked to hone our implementation procedures and the requirements that follow. FEMA requires applicants to establish the pre-disaster condition of conductors sufficient to satisfy the Agency.

TALKING POINTS FOR 2014 HURRICANE SEASON
BRIEFING TO POTUS

- Thank President Obama for his invitation to brief him on the 2014 hurricane season. Acknowledge that this is your first year as the Secretary of Homeland Security and that you welcome the opportunity to brief the President on this important topic during National Hurricane Preparedness Week.

- Thank Administrator Fugate for FEMA's hard work to support states and tribes in their hurricane preparedness efforts, as well as NOAA Administrator Kathy Sullivan and National Hurricane Center Director Rick Knabb's seasonal forecast and their development of experimental storm surge forecast tools for states.

- Mention that you have strong ties to the northeast part of the country and had ample opportunity to see the devastation that Hurricane Sandy caused – which reinforces the critical need for us to work across all levels of government to remain prepared.

- Recognize the Department's ongoing coordination within the federal family, including NOAA, Department of Transportation, Department of Health and Human Services, Department of Energy, U.S. Coast Guard, Department of Defense, and the U.S. Army Corps of Engineers.

- Reinforce, at the Department, we're preparing as if it's going to be an active hurricane season.

- As the 2014 Hurricane Season begins, reinforce the Department's strong partnership with states and tribes. DHS and FEMA remain firmly committed to working with hurricane-prone states and tribes to further enhance their capability to respond to strong or not, many or less hurricane season storms this year may bring.

- Mention your participation in yesterday's Annual Hurricane Season Preparedness VTC with states. Provide any highlights of the states' preparedness levels and potential challenges.

- Thank the President for inviting you to participate in today's briefing and reiterate that DHS and FEMA are committed to continuing the federal family's support of the states and tribes as we move into another hurricane season together.

U.S. Department of Homeland Security
FEMA Region III
One Independence Mall, Sixth Floor
615 Chestnut Street
Philadelphia, PA 19106

FEMA

Stakeholder Toolkit

2014 Workplace Preparedness Campaign

Workplace Preparedness: August 2014

The Federal Emergency Management Agency (FEMA) and the Ready Campaign will be promoting Workplace Preparedness this August and encouraging all workplaces to take steps to prepare. In addition, it's a great time for workplaces to make plans to join the Whole Community for National Preparedness Month and America's PrepareAthon! National Day of Action on September 30, 2014.

The workplace may be one of the more effective channels through which to encourage individual and family preparedness. Based on FEMA's 2013 preparedness survey "Preparedness in America: Research Insights to Increase Individual, Organizational and Community Action" results indicated, "….a positive relationship between work status (full or part time) and emergency preparedness. People who were encouraged by their employer to have a plan or participate in training were 76 percent more likely to do so, respectively." The survey also found that, "…employed respondents participated in more home drills and trainings than unemployed respondents." Preparedness in the workplace not only helps support the continuity, but encourages family preparedness at home, leading to a more resilient community.

In addition to asking workplaces to be prepared for an emergency through its own outreach channels, FEMA Region III is encouraging everyone to get the word out and help the Whole Community prepare for disasters. This toolkit is designed to provide you and your organization with easy to use tools to promote this campaign and help your stakeholders be better prepared for disasters.

For your reference, below are points of contact for the various stakeholder groups. Should you have any questions on this document, please contact the creator, Peter Herrick, Jr.

FEMA REGION III POINTS OF CONTACT

Public Affairs	Peter Herrick, Jr.	215-931-5949
Congressional Affairs	David Thomason	215-931-5706
Intergovernmental Affairs	Stephanie Pyle	215-931-5654
Disability Integration	Lesleyanne Ezelle	215-931-5622
Private Sector	Stephanie Pyle	215-931-5654
Community Preparedness	Steve Edwards	215-931-5716
Volunteer Agency Liaison	Anthony Buller	215-931-5663

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Talking Points

- August is to focus on Workplace Preparedness and encouraging all workplaces to take steps this time to prepare for the disasters that may impact themselves and their families.

- August is also the prefect time for workplaces to make plans to join the Whole Community for September's National Preparedness Month and America's PrepareAthon! National Day of Action on September 30, 2014.

- The workplace is an effective channel through which to encourage individual and family preparedness. "People who were encouraged by their employer to have a plan or participate in training were 76 percent more likely to do so, respectively."[1]

- Talk to your employees about the plans your workplace has for disasters and emergencies. Talk about the hazards that may impact your area and ensure all employees know both short and long-term plans.

- Preparedness in the workplace not only helps support the continuity, but encourages family preparedness at home, leading to a more resilient community.

Key Messages

- **Take Action:** Workplaces can do a lot to prepare NOW for the impact of the many hazards they face in today's world. This includes natural hazards like floods, hurricanes, tornadoes, earthquakes and widespread serious illness such as the H1N1 flu virus pandemic.
    - Take time to conduct hazard specific drills that encourage employees to take action to prepare such as;
        - Shelter-in-Place Drill for Tornados
        - Evacuation Drill for Hurricanes or Flooding
        - Downloading an Emergency Preparedness App
        - Signing up for Community Alerts
        - Drop, cover, and hold for the Great Shakeout.
        - Participate in a community Day of Action with your local Emergency Management Agency.
        - Contact your local Community Emergency Response Team to hold preparedness trainings in your workplace.

[1] FEMA. "Preparedness in America: Research Insights to Increase Individual, Organizational and Community Action." September 2013. http://www.fema.gov/media-library-data/d30906c213bee483d285f16c736c2c3e/Preparedness+in+America.pdf

  - On America's PrepareAthon! National Day of Action, workplaces around the country will come together to prepare for the hazards that could impact their community. Join today at www.ready.gov/prepare.
  - Workplaces should also consider and plan for human-caused hazards including accidents, acts of violence by people, and acts of terrorism.

- **Plan to Stay in Business:** Be prepared to assess the situation and use common sense and available resources to take care of yourself, your co-workers and your business' recovery.
  - *Continuity Planning:* Risk assessment can be a sophisticated area of expertise that ranges from self-assessment to an extensive engineering study.
  - *Emergency Supplies:* When preparing for emergency situations, its best to think first about the basics of survival: fresh water, food, clean air and warmth. Encourage everyone to have a portable emergency supply kit customized to meet their personal needs, such as the inclusion of essential medications.
    - Keep copies of important records such as site maps, building plans, insurance policies, employee contact and identification information, bank account records, supplier and shipping contact lists, computer backups, emergency or law enforcement contact information, and other priority documents in a water and fireproof portable container.
    - Store a second set of records at an off-site location.
  - *Planning to Stay or Go:* Depending on your circumstances or the nature of the disaster, the first important decision after an incident occurs is whether to shelter-in-place or evacuate.
    - Make an Evacuation Plan
    - Make a Shelter-in-Place Plan

- **Talk to your people:** Providing for your co-workers' well-being is recognized as one of the best ways to assure your company's recovery. That means communicating regularly with employees before, during and after an incident. Use newsletters, intranets, staff meetings and other internal communications tools to communicate emergency plans and procedures.
  - *Practice the Plan with Co-workers:* Frequently practice what you intend to do during a disaster. Conduct regularly scheduled education and training seminars to provide co-workers with information, identify needs and develop preparedness skills. Include disaster training in new employee orientation programs.
  - *Promote Family and Individual Preparedness:* If individuals and families are prepared, your company and your co-workers are better positioned in an emergency situation. Encourage your employees and their families to: get an emergency supply kit; make a family emergency plan; and be informed about different threats and their appropriate responses.

- *Write a Crisis Communication Plan:* Detail how your organization plans to communicate with employees, local authorities, customers and others during and after a disaster.
- *Support Employee Health After a Disaster*: It is possible that your staff will need time to ensure the well-being of their family members, but getting back to work is important to the personal recovery of people who have experienced disasters.
  - Re-establish routines, when possible. You may also want to consider offering professional counselors to help co-workers address their fears and anxieties.

- **Protect your Investment:** In addition to emergency planning and communicating with employees, there are steps you can take to safeguard your company and secure your physical assets.
  - *Review Insurance Coverage:* Inadequate insurance coverage can lead to major financial loss if your business is damaged, destroyed or simply interrupted for a period of time.
  - *Prepare for Utility Disruptions:* Businesses are often dependent on electricity, gas, telecommunications, sewer and other utilities. You should plan ahead for extended disruptions before, during, and after a disaster.
  - *Secure Facilities, Buildings and Plants*: While there is no way to predict what will happen or what your business' circumstances will be, there are things you can do in advance to help protect your physical assets. Install fire extinguishers, smoke alarms and detectors in appropriate places.
  - *Improve Cyber Security:* Protecting your data and information technology systems may require specialized expertise, but even the smallest business can be better prepared.
- Many businesses have already seen the benefit of planning for disasters. Read their testimonials at http://www.ready.gov/business/business-testimonials
- It is important that businesses take the time to plan for disasters; The Ready Campaign developed a five step process to a preparedness program:
  1. Program Management
     - Organize, develop and administer your preparedness program
     - Identify regulations that establish minimum requirements for your program
  2. Planning
     - Gather information about hazards and assess risks
     - Conduct a business impact analysis (BIA)
     - Examine ways to prevent hazards and reduce risks
  3. Implementation: Write a preparedness plan addressing:
     - Resource management

- Emergency response
- Crisis communications
- Business continuity
- Information technology
- Employee assistance
- Incident management
- Training

4. Testing and Exercises
   - Test and evaluate your plan
   - Define different types of exercises
   - Learn how to conduct exercises
   - Use exercise results to evaluate the effectiveness of the plan
5. Program Improvement
   - Identify when the preparedness program needs to be reviewed
   - Discover methods to evaluate the preparedness program
   - Utilize the review to make necessary changes and plan improvements

Press Release Template

<ORGANIZATION> ENCOURAGES WORKPLACE PREPAREDNESS

<CITY, St.> – <INSERT ORGANIZATION> is proud to join and promote Workplace Preparedness this August and encourage <employees or residents> to take steps to prepare by taking ACTION against disasters. <INSERT ORGANIZATION> is <INSERT EVENT INFORMATION HERE> or <committed to being a leader for emergency preparedness>.

The Federal Emergency Management Agency (FEMA) and the Ready Campaign will be focusing on Workplace Preparedness this August and encouraging all workplaces to take steps to prepare and plan to join National Preparedness Month to help spread the message and then take action for America's PrepareAthon! National Day of Action on September 30th!

The workplace may be one of the more effective channels to encourage individual and family preparedness. Based on FEMA's 2013 preparedness survey "Preparedness in America: Research Insights to Increase Individual, Organizational and Community Action" results indicated, "….a positive relationship between work status (full or part time) and emergency preparedness. People who were encouraged by their employer to have a plan or participate in training were 76 percent more likely to do so, respectively." The survey also found that, "…employed respondents participated in more home drills and trainings than unemployed respondents." Preparedness in the workplace not only helps support the continuity, but encourages family preparedness at home, leading to a more resilient community.

<QUOTE FROM LEADERSHIP SHOWING SUPPORT OF WORKPLACE PREPREDNESS>

Knowing what to do before, during, and after disruptions or large-scale disasters is critical. A small investment of time now can help alleviate major challenges, and costs, in the future.

More information can be found at <INSERT ORGANIZATION WEBSITE or Ready.gov/business>. Information on the different types of hazards is available at Ready.gov or the Spanish-language web site Listo.gov.

# # #

Online Resources

FEMA and Ready recommend using social media tools as a way to promote Workplace Preparedness and helping business to increase preparedness. You can promote the campaign and general preparedness through your own channels, or by promoting messages posted by the FEMA and Ready accounts.

We have included some sample messages below that you can post on your own social media accounts to engage your friends/followers. More information and ideas on how to take action and be an example can be found on FEMA's official Facebook or Twitter accounts, Ready's official Facebook or Twitter accounts, or FEMA Region III's Twitter account.

FEMA App *(smartphone app for mobile devices)*

The FEMA App contains disaster safety tips, interactive lists for storing your emergency kit, emergency meeting location information, and other disaster-specific information. The app is free to download through your smart phone provider's app store on Android, Apple, and Blackberry devices.

Social Media

FEMA and FEMA Region III will have messages on their Facebook and Twitter accounts throughout the month.

FEMA Region III	FEMA HQ	Ready
@FEMAregion3	@FEMA	@Readygov
N/A	Facebook.com/FEMA	Facebook.com/Readygov

Social Media Messaging

The following messaging can be used to promote Workplace Preparedness and encourage preparedness in the month of August to all stakeholders. Please feel free to customize the following messaging to fit your audience's needs.

Twitter:

- People who were encouraged by their employer to participate in training were 76 percent more likely to do so. http://go.usa.gov/XXgP
- Preparedness in the workplace supports continuity, but also encourages family preparedness at home, leading to a resilient community.
- Help your employees prepare for a tornado; plan a Shelter-in-Place Drill so everyone knows how they should respond and stay safe. #prepare
- Help your employees prepare for Flooding; plan an Evacuation Drill so everyone knows how they should respond and stay safe. #prepare
- It takes less than a minute to increase your workplace's preparedness by having everyone signing-up for Alerts. http://go.usa.gov/XX4W
- Plan to join in the Great Shake Out and have the whole office drop, cover, and hold for earthquake safety. www.shakeout.org/
- Contact your local Community Emergency Response Team to hold preparedness trainings in your workplace. http://go.usa.gov/XX23

Facebook Messaging:

- People who were encouraged by their employer to have a plan or participate in training were 76 percent more likely to do so. http://go.usa.gov/XXgP
- On America's PrepareAthon! National Day of Action, workplaces around the county will come together to prepare for the hazards that impact their community. Join today at www.ready.gov/prepare.

- Workplaces should also consider and plan for human-caused hazards including accidents, acts of violence by people, and acts of terrorism. http://go.usa.gov/XXgG
- Talk to your employees about the plans your workplace has for disasters and emergencies. Learn your risks and take steps now to #prepare. http://go.usa.gov/XXgG
- Do all your all employees know your short and long-term plans for before, during, and after a disaster? Involved them in the #preparedness process. http://go.usa.gov/XXgG
- Plan to Stay in Business: Be prepared to assess the situation and use common sense and available resources to take care of yourself, your co-workers and your business. http://go.usa.gov/XXgG

Resources for Workplace Preparedness

Take **ACTION** with America's PrepareAthon! Join the movement by registering your events and activities at www.ready.gov/prepare! Below are the many different hazard based action guides to help you plan a Day of Action in your workplace! Remember, the next **National Day of Action is September 30th!**

- A Playbook for Your Day of Action - Workplaces: This playbook helps workplaces implement successful America's PrepareAthon! preparedness activities. (Spanish version)
- **How to Prepare Guides:** These hazard-specific guides provide information on the basics of each hazard, how to protect yourself and your property, and what steps to take now.
  - How to Prepare for a Flood, Spanish
    - How To Prepare For A Flood - The Basics (one page fact sheet)
  - How To Prepare For A Hurricane, Spanish
    - How To Prepare For A Hurricane - The Basics (one page fact sheet)
  - How to Prepare for a Tornado, Spanish
    - How To Prepare For A Tornado - The Basics (one page fact sheet)
  - How to Prepare for a Wildfire, Spanish
    - How To Prepare For A Wildfire - The Basics (one page fact sheet)
- **Prepare Your People: (Workplaces)** These "day of action" guides are tailored to each sector and audience. The guides provide step-by-step outlines for conducting a day of action by holding a preparedness discussion and simple drill.
  - Prepare Your People: Hurricane Safety for Workplaces, Spanish
  - Prepare Your People: Flood Safety for Workplaces, Spanish
  - Prepare Your People: Wildfire Safety for Workplaces, Spanish
  - Prepare Your People: Tornado Safety for Workplaces, Spanish

- **Prepare You Organization for Workplaces:** These "day of action" guides provide step-by-step instructions on conducting a tabletop exercise designed to help organizations test their plans, policies, and procedures for a disaster. They are tailored for each hazard and audience.
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    - Prepare Your Organization: Flood Safety for Workplaces, Spanish
    - Prepare Your Organization: Wildfire Safety for Workplaces, Spanish
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- **Additional America's PrepareAthon! Resources;**
    - Be Smart. Protect Your Critical Documents and Valuables, Spanish
    - Be Smart. Know Your Alerts and Warnings, Spanish

Ready Business Publications: Publications can be ordered for free at http://www.ready.gov/publications

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    - View this document in: العربية, 中文, Français, Kreyól Ayisyen, हिन्दी, 日本語, 한국어, Русский, Español, Tagalog, اردو, TiếngViệt
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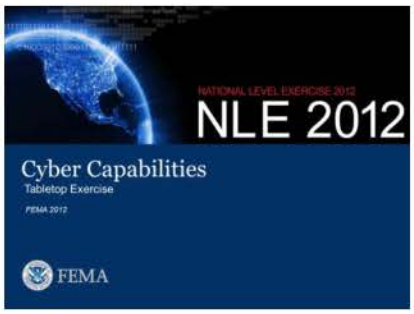
The American Red Cross Ready Rating Program is a free, self-guided program designed to help businesses, organizations, and schools become better prepared for emergencies. Members complete a self-assessment of their level of preparedness which is aligned with the Department of Homeland Security's Private Sector Preparedness Standards. Members work at their own pace to increase their preparedness score.

Downloadable Table Top Exercises: These six different downloadable tabletop exercises enable you to advance your organization's continuity, preparedness, and resiliency. Each exercise is packaged in a PowerPoint with notes pages and video injects so that anyone in your organization can conduct them. Link: http://www.fema.gov/emergency-planning-exercises

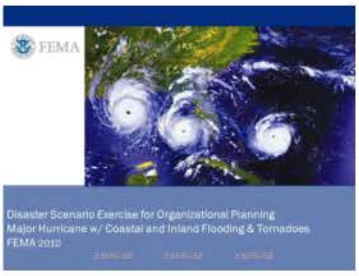
The Whole Community: Planning for the Unthinkable:
Designed to help identify innovative, atypical solutions to an unprecedented catastrophic event - Maximum of Maximums - following the disaster.
Tabletop Presentation
Facilitator Notes
Video Inject Scripts



National Level Exercise 2012: Cyber: Developed as part of the National Level Exercise 2012. Designed to increase understanding of cyber threat alerts, warning, and information sharing across sectors, and to test and evaluate government-private sector coordinating structures, processes, and capabilities regarding cyber event response and recovery.
Tabletop Presentation
Facilitator Notes
Video Inject Scripts

National Level Exercise 2011: Earthquake
Developed for private sector preparedness partners as part of the National Level Exercise 2011. Designed to help identify ways to prepare for, respond to, and to recover from a no-notice, catastrophic earthquake impacting the central U.S.
Tabletop Presentation
Facilitator Notes
Facilitator Notes
Video Inject Scripts

Critical Power Failure: Developed by the Office of External Affairs and the FEMA's National Exercise Division, this exercise is based on a combination of U.S. communities experiencing critical power failure during a severe weather event. Designed to help the private sector identify ways to prepare for, respond to, and recover from such a disaster.
Tabletop Presentation
Facilitator Notes



Hurricane: Prepare to respond to and recover from a Category 5 hurricane. Based on the National Planning Scenario for a major hurricane, this exercise was developed by the Office of External Affairs together with FEMA's National Exercise Division to prepare the private sector for catastrophic damage caused by major flooding, tornado, and other natural disasters.
Tabletop Presentation
Video Inject Scripts

Chemical Accident
Based on the National Planning Scenario for a chlorine tank explosion, this exercise is designed to help the private sector improve Organizational Continuity, Preparedness, and Resiliency in the event of an emergency, to respond to, recover and restore operations.
Tabletop Presentation
Video Inject Scripts

What to do After a Disaster

- **Disaster Assistance for Businesses:** Disasters can strike at any time, and even the most prepared businesses can be adversely impacted. If your business has been impacted by a disaster, disaster assistance may be available for losses not covered by insurance. The primary method of assistance for businesses is low-interest, long-term disaster loans from the U.S. Small Business Administration to help with your recovery. Link: Disaster Assistance for Businesses
- **Disaster Cleanup Resources:** Taking the proper cleanup precautions means you can get back to business sooner. Explore some important tips and advice to help you get back on your feet safely. Link: Disaster Cleanup Resources

U.S. Department of Homeland Security
FEMA Region III
One Independence Mall, Sixth Floor
615 Chestnut Street
Philadelphia, PA 19106

FEMA

Stakeholder Toolkit

2014 National Small Business Week

National Small Business Week: May 12-16, 2014

The Federal Emergency Management Agency (FEMA) and the Ready Campaign are teaming up again during National Small Business Week to highlight the importance of small businesses preparing for disasters to ensure a quick recovery.

Businesses can take simple steps now and not let power outages, hacker disruptions, or major disasters put out their business. Disaster planning is an important part of the business planning process helping you to recover faster and preserve business continuity. Without proper planning, a disaster could put you and your employees at risk, possibly shutting down your business forever. But by taking proactive steps to mitigate your risk, you can anticipate the unexpected.

Knowing what to do before, during, and after disruptions or large-scale disasters is critical. A small investment of time now can help alleviate major challenges, and costs, in the future.

In addition to asking small business to be prepared for an emergency through its own outreach channels, FEMA Region III is encouraging everyone to get the word out and help the Whole Community prepare for disaster. This toolkit is designed to provide you and your organization with easy to use tools to promote this campaign and help your stakeholders be better prepared for disasters.

For your reference, below are points of contact for the various stakeholder groups. Should you have any questions on this document, please contact the creator, Peter Herrick, Jr.

FEMA REGION III POINTS OF CONTACT

Public Affairs	Peter Herrick, Jr.	215-931-5949
Congressional Affairs	Caitlin Ostomel	215-931-5715
Intergovernmental Affairs	Stephanie Pyle	215-931-5654
Disability Integration	Lesleyanne Ezelle	215-931-5622
Private Sector	Stephanie Pyle	215-931-5654
Community Preparedness	Steve Edwards	215-931-5716
Volunteer Agency Liaison	Anthony Buller	215-931-5663

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Talking Points

- FEMA and the Ready Campaign are highlighting the importance of small businesses preparing for disasters to ensure a quick recovery during National Small Business Week, May 12-16, 2014.
- Businesses can take simple steps now and not let power outages hacker disruptions, or major disasters put out their business. Disaster planning is an important part of the business planning process helping you to recover faster and preserve business continuity.
- Businesses without a proper plan for disasters put their employees at risk and risk shutting down forever. By taking proactive steps to mitigate your risk, you can anticipate the unexpected.
    - 40% of businesses affected by a natural or human-caused disaster never reopen.
- Knowing what to do before, during, and after disruptions or large-scale disasters is critical. If businesses invest a small amount of time now, they can help alleviate major challenges, and costs, in the future.

Key Messages

- Businesses can do a lot to prepare for the impact of the many hazards they face in today's world including natural hazards like floods, hurricanes, tornadoes, earthquakes and widespread serious illness such as the H1N1 flu virus pandemic.
- Business should also consider and plan for human-caused hazards including accidents, acts of violence by people, and acts of terrorism.
- **Plan to Stay in Business:** Be prepared to assess the situation and use common sense and available resources to take care of yourself, your co-workers and your business' recovery.
    - *Continuity Planning:* Risk assessment can be a sophisticated area of expertise that ranges from self-assessment to an extensive engineering study.
    - *Emergency Supplies:* When preparing for emergency situations, its best to think first about the basics of survival: fresh water, food, clean air and warmth. Encourage everyone to have a portable emergency supply kit customized to meet their personal needs, such as the inclusion of essential medications.
        - Keep copies of important records such as site maps, building plans, insurance policies, employee contact and identification information, bank account records, supplier and shipping contact lists, computer backups, emergency or law enforcement contact information and other priority documents in a waterproof, fireproof portable container.
        - Store a second set of records at an off-site location.
    - *Planning to Stay or Go:* Depending on your circumstances and the nature of the disaster, the first important decision after an incident occurs is whether to shelter-in-place or evacuate.
        - Make an Evacuation Plan
        - Make a Shelter-in-Place Plan
- **Talk to your people:** Providing for your co-workers' well-being is recognized as one of the best ways to assure your company's recovery. That means communicating regularly with employees before, during and after an incident. Use newsletters, intranets, staff

meetings and other internal communications tools to communicate emergency plans and procedures.

- *Practice the Plan with Co-workers:* Frequently practice what you intend to do during a disaster. Conduct regularly scheduled education and training seminars to provide co-workers with information, identify needs and develop preparedness skills. Include disaster training in new employee orientation programs.
- *Promote Family and Individual Preparedness:* If individuals and families are prepared, your company and your co-workers are better positioned in an emergency situation. Encourage your employees and their families to: get an emergency supply kit, make a family emergency plan and be informed about different threats and their appropriate responses.
- *Write a Crisis Communication Plan:* Detail how your organization plans to communicate with employees, local authorities, customers and others during and after a disaster.
- *Support Employee Health After a Disaster*: It is possible that your staff will need time to ensure the well-being of their family members, but getting back to work is important to the personal recovery of people who have experienced disasters
  - Re-establish routines, when possible. You may also want to consider offering professional counselors to help co-workers address their fears and anxieties.

- **Protect your Investment:** In addition to emergency planning and communicating with employees, there are steps you can take to safeguard your company and secure your physical assets.
  - *Review Insurance Coverage:* Inadequate insurance cover-age can lead to major financial loss if your business is damaged, destroyed or simply interrupted for a period of time.
  - *Prepare for Utility Disruptions:* Businesses are often dependent on electricity, gas, telecommunications, sewer and other utilities. You should plan ahead for extended disruptions during and after a disaster.
  - *Secure Facilities, Buildings and Plants*: While there is no way to predict what will happen or what your business' circumstances will be, there are things you can do in advance to help protect your physical assets. Install fire extinguishers, smoke alarms and detectors in appropriate places.
  - *Improve Cyber Security:* Protecting your data and information technology systems may require specialized expertise, but even the smallest business can be better prepared.
- Many Business have already seen the benefit of planning for disaster, Read their testimonials at Ready.gov/business/business-testimonials
- It is important that businesses take the time to plan for disasters; The Ready Campaign developed a five step process to a preparedness program:
  1. Program Management
     - Organize, develop and administer your preparedness program
     - Identify regulations that establish minimum requirements for your program
  2. Planning
     - Gather information about hazards and assess risks
     - Conduct a business impact analysis (BIA)

- Examine ways to prevent hazards and reduce risks

3. Implementation: Write a preparedness plan addressing:
   - Resource management
   - Emergency response
   - Crisis communications
   - Business continuity
   - Information technology
   - Employee assistance
   - Incident management
   - Training
4. Testing and Exercises
   - Test and evaluate your plan
   - Define different types of exercises
   - Learn how to conduct exercises
   - Use exercise results to evaluate the effectiveness of the plan
5. Program Improvement
   - Identify when the preparedness program needs to be reviewed
   - Discover methods to evaluate the preparedness program
   - Utilize the review to make necessary changes and plan improvements

Press Release Template

<ORGANIZATION> ENCOURAGES SMALL BUSINESSES TO PREPARE FOR DISASTER

<CITY, St.> – <INSERT ORGANIZATION> is proud to join and promote National Small Business Week to encourage <employees or residents> support small business in their efforts to prepare for a disaster. <INSERT ORGANIZATION> is <INSERT EVENT INFORMATION HERE> or <committed to being a leader for emergency preparedness>.

The Federal Emergency Management Agency (FEMA) and the Ready Campaign are teaming up again during National Small Business Week to highlight the importance of small businesses preparing for disasters to ensure a quick recovery.

Businesses can take simple steps now and not let power outages, hacker disruptions, or major disasters put out their business. Disaster planning is an important part of the business planning process, helping you to recover faster and preserve business continuity. Without proper planning, a disaster could put you and your employees at risk, possibly shutting down your business forever. But by taking proactive steps to mitigate your risk, you can anticipate the unexpected.

<QUOTE FROM LEADERSHIP SHOWING SUPPORT OF BUSINESS PREPREDNESS>

Knowing what to do before, during, and after disruptions or large-scale disasters is critical. A small investment of time now can help alleviate major challenges, and costs, in the future.

More information can be found at <INSERT ORGANIZATION WEBSITE or Ready.gov/FinancialPreparedness>. Information on the different types of hazards is available at Ready.gov or the Spanish-language web site Listo.gov.

# # #

Online Resources

FEMA and Ready recommend using social media tools as a way to promote National Small Business Week and helping business to increase preparedness. You can promote the campaign and general preparedness through your own channels, or by promoting messages posted by the FEMA and Ready accounts.

We have included some sample messages below that you can post on your own social media accounts to engage your friends/followers. More information and ideas on how to take action and be an example can be found on FEMA's official Facebook or Twitter accounts, Ready's official Facebook or Twitter accounts, or FEMA Region III's Twitter account.

FEMA App *(smartphone app for mobile devices)*

The FEMA App contains disaster safety tips, interactive lists for storing your emergency kit, emergency meeting location information, and other disaster-specific information. The app is free to download through your smart phone provider's app store on Android, Apple, and Blackberry devices.

Social Media

FEMA and FEMA Region III will have messages on their Facebook and Twitter accounts throughout the month.

FEMA Region III	FEMA HQ	Ready
@FEMAregion3	@FEMA	@Readygov
N/A	Facebook.com/FEMA	Facebook.com/Readygov

Social Media Messaging

The following messaging can be used to promote National Small Business Week and encourage business preparedness in the month of May. Please feel free to customize the following messaging to fit your audience's needs.

- It's Small Business Week. Is your business prepared for a disaster? Plan now. Tools & tips: http://go.usa.gov/kY8j
- Many Businesses have already seen the benefit of planning for disaster. Check out their testimonials at http://go.usa.gov/kYXd
- Keeping detailed inventory, having a disaster plan, documenting losses - a few keys for business resiliency http://go.usa.gov/kY8j #SBW2014
- Does your small business have an emergency response plan? Download FREE planning tools: http://go.usa.gov/kY8j #SBW2014
- In honor of #SBW2014 week, 9 tips for making your business more resilient in 140-characters or less http://go.usa.gov/kYKT
- 40% of businesses affected by a natural or human-caused disaster never reopen. Make sure you survive the storm: http://go.usa.gov/byKP
- Business can take simple steps now and not let power outage or major disaster put out their business. http://go.usa.gov/kY8j #SBW2014
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FEMA Ready Business preparedness program: FEMA's Ready Campaign assists businesses in developing a preparedness program by providing tools to create a plan that addresses the impact of many hazards. This website follows the program elements in National Fire Protection Association 1600, Standard on Disaster/Emergency Management and Business Continuity Programs.

SBA Prepare My Business program: The Small Business Administration has developed a comprehensive program for disaster planning and preparedness for small businesses. Prepare My Business provides education, planning, testing, and disaster assistance tools to help ensure your business remains open and recovers faster following a disaster.

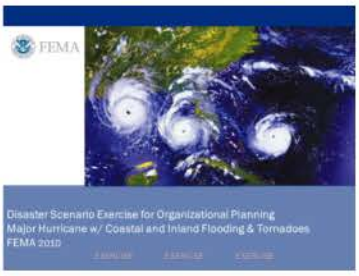
The American Red Cross Ready Rating Program is a free, self-guided program designed to help businesses, organizations, and schools become better prepared for emergencies. Members complete a self-assessment of their level of preparedness which is aligned with the Department of Homeland Security's Private Sector Preparedness Standards. Members work at their own pace to increase their preparedness score.

Downloadable Table Top Exercises: These six different downloadable tabletop exercises enable you to advance your organization's continuity, preparedness, and resiliency. Each exercise is packaged in a PowerPoint with notes pages and video injects so that anyone in your organization can conduct them. Link: http://www.fema.gov/emergency-planning-exercises

The Whole Community: Planning for the Unthinkable:
Designed to help identify innovative, atypical solutions to an unprecedented catastrophic event - Maximum of Maximums - following the disaster.
Tabletop Presentation
Facilitator Notes
Video Inject Scripts

National Level Exercise 2011: Earthquake
Developed for private sector preparedness partners as part of the National Level Exercise 2011. Designed to help identify ways to prepare for, respond to, and to recover from a no-notice, catastrophic earthquake impacting the central U.S.
Tabletop Presentation
Facilitator Notes
Facilitator Notes
Video Inject Scripts

Critical Power Failure: Developed by the Office of External Affairs and the FEMA's National Exercise Division, this exercise is based on a combination of U.S. communities experiencing critical power failure during a severe weather event. Designed to help the private sector identify ways to prepare for, respond to, and recover from such a disaster.
Tabletop Presentation
Facilitator Notes



Hurricane: Prepare to respond to and recover from a Category 5 hurricane. Based on the National Planning Scenario for a major hurricane, this exercise was developed by the Office of External Affairs together with FEMA's National Exercise Division to prepare the private sector for catastrophic damage caused by major flooding, tornado, and other natural disasters.
Tabletop Presentation
Video Inject Scripts

Chemical Accident
Based on the National Planning Scenario for a chlorine tank explosion, this exercise is designed to help the private sector improve Organizational Continuity, Preparedness, and Resiliency in the event of an emergency, to respond to, recover and restore operations.
Tabletop Presentation
Video Inject Scripts

What to do After a Disaster

- **Disaster Assistance for Businesses:** Disasters can strike at any time, and even the most prepared businesses can be adversely impacted. If your business has been impacted by a disaster, disaster assistance may be available for losses not covered by insurance. The primary method of assistance for businesses is low-interest, long-term disaster loans from the U.S. Small Business Administration to help with your recovery. Link: Disaster Assistance for Businesses
- **Disaster Cleanup Resources:** Taking the proper cleanup precautions means you can get back to business sooner. Explore some important tips and advice to help you get back on your feet safely. Link: Disaster Cleanup Resources

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To:	"Travis, Alexandra <alexandra.travis@fema.dhs.gov>"
Subject:	Delivered: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/11 16:05:53
Type:	REPORT.IPM.Schedule.Meeting.Request.DR

Your message has been delivered to the following recipients:

Travis, Alexandra (alexandra.travis@fema.dhs.gov)

Subject: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Sender:	Microsoft Outlook </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=MICROSOFTEXCHANGE329E71EC88AE4615BBC36AB6CE41109E>
Recipient:	"Travis, Alexandra <alexandra.travis@fema.dhs.gov>"
Sent Date:	2014/04/11 16:05:53

From:	Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAN.GAUDET.FEMA2.DHS.GOV68B>
To:	"Litke, Linda </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Linda.litke.dhs.gov>"; "Schexnaildre, Charles </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Charles.schexnaildre.dhs.gov>"; "Bradford, Julie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie.bradford.dhs.gov>"; "Beasley, Philip </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Philip.beasley.dhs.gov>"; "Mancha, Patricia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.mancha.fema.gov>"; "Clifford, Chad </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Chad.clifford.dhs.gov>"; "Adamcik, Carol Ann </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carolann.adamcik.dhs.gov>"; "Pierson, Brock </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Brock.pierson.dhs.gov>"; "Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Amy.Connolly.fema.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
CC:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"
Subject:	CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/11 16:05:52
Priority:	Normal
Type:	Schedule.Meeting.Request

The time of this meeting will now be from 1:30-3:30 on Monday.

A meeting has been scheduled for Monday, April 14, 2014 starting at 11:30 a.m. (CST) to discuss the "litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues".

For those of you who will not be able to attend the meeting in person, you may participate by phone using the following:

1-800- (b)(5);(b)(6) **PIN:** (b)(5);(b)(6)

I have reserved 10 lines for 1.5 hours.

Sender:	Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAN.GAUDET.FEMA2.DHS.GOV68B>
Recipient:	"Litke, Linda </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Linda.litke.dhs.gov>"; "Schexnaildre, Charles </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Charles.schexnaildre.dhs.gov>"; "Bradford, Julie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie.bradford.dhs.gov>"; "Beasley, Philip </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Philip.beasley.dhs.gov>"; "Mancha, Patricia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.mancha.fema.gov>"; "Clifford, Chad </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Chad.clifford.dhs.gov>"; "Adamcik, Carol Ann </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carolann.adamcik.dhs.gov>"; "Pierson, Brock </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Brock.pierson.dhs.gov>"; "Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Amy.Connolly.fema.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"
Sent Date:	2014/04/11 16:05:51
Delivered Date:	2014/04/11 16:05:52

From:	Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAN.GAUDET.FEMA2.DHS.GOV68B>
SentVia:	Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ALEXANDRA.KIRIN.DHS.GOV>
To:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"
Subject:	Fw: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/10 12:39:16
Start Date:	2014/04/14 12:30:00
End Date:	2014/04/14 14:00:00
Priority:	Normal
Type:	Schedule.Meeting.Request
Location:	1-800-(b)(5);(b)(PIN (b)(5);(b)(

A meeting has been scheduled for Monday, April 14, 2014 starting at 11:30 a.m. (CST) to discuss the “litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues”.

For those of you who will not be able to attend the meeting in person, you may participate by phone using the following:

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I have reserved 10 lines for 1.5 hours.

Sender:	Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAN.GAUDET.FEMA2.DHS.GOV68B>; Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ALEXANDRA.KIRIN.DHS.GOV>
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Sent Date:	2014/04/10 12:39:15
Delivered Date:	2014/04/10 12:39:16

Kieserman WA Mudslide Trip
April 2-4, 2014
READ AHEAD MATERIALS

Table of Contents:

- Declarations Summary, DR-4186, Washington Flooding and Mudslides
- Funeral Assistance
- IA/NPSC/DSA Overview
    a. Sequence of Delivery
    b. Buyout Adjudication with IHP Assistance
    c. Community Services Programs
    d. Processing/Operational Outreach
- NPSC Projections
    a. Demographical Information
- HMGP Fact Sheet
- Public Assistance Overview
    a. Shaping the distinction between debris removal and remain retrieval
    b. What's debris versus a new natural feature created by the slide—where and how do we draw those lines
    c. Shaping the discussion about community restoration choices in a known hazard area
    d. Generating and using HMGP dollars for green space and other solutions for Oso
    e. Who pays for what elements of the State Highway under MAP 21?
    f. What are the flood/mud issues related to insurance that we're going to see?
    g. Landslide Policy, RP 9524.2
    h. What assistance might we be providing outside of Oso?
    i. PA Alternative Procedures Pilot for Debris Removal
- OFDC Operational Information
- Multi-Agency Human Service Task Force Notes
- USGS Landslide Statistics

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Declared: April 2, 2014

SUMMARY

STATE: Washington

NUMBER: FEMA-4168-DR

INCIDENT: Flooding and Mudslides

INCIDENT PERIOD: March 22, 2014, and continuing

DATE REQUESTED BY GOVERNOR: March 31, 2014

FEDERAL COORDINATING OFFICER: Michael J. Hall
National FCO Program

DESIGNATIONS AND TYPES OF ASSISTANCE:

INDIVIDUAL ASSISTANCE (Assistance to individuals and households):

Snohomish County, including the Sauk-Suiattle, Stillaguamish, and Tulalip Tribes.

PUBLIC ASSISTANCE (Assistance for emergency work and the repair or replacement of disaster-damaged facilities):

Snohomish County and the Sauk-Suiattle, Stillaguamish, Tulalip Tribes for debris removal and emergency protective measures (Categories A and B), including direct federal assistance, under the Public Assistance program at 75 percent federal funding.

HAZARD MITIGATION GRANT PROGRAM (Assistance for actions taken to prevent or reduce long term risk to life and property from natural hazards):

All counties and Indian Tribes in the State of Washington are eligible to apply for assistance under the Hazard Mitigation Grant Program.

OTHER: Additional designations may be made at a later date if requested by the state and warranted by the results of further damage assessments.

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Frequently Asked Questions

Financial Assistance – Funeral Assistance

April 2014

1. **What is funeral assistance?**

   Funeral assistance is a monetary award that is provided to individuals and households who have incurred disaster-related costs for eligible interment or reinterment expenses. Each State/Tribe yearly sets the maximum amount of funeral assistance that may be provided for each death.

2. **What is interment?**

   Interment is the placement of cremated remains or deceased human bodies in the ground, a cremation urn, or other burial facility such as a columbarium.

3. **What is reinterment?**

   Reinterment is the replacement of cremated remains or deceased human bodies, including in the ground or other burial facility such as a columbarium. An applicant may be eligible for assistance with reinterment expenses if the disaster-related disinterment occurred on a privately-owned property not operating as a licensed cemetery or burial facility (e.g., family cemetery).

4. **What items are considered eligible interment expenses?**

   An applicant may receive assistance for the following:

   - Transportation for identification of remains. Assistance will be provided for the transportation of up to two individuals to identify the deceased, if such identification is required by State, Tribal, and local authorities.
   - Funeral services, which may include transfer of remains; use of facilities; staff for viewing; funeral ceremony or memorial service; use of equipment; staff for graveside service; use of hearse/funeral coach.
   - Clergy or officiant services
   - Up to five death certificates
   - Casket or urn
   - Burial plot or cremation niche
   - Marker or headstone

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- Any additional expenses for interment that are mandated by State, Tribal, or local statutes

5. **What items are considered eligible reinterment expenses?**

   An applicant may receive assistance for the following:

   - Transfer of remains
   - Casket or urn
   - Burial plot or cremation niche
   - Marker or headstone
   - Cost of identifying disinterred human remains, if necessary
   - Any additional expenses for reinterment that are mandated by State, Tribal, or local statutes

6. **What items are not considered eligible expenses?**

   An applicant may not receive assistance for:

   - Obituaries
   - Flowers
   - Any printed materials such as programs, banners, and register books
   - Transportation of relatives or others to gravesite
   - Catering services, including food
   - Gratuities

7. **Who may apply for funeral assistance?**

   The applicant may be anyone who incurs or will incur the interment or reinterment expense on behalf of the deceased.

8. **How much assistance can FEMA provide a household who has been impacted by multiple deaths?**

   In the case of multiple deaths in a household, FEMA may provide financial assistance, including funeral assistance, only up to the household maximum financial assistance cap for the fiscal year in which the disaster was declared. The cap for assistance is also being applied to each application for funeral assistance from an individual or household who incurred or will incur the funeral expenses.

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The amount provided per death may not exceed the maximum amount of funeral assistance set yearly by the State/Tribe.

9. What documentation does FEMA require?

An applicant must provide the following documentation to be considered for assistance:

- A signed statement from a licensed medical authoritative State, Tribal, or local official such as the Medical Examiner or Coroner, stating the deceased's death or the underlying injury causing the death was a direct-result of the disaster.
- For reinterment, a signed statement from a licensed medical authoritative State, Tribal, or local official, such as the Coroner, stating the disinterment was a direct-result of the disaster.
- Receipts or verifiable estimates for interment or reinterment expenses. The receipts or verifiable estimates must indicate that the applicant is the party who incurred or will incur the funeral or reinterment expenses.
- Documentation of burial insurance and/or any forms of interment or reinterment assistance from voluntary agencies (e.g., Red Cross), or local, Tribal, State or other government agencies (e.g., Social Security Administration).
- For interment, a death certificate for the deceased.

10. Does a body have to be recovered in order to receive funeral assistance?

No. The applicant must submit a signed statement from a licensed medical authoritative State, Tribal, or local official which states that the individual is deceased and that their underlying cause of death was a direct-result of the disaster. The applicant may receive assistance for the cost or reimbursement of eligible applicable funeral expenses in the event that a body is not recovered.

11. In lieu of a funeral or memorial service, may funeral assistance be used to purchase an individual or group marker or memorial?

In lieu of a funeral or memorial service, one applicant may be reimbursed for an individual or group marker or memorial if the marker or memorial is or is intended to be placed on private property or on a burial plot.

An applicant will not be reimbursed for an individual or group marker or memorial that is or is intended to be placed on public property.

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Talking Points

Washington Mudslide

April 2014

INDIVIDUAL ASSISTANCE OVERVIEW

After a major disaster declaration when IA is authorized, the following programs are available for the declared counties:

- Individuals and Households Program
- Crisis Counseling and Training Program
- Disaster Unemployment Assistance
- Disaster Legal Services
- Disaster Case Management Program

Individuals and Households Program (IHP)

- The IHP consists of two provisions:
  - Housing Assistance (HA), and
  - Other Needs Assistance (ONA).

- General Eligibility Criteria:
  - The home must be an applicant's primary residence at the time of the disaster,
  - The applicant must have been occupying the home, and
  - The home must be located within a declared disaster area.
  - Applicants, or a household member, must:
    - Provide proof of identity and
    - Sign a declaration stating that they are a United States citizen, a non-citizen national, or a qualified alien.

- Sequence of Delivery:
  - Voluntary Agencies: Emergency needs being met include shelter, food, and medical assistance

  - Insurance/Underinsured: (documentation required prior to FEMA providing real or personal property assistance)

  - IHP HA:
    - Temporary Housing:
      - Financial Temporary Housing Assistance = rent assistance

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        - Direct Temporary Housing Assistance (when no rental units are available)
    - Repair Assistance: Money for homeowners to repair their home
    - Replacement Assistance: Money for homeowners to replace their home when it has been destroyed.
    - Semi-Permanent and Permanent Housing Construction: When no alternative housing resources are available and other types of temporary housing assistance are unavailable, infeasible, or not cost-effective

- IHP ONA
    - Non-SBA Dependent: Does not require an SBA determination first.
        - Medical and dental expenses
        - Funeral, interment, or reinterment expenses: Washington set this assistance at a max of $10,000 (see attached FAQs).
        - Child care expenses: Washington set this assistance at a max of $3,500.
        - Miscellaneous items (i.e. chainsaws, wet dry vacuums, etc.)
    - SBA Dependent: Referral back to FEMA from SBA.
        - Personal Property (i.e. repair or replace furniture and appliances)
        - Transportation (i.e. repair or replace vehicle damaged): Washington set this assistance at a max of $9,200.
        - Moving and Storage (i.e. while repairing home)
        - GFIP: In flooding events, FEMA-provided National Flood Insurance Program group flood insurance policy.
    - **Washington State has chosen to administer the ONA provision of IHP via a cooperative agreement for 2014 (*i.e.*, jointly with FEMA).**
        - The Region is working with the State to determine who will administer ONA for this disaster. The regulations allow for a three day period following a disaster declaration to make this decision.
        - Washington: disbursement of awards, staff to process, recovery of funds, case processing (no auto determination), appeals and closeout
        - FEMA: registration intake, inspection services, processing system, and mail processing

- Unmet Needs – Voluntary Agencies: FEMA referrals for any unmet needs.

<u>Buyout adjudication with IHP Assistance</u>

If a buyout program were to be executed for the affected area by disaster, any real property assistance under the IHP that has been provided to an applicant participating in the buyout would be included in the settlement calculation. If the applicant has used a portion of their real

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property assistance for repairs or temporary housing needs (in accordance with its proper use), those funds be counted against the applicant when calculating the buyout settlement.

Crisis Counseling Assistance and Training Program (CCP)

- Provides funding and technical assistance
- Technical Assistance is provided by HHS Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Mental Health Services (CMHS)
- Assists individuals and communities in recovering from the effects of natural and human-caused disasters through the provision of community-based outreach and psycho-educational services.
    - Assists in understanding their current situation, reactions, and mitigating stress,
    - Assists in reviewing disaster recovery options, coping strategies, and providing emotional support, and
    - Encouraging linkages with other individuals and agencies.

Disaster Unemployment Assistance (DUA)

- Provides unemployment benefits and re-employment services for applicants who are not eligible for regular State unemployment insurance (UI).
- Coordinated through the State and authorized by the Department of Labor.

Disaster Legal Services (DLS)

- Provides legal assistance to low-income individuals.
- Coordinated through the American Bar Association (ABA)/Young Lawyers Division pro-bono.
- Legal advice is limited to cases that will not produce a fee (i.e., those cases where attorneys are paid part of the settlement, which is awarded by the court).
- The assistance that local lawyers provide typically includes:
    - Insurance claims for doctor and hospital bills, loss of property, loss of life, etc.
    - New wills and lost legal papers
    - Home repair contracts and contractors
    - Issues with landlords
    - Powers of attorney
    - Disaster assistance claims

Disaster Case Management Program (DCMP)

- Provides grant funding and technical assistance through the affected state to voluntary, faith-based and nonprofit organizations to provide case management services.
- Assists in the development of a disaster recovery plan and holistic services.

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PROCESSING/OPERATIONAL INTEGRATION

National Processing Service Centers

- Hours of Operation for the Washington State Mudslide (does not apply to other DRs)
  - 7:00am PST – 8:00pm PST
- Call Center
  - All Washington State callers will be routed to the VA-NPSC
  - VA-NPSC call center staff will be briefed on sensitivity and funeral handling
- Casework
  - All casework will be performed at the VA-NPSC
  - All casework will be processed via a special handling queue. No auto-determination will be conducted.
  - Close coordination with the field and State on the handling and processing of funeral applications, since Washington is a joint option state.
- Mail
  - Registration packages will be processed as normal
  - All letters will be handled at the MD-NPSC and no letter will be mailed until the casework staff at the VA-NPSC authorizes its mailing.
- Inspections
  - NPSC is prepared to support with up to 15 in-house inspectors
  - Initial deployment will be 8 – 10 inspectors
  - NPSC and IA will work together to establish an alternative verification process for properties that are and will remain inaccessible for the long-term
  - Our goal is to inspect now and push all assistance now rather than waiting on accessibility.

Disaster Recovery Centers

- Ongoing coordination with the field on support needed for DRC.

Community Services Programs

- Deployed staff to provide technical assistance to Washington to assist in the application process.
- Bereavement counseling training is provided to the State Mental Health by National Child Traumatic Stress Network (NCTSN).

Disaster Survivor Assistance

- Shannon Benson, DSA BD, is working closely with Christy Grant, IA BD, and the County Joint Resource Center leadership to ensure DSA is providing value-added support to the community. DSA will specifically focus on supporting bereavement, force-multiplier for messaging and NGOs, and data collection requested by NGOs.

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- On 4/2 – at the request of DSA BD, we deployed 3 additional DSA cadre members with bereavement experience and DSA HQ Advisor, Dustin Hendrikse. Dustin will arrive the evening of 4/2.
- On 3/31 - Blue 3, DSA FEMA Corps team, arrived at the IOF to support the N-IMAT-W. They were a team previously assigned to the N-IMAT-West (Oakland office) for their first task.
- On 3/26, 2 DSA cadre members with bereavement expertise deployed to support the Washington disaster. They specifically have been supporting Arlington/Darrington local officials and the Arlington shelter manager – not wearing FEMA gear.
    - The county partners are having affected individuals fill out questionnaires which are being used to process NGO/voluntary assistance.
    - The state has activated their reservists to support the local community.
- On 3/25, the Survivor Mobile Application Reporting Tool (SMART) was activated for EM-3370 (Ops hasn't felt comfortable with DSA inputting information into SMART because of the State/County political sensitivities and lack of major declaration).
- On 3/24, Shannon Benson, DSA BD, arrived on scene with the National IMAT-West.

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NPSC Projections

Washington Mudslide

April 2014

HIGH LEVEL SUMMARY

- 150 registrations
- $1.5 million IHP assistance - predominantly replacement, funeral and rent
- 50 inspections

Assumptions that went into the above:

- Multiple registrations per household due to multiple fatalities.
- Low inspectable rate due to the number of additional registrations per household.

Due to the nature of this disaster, projections are more imprecise than normal.

The following page contains demographics regarding Snohomish County and Washington State.

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Demographic Data for Snohomish County, Washington State

People QuickFacts	Snohomish County	Washington
Population, 2013 estimate	745,913	6,971,406
Population, 2012 estimate	732,962	6,895,318
Population, 2010 (April 1) estimates base	713,328	6,724,543
Population, percent change, April 1, 2010 to July 1, 2013	4.60%	3.70%
Population, percent change, April 1, 2010 to July 1, 2012	2.80%	2.50%
Population, 2010	713,335	6,724,540
Persons under 5 years, percent, 2012	6.40%	6.40%
Persons under 18 years, percent, 2012	23.60%	23.00%
Persons 65 years and over, percent, 2012	11.30%	13.20%
Female persons, percent, 2012	49.90%	50.10%

White alone, percent, 2012 (a)	81.20%	81.60%
Black or African American alone, percent, 2012 (a)	2.90%	3.90%
American Indian and Alaska Native alone, percent, 2012 (a)	1.60%	1.80%
Asian alone, percent, 2012 (a)	9.60%	7.70%
Native Hawaiian and Other Pacific Islander alone, percent, 2012 (a)	0.50%	0.70%
Two or More Races, percent, 2012	4.30%	4.30%
Hispanic or Latino, percent, 2012 (b)	9.30%	11.70%
White alone, not Hispanic or Latino, percent, 2012	73.40%	71.60%

Living in same house 1 year & over, percent, 2008-2012	83.50%	82.60%
Foreign born persons, percent, 2008-2012	14.10%	13.00%
Language other than English spoken at home, pct age 5+, 2008-2012	18.40%	18.20%
High school graduate or higher, percent of persons age 25+, 2008-2012	91.10%	90.00%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	28.80%	31.60%
Veterans, 2008-2012	58,935	594,914
Mean travel time to work (minutes), workers age 16+, 2008-2012	29.2	25.5
Housing units, 2012	290,557	2,914,607
Homeownership rate, 2008-2012	67.30%	63.80%
Housing units in multi-unit structures, percent, 2008-2012	25.20%	25.70%
Median value of owner-occupied housing units, 2008-2012	$311,600	$272,900
Households, 2008-2012	268,546	2,619,995
Persons per household, 2008-2012	2.62	2.52
Per capita money income in past 12 months (2012 dollars), 2008-2012	$31,310	$30,661
Median household income, 2008-2012	$68,338	$59,374
Persons below poverty level, percent, 2008-2012	9.80%	12.90%

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Demographic Data for Oso and Darrington

	Oso	Darrington
Population	180 (2010), rank #567	1,347 (2010), rank #357
Population Growth	-26.83% since 2000, rank #461	18.57% since 2000, rank #146
Population Density:	63.15/sq mi, rank #593	804.89/sq mi, rank #319
Median Household Income:	$32,917 at 2008-2012—-56.29% increase since 2000, rank #521	$31,591 at 2008-2012—-3.72% increase since 2000, rank #535
Median House Price:	$256,300 at 2008-2012—60.09% increase since 2000, rank #215	$180,100 at 2008-2012—60.66% increase since 2000, rank #373
Time Zone:	Pacific GMT -8:00 with Daylight Saving in the Summer	Pacific GMT -8:00 with Daylight Saving in the Summer
Land Area:	2.83 sq mi, rank #312	1.65 sq mi, rank #394
Water Area:	0.02 sq mi (0.80%), rank #273	0.02 sq mi (1.32%), rank #277
State:	Washington	Washington
Area:	Seattle-Tacoma-Bellevue, WA	Seattle-Tacoma-Bellevue, WA
County:	Snohomish County	Snohomish County, Skagit County

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FEMA

Fact Sheet

Property Acquisition for Open Space under the Hazard Mitigation Grant Program (HMGP)

General

- Property acquisition for the purpose of open space is an eligible project type under the HMGP, including acquisition of property subject to landslide hazards.
- State of Washington and Snohomish County have current FEMA-approved hazard mitigation plans. Washington is an Enhanced Plan State. County plan expires in September 2015.
- Under HMGP, pre-event (i.e, pre-landslide) market value of the structure can be used as the starting point to determine the amount of the purchase offer for each property, even if structure was destroyed.
- As of Thursday, there were 12 flood insurance policies/2claims filed in the impact area and one claim that may be outside of the impact area (possible river blockage back-up). Any purchase offer made to these properties will have to subtract any flood insurance claim proceeds as a duplication of benefits.
- Unsure how many homeowner policies are in place but, according to a statement by the Office of the WA Insurance Commissioner, there is no coverage for this event under the WA Standard Homeowner policy.
- Mapping provided from Region X indicates 39 properties in the slide zone. Using an estimate of $300,000 per property acquisition, total would be approximately $11.7m.

HMGP Funding:

Two most recent disasters (4056, declared 3/5/12) and 4083 (declared 9/25/12) application periods are closed - they have HMGP applications submitted well above respective ceilings.

Cost Effectiveness:

Based on the BC assumptions below, we believe any properties that are in imminent risk of landslides would be cost effective for acquisition. We have developed a spreadsheet to do the calculations (already shared with R10). Required inputs for benefits are 1) Building replacement value of structure being mitigated; 2) Number of people that live in structure; and 3) Mitigation project costs (property acquisition costs).

Use of this tool assumes 1) risk is imminent, therefore, no discounting or project useful life calculations. We are assuming 'imminent' means slope failure estimated to be within 5 years; 2) since one time risk, no recurrence information needed; 3) the rest of the calculations are automatically populated using FEMA standard values which can be adjusted if needed; 4) we add benefits for life safety.

Environmental Review:

FEMA will conduct a standard Environmental and Historic Preservation review process for projects submitted.

Other Mitigation options:

Would include slope stabilization, which would involve additional extensive environmental review.

Talking Points

Washington Mudslide

April 2014

PUBLIC ASSISTANCE

Shaping the distinction between debris removal and remain retrieval

- Search and remains retrieval is an eligible Category A activity if performed in conjunction with debris removal work. Search, rescue, and retrieval activities that are not associated with debris removal are Category B.

What's debris versus a new natural feature created by the slide—where and how do we draw those lines

- Any debris removal costs for work supporting search, rescue, and retrieval activities are eligible.
- Eligible debris activities after search and rescue is complete will be driven based on local recovery decisions. Debris removal from what was previously identified as public and private property can be authorized if the community decides to rebuild. Debris in natural, previously uninhabited areas would not be eligible unless it poses a health and safety risk.
- Additionally, because the community was almost entirely destroyed, debris removal from private property could be authorized under economic recovery criteria if community decides to rebuild in the same location.

Shaping the discussion about community restoration choices in a known hazard area

- Alternative procedures can provide flexibility for restoration of infrastructure. Community may want to pursue alternate and improved projects in a different location. Initial reports from Region X are that publicly owned infrastructure at the location is expected to be limited to potentially some roads (although there are also private roads) and some electric utilities. Homes were on wells and septic tanks for water/wastewater.

Who pays for what elements of the State Highway under MAP 21?

- Under a Stafford Act declaration authorizing debris removal, FHWA does not have authority for debris removal on Federal-aid highways, and consequently FEMA PA has the authority to fund the removal of debris from SR-530, which is an on-system, Federal-aid highway.
- Permanent restoration of SR-530 will be funded by FHWA under their Emergency Relief (ER) program. FHWA reports that due to ongoing recovery efforts they and the State do not know the condition of the roadway and any possible slope stabilization requirements. It is not known what structural damage there may be to the roadway.

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- Based on information from FHWA, eligibility for possibly re-routing SR-530 under the ER program will depend on damage to the roadway and feasibility of repairing or rebuilding the current route. If it's not feasible to reestablish the current route, a realignment would have to be cost effective and serve the same pre-disaster purpose.
- Alternative routes may be funded under ER. When a roadway is closed like this, ER can fund a temporary detour, including construction costs that may be needed to improve existing roadways to serve as a detour or provide a new route as the detour. A detour would need to be officially designated and carry only essential traffic (not necessarily pre-disaster levels). Preference is for use of existing roadways. Construction of a new route may be allowed, within reason, if there is no alternative and it is needed to serve essential traffic due to excessive time/distance needed to bypass the damage roadway.
- Traffic control and safety may be eligible as emergency repairs under the ER program if needed to restore essential traffic on the roadway prior to permanent repairs.

<u>What are the flood/mud issues related to insurance that we're going to see?</u>

- As it relates to public infrastructure PA doesn't foresee any unusual issues. There may be public buildings subjected to reductions if the NFIP determines the event is covered under the NFIP and they were located in the SFHA.

<u>Landslide Policy, RP 9524.2</u>

- PA may fund cost effective emergency protective measures including, but not limited to:
    - Site inspections and limited geotechnical assessments to determine if the failed slope poses an immediate threat to lives, public health and safety, or improved property.
    - Temporary drainage measures
    - Temporary ground protection to better stabilize the mass (e.g., riprap, sheeting)
    - Partial excavation at the head of a sliding mass to reduce driving force
    - Backfilling or buttressing at the toe of a sliding mass (e.g., gabions, rock toes, cribwalls, binwalls, soldier pile walls)
    - Installation of barriers to redirect debris flows
    - Temporary relocation of a facility's function.
- If permanent work is authorized under the declaration, if the site was unstable prior to the event then restoration of the integral ground (stabilization) of the facility is not eligible for FEMA funding.

<u>PA Alternative Procedures Pilot Program for Debris Removal:</u>

- The question on implementation of the sliding scale may come up. The mudflow occurred on March 22. Debris removal has not yet begun. Under the Pilot, the timeframes for the cost share increases in the sliding scale begin at the start of the incident period. So application of the 85% cost adjustment for 30 days will be limited by

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the time needed to complete search, rescue and recovery operations. We have maintained application of this provision thus far in previous events. An option may be to allow the sliding scale to begin when debris removal operations begin, but raises questions on eligibility and cost share of any debris costs incurred prior to the beginning of full scale debris operations.

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Talking Points

Washington Mudslide

April 2014

OFFICE of FEDERAL DISASTER COORDINATION INFORMATION

- Joan Rave has been named FDRC and will arrive in the area on Monday (4/7).
- Task Force has federal, state, local and voluntary agencies participating, to include OFAs: SAMHSA, ACF, HUD, USDA, Commerce & SBA.
- OFDC & National RSFs stand by to support Task Force, as needed.
- Task Force is working to identify families impacted, to include deceased and survivors, and to determine who will be making decisions on the behalf of families where there are no adult survivors. This will facilitate decision-making at many levels. (Deb discussed this with Tito earlier today and he will discuss with Christy, but they all think this work is likely underway as the County has taken the lead on case management).
- FEMA needs to identify data-sharing needs of Task Force to ensure we can match needs to "appropriate" resources and identify gaps. (Deb gave Tito a heads up on this earlier today).

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Talking Points

Washington Mudslide

April 2014

HUMAN SERVICES MULTI-AGENCY TASK FORCE

Christy Grant (Region X, IA Branch Chief) is leading the Washington Mudslide Human Services Multi-Agency Task Force, which kicked off 3/31.

Key points from Christy:

- 30 cross-disciplinary folks met on 3/31 with representatives from State, locals, OFAs and voluntary agencies. Others plan to join moving forward.
- Focus of the TF will be on the needs of people and pets including sheltering, feeding, donations, access and functional needs, children's services, housing, funeral support, mental health, case management, unemployment, legal services, and voluntary agency coordination.
- Snohomish County will take the lead on the TF and has identified a lead POC for needs assessment, data gathering/analysis, and planning support.
- This TF will work with home agencies/organizations to ensure unified messaging, consistent and accurate reporting.

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USGS Landslide Statistics

Washington Mudslide Background

April 2014

BELOW IS A LIST OF THE LARGEST LANDSLIDES, IN TERMS OF CASUALTIES.

Note: The 1980 Mount St. Helens eruption-associated landslide is the biggest in North America as far as area and volume.

Rank	Year	Location	Casualties
1	1985	Mamayes, Puerto Rico (Hurricane Isabel)	129
2	1980	Mt. St. Helens	57 due to the landslide
3	2014	Oso, Washington	51 *21 dead + 30 missing*
4	1959	Madison Canyon, Montana	29
5	1969	Blue Ridge, Virginia (Hurricane Camille)	25
6	2005	La Conchita, California	10
7	1974	Canyonville, Oregon	9
8	1999	Sacred Falls, Hawaii	8

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Emergency Support Function 15

Standard Operating Procedures

August 2013

Homeland Security

Emergency Support Function 15

Standard Operating Procedures

August 2013

August 30, 2013

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) 2013 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 2009 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 2013 SOP has been updated using lessons learned from numerous incidents to include the BP oil spill, the Fukushima nuclear incident, Hurricane Sandy and the Boston Marathon attack. Guidance is also provided on accessible communications for the public and shifting the community relations function to Disaster Survivor Assistance Teams (DSAT) in FEMA's Recovery Directorate.

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.

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.

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

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Quick Reference Guide

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

Basic Plan

- Purpose
- Background
- National Response Framework
- The Whole Community
- Mission
- ESF #15 Director's Intent
- Objectives
- Concept of Operations
- Department and Agency Responsibilities
- External Affairs Components
- Roles and Responsibilities
- ESF #15 Organization, Staffing and Operations

Annex A, Interagency Organization, Staffing, and Operations

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- Organization
- Staffing
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- Activation
- Incident Operations
- **Case Study - 2013 Boston Marathon Bombing**
- **Case Study - 2011 Fukushima Nuclear Crisis**
- **Case Study - 2010 Deepwater Horizon Oil Spill**
- ESF #15 Daily Operations
- USA.GOV
- National Contact Center
- DHS CRCL Incident Community Coordination Call
- **Case Study - 2013 Boston Marathon Bombing**
- App 1 Federal Authorities
- App 2 Coordination Federal Response
- App 3 No-Notice Checklist
- App 4 Deliberate Planning Checklist
- App 5 Operations Director Designation
- App 6 External Affairs Officer Designation
- App 7 Notional Strategic EA Daily Events Schedule
- App 8 Daily Communications Summary
- **Case Study - 2012 Hurricane Sandy**
- App 9 External Affairs Daily Plan
- App 10 Information Update

Annex B, Intergovernmental Affairs

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- Organization
- IGA Activities
- ESF #15 IGA Staff Positions

Annex C, Joint Information Center

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- Concept of Operations
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Annex J, Federal Law Enforcement

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Annex Y, Training

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Annex Z, Acronyms and Key Terms

Notes

Emergency Support Function #15 - External Affairs Standard Operating Procedures (SOP)
Basic Plan

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

NOTE TO USERS

This ESF #15 SOP is an updated guidance document to the 2009 version. The objective for this review was to ensure that our Federal external affairs doctrine encompassed a comprehensive government approach to incident response for Stafford Act and non-Stafford Act incidents. The 2013 version includes annex updates, case studies, information about the whole community, the Nation's incident communications website (www.usa.gov), the National Terrorism Advisory System (NTAS), and the National Contingency Plan (NCP).

1.0 Purpose

This SOP establishes procedures and protocols for Emergency Support Function #15 External Affairs to support Federal domestic incident management during an incident requiring a coordinated Federal response. Emergency Support Function #15 integrates Public Affairs and the Joint Information Center (JIC), Congressional Affairs, Intergovernmental Affairs (State, Local, Tribal and Territorial), Planning and Products and the Private Sector under the coordinating auspices of external affairs. The JIC ensures the coordinated release of information. The Planning and Products component of external affairs develops all external and internal communications strategies and products for the ESF #15 organization. **As of April 2013, the Community Relations function, formerly a component of ESF #15, is now executed by Disaster Survivor Assistance Teams (DSAT) in FEMA's Recovery Directorate. This version reflects the change and includes information on internal coordination with DSAT.**

2.0 Background

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

information to affected audiences, including governments, media, the private sector, and the local populace.

3.0 National Response Framework

3.1 The National Response Framework (NRF) superseded the *National Response Plan (2004 and 2006 revisions)* in January 2008. The NRF presented 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.

3.2 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."

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

3.4 The NRF is always in effect, and elements can be implemented at any level at any time.

3.5 The ESF #15 annex is available online at the FEMA NRF website (**www.fema.gov/national-response-framework**).

4.0 The Whole Community

4.1 The NRF is a guide to how the Nation responds to all types of disasters and emergencies. The NRF is intended to provide guidance for the whole community. Whole community includes the private sector, nongovernmental organizations (NGOs), the general 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, but often neglected, part of every community.

4.2 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 and mental health disabilities
- Have intellectual, developmental and cognitive disabilities

- Are institutionalized
- Are older adults with and without disabilities
- Are children with or without disabilities and their parents
- Are economically or transportation disadvantaged
- Are women who are pregnant
- Have chronic medical conditions, have pharmacological dependency
- Are often underrepresented or excluded

4.3 All communicators should strive to provide accurate, coordinated, and timely information through the use of accessible, culturally and linguistically appropriate formats.

5.0 Mission

Upon activation of ESF #15 by the Department of Homeland Security (DHS) Assistant Secretary for Public Affairs, Federal external affairs resources will be employed to conduct sustained operations in support of the Federal Coordinating Officer (FCO), and Unified Coordination Group (UCG)[1] during an incident requiring a coordinated Federal response in order to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

6.0 ESF #15 Director's Intent

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

7.0 Objectives

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

8.0 Concept of Operations

Through coordination with the FCO, Unified Coordination staff and affected state, tribal, territorial and local partners, the Federal Government will establish and conduct supporting external affairs activities. These activities and supporting organization will be

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

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. 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.

9.0 Department and Agency Responsibilities

9.1 Coordinating Agency
Department of Homeland Security (DHS)

9.2 Primary Agency
Federal Emergency Management Agency (FEMA)

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

10.0 External Affairs Components

10.1 Intergovernmental Affairs (State, Local, Tribal and Territorial)
Intergovernmental Affairs incorporates state, local, tribal and territorial coordination to assist the FCO and Unified Coordination staff with direct communications procedures to build partnerships with tribal governments, and facilitates delivery of incident management programs and resources to protect families, community livelihood, and cultural and environmental resources.

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

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

10.4 Private Sector
Private Sector coordination assists the FCO and Unified Coordination staff with communications involving counterparts in the non-governmental and commercial areas.

10.5 Planning and Products

This component 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.

11.0 Roles and Responsibilities

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

11.1 ESF #15 Director

DHS Assistant Secretary for Public Affairs (ASPA)

11.2 ESF #15 DHS Component Directors

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

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

DHS IGA Director

11.2.2 Congressional Affairs

DHS Assistant Secretary for Legislative Affairs

11.2.3 Private Sector

DHS Assistant Secretary, Private Sector Coordination Office

11.3 ESF #15 Operations Director (OD)

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

11.3.1 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.

11.3.2 Provide direction, oversight, and coordination to the ESF #15 External Affairs Officer.

11.3.3 Represent ESF #15 in the NRCC.

11.3.4 Coordinate with DHS ESF #15 Component Directors and their staffs and international, interagency, and state, local, tribal and territorial counterparts to ensure that operational information and tasking are integrated and executed.

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

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

11.4 ESF #15 Leadership Cadre

The ESF #15 leadership cadre is detailed below and includes the key functions for Federal external affairs. Leadership cadre assignments will be made in advance for some potential incidents and to support FCO and 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.

11.4.1 ESF #15 External Affairs Officer (EAO)

The ESF #15 OD recommends the External Affairs Officer to the ESF #15 Director prior to, or immediately following, an incident requiring a coordinated Federal response. Upon approval of the recommendation (or selection of another EAO), the ESF #15 Director will designate the EAO using the template in Appendix 7 to Annex A. Designation and written notification of the EAO should occur as soon as possible. This includes National Security Special Events (NSSE). The EAO serves as the primary external affairs advisor to the FCO and Unified Coordination staff. The EAO has a dual-report responsibility to both the ESF #15 Director and the FCO. Specific duties include coordinating and developing the external affairs and communications strategy in support of the FCO and the incident action plan. The EAO is responsible

for coordinating the external affairs information flow among the ESF #15 Director; FCO; 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.

- **Initial ESF #15 External Affairs Officer**
  In the event of a no-notice incident requiring a coordinated Federal response, an initial EAO may be assigned pending arrival of the permanently assigned officer. The ESF #15 Director will assign the initial EAO in consultation with the FCO.

For a large-scale response that requires additional leadership support, another qualified EAO may be assigned to serve in a deputy capacity to support the management of ESF #15 operations and staff within the Unified Coordination staff.

11.4.2 ESF #15 Liaison

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

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

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

11.4.4 ESF #15 Assistant External Affairs Officer for the JIC (AEIC)

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

11.4.5 ESF #15 Assistant External Affairs Officer for Congressional Affairs (AEAC)

Reports to the ESF #15 EAO and oversees all activities involving Congressional Affairs. Responsibilities include coordinating the exchange of information with members and committees of Congress and

their staffs, and serves as the senior advisor for all issues relating to Congressional matters.

11.4.6 ESF #15 Assistant External Affairs Officer for Private Sector (AEPS)

The Assistant External Affairs Officer for the Private Sector serves as a liaison to private sector organizations and partners. This officer communicates with and proactively reaches out to private sector organizations in the affected areas and works closely with and in support of state, local, tribal and territorial officials responsible for private sector programs and services. Reports to the ESF #15 EAO and serves as the senior advisor on all issues involving private sector matters.

11.4.7 ESF #15 Assistant External Affairs Officer for Planning and Products (AEPP)

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

11.4.8 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 or ESF #15 leadership cadre to conduct external communications activities.

11.4.9 ESF #15 Resource Support Manager (RTMG)

The ESF #15 Resource Support Manager will report to the ESF #15 EAO and supervise all related activities in this function. This will include office space and equipment needs, JIC support, and coordination with Unified Coordination staff elements. The RTMG will coordinate directly with the ESF #15 staff and Unified Coordination Logistics and Finance and Administration sections as necessary.

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

External Affairs is represented on National and Regional IMATs through an External Affairs Specialist. This specialist 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 and EAO and ESF #15 staff may be similar; and in this case, the IMAT EA specialist provides support to the EAO as needed and as long as the IMAT is activated. During non-incidents, the EA specialists train with the IMATs and works under the mentorship of the Regional EA Director by developing plans and outreach in their region.

11.5 FEMA Regional External Affairs Directors (EAD)/Officers

FEMA Regional EADs work closely with the ESF#15 OD to appoint the EAO that will manage ESF #15 Operations in 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 and knowledge of the states, tribes and counties in their region, so they provide guidance and support on ESF #15 responses in their respective states and tribes.

12.0 ESF #15 Organization, Staffing, and Operations

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

Annexes

A Organization, Staffing, and Operations
B Intergovernmental Affairs (State, Local, Tribal and Territorial)
C Joint Information Center
D Congressional Affairs
E Omitted
F Private Sector
G Planning and Products
H Cybersecurity
I Military Support
J Federal Law Enforcement
K Omitted
L Public Health and Medical
M Environmental
N Radiological
O NTSB Transportation Investigations
P Agriculture and Food
Q Staffing and Deployments
R Digital and Social Media
X Administration and Logistics
Y Training
Z Acronyms and Key Terms

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)

1.0 Purpose

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

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

2.0 Mission

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

3.0 Organization

3.1 General Guidance

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

3.2 Federal Interagency Participation

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

3.3 Organizational Structure – Coordinated Federal Response

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

4.0 Staffing Compliance

4.1 DHS Headquarters and ESF #15 Component Staffing

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

4.2 Federal Interagency Staffing

In accordance with the National Response Framework 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.

All Federal interagency personnel will conform to the guidance and policies contained within this SOP and as specified by the FCO and JFO SOP.

DHS Public Affairs will coordinate and solicit requests for staffing support with the Federal departments and agencies during an incident requiring a coordinated Federal response. Departments and agencies deploying personnel *may* be responsible for all travel and per diem costs. [Federal reimbursement will be dependent also on the Robert T. Stafford Disaster Relief and Emergency Assistance Act or other legislative actions concerning an incident.] Housing will be determined by the availability, but agencies should be prepared to be flexible and support member logistics needs.

5.0 Operations

5.1 Concept of Operations

Through coordination with the FCO, 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. The ESF #15 team will utilize this SOP as procedural guidance for activating, establishing, and operating the external affairs operation. A central feature of this concept, consistent with the incident command system, is a *unified* planning component that brings unity of effort to all strategic communications planning and product development.

5.2 Plan Coordination

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

5.3 Strategic Direction

Strategic communications direction will originate from White House Communications, the ESF #15 Director, ESF #15 DHS Component Directors, 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's incident action plan, in close coordination with appropriate authorities and counterparts. The ESF #15 EAO will engage fully with the FCO, 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 2 details the chain of coordination from the National Federal level to the ESF #15 EAO.

5.4 Message Development

Federal, state, local, tribal and territorial communicators must ensure that messaging reflects both unknown issues as well as 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 that uncertainty remains. Extensive risk communications research data shows that telling the public the truth about a difficult situation and the unknown factors actually strengthens the public's trust in an organization and enhances its public credibility, especially if further uncertainty or bad news is expected. To this end, transparency in the actions and words of authorities is absolutely critical to public confidence and national cohesion. Throughout an incident, Federal communicators will strive for messaging that is transparent and consistent across agencies.

5.5 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.**

5.6 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, Unified Coordination staff, the NRCC, and RRCC.

6.0 Activation

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

6.1 ESF #15 External Affairs Officer Designation

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

6.2 DHS Office of Public Affairs (OPA)

The DHS Assistant Secretary for Public Affairs will activate 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. DHS actions will focus on:

6.2.1 Execution Checklists

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

6.2.2 DHS National Joint Information Center (NJIC)

If required to support interagency communications, the DHS NJIC will serve as the Federal incident communications coordination center during incidents requiring a coordinated Federal response. It is staffed by experienced incident communications response personnel and can rapidly mobilize and coordinate the Federal external communications effort. The "virtual" Federal interagency team and National Incident Communications Conference Line (NICCL) are controlled 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 "virtual" 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, Unified Coordination staff, and ESF #15 staff.

6.2.3 DHS Component Agencies

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

6.3 FEMA External Affairs Ready Room

Similar to the functional role of the NJIC, FEMA activates its external affairs ready room 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, FEMA ready room serves as the Federal incident communications coordination center.

7.0 Incident Operations

In coordination with the FCO, the ESF #15 External Affairs Officer will lead ESF #15 deployment and establishment efforts for the 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:

7.1 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.**

7.2 Terrorism and Law Enforcement

In accordance with HSPD 5, "the Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at U.S. citizens or institutions…." More specifically, and per the NRF, "the FBI is the lead agency for criminal investigations of terrorist acts or terrorist threats within the United States." If a JFO 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.

Non Stafford Act Case Study:
2013 Boston Marathon Bombing

- DHS Office of Public Affairs conducted a 3:20 PM NICCL call on Monday, April 15 to coordinate the communications response with the White House, FBI and Boston communicators following the afternoon bombing at the Boston Marathon finish line.
- Additional NICCL calls were conducted Tuesday and Wednesday mornings.

7.3 Radiological Incidents

The nature of a radiological incident may require modification to release information and media access guidelines. In accordance with the NRF, there are

numerous coordinating agencies for radiological incidents. Accordingly, the ESF #15 EA Officer designated for a radiological incident should coordinate closely with the FCO and lead agency subject to the type of incident. Annex N provides additional information on responsibilities during a radiological incident.

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

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

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

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

7.4 International Incidents

Incidents that take place outside the 56 States and Territories may still affect U.S. audiences; however the Stafford Act does not authorize the expenditure of funds for response to an international incident.

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 DC 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

7.4.1 The Department of State in conjunction with the White House Office of Communications is the coordinating agency for Federal lead for incident communications response.

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

7.4.3 Even though the NRF only applies to domestic incidents, Federal communication coordination using the NICCL and SICCL protocols may

still be used by either DHS or the Department of State during those incidents when overseas incidents affect domestic audiences (or when use of these Federal communications protocols would benefit communicators responding to U.S. media).

7.5 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).

7.5.1 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.

Non Stafford Act 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 the 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 deployed to support the Federal communications coordination effort.

7.5.2 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.

7.5.3 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 provide assistance to support USCG and EPA LNOs.

7.5.4 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.

7.5.5 Organization and position functions of the NRT JIC are contained in the NRT JIC Model SOP:
http://www.nrt.org/production/NRT/NRTWeb.nsf/AllAttachmentsByTitle/SA-1056NRT_JIC_Model_October2009_Print_Ready_Version.pdf/$File/JIC_Model_011110.pdf?OpenElement

7.6 Maritime Operational Threat Response (MOTR)

7.6.1 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 departments and agencies' operation centers conduct a MOTR conference call to coordinate operational response to maritime security events.

7.6.2 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.

7.6.3 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.

8.0 ESF #15 Daily Operations

8.1 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 EA Officer will develop a daily external affairs routine. This routine is critical to the smooth flow of information and will assist synchronization. Participants must be flexible and work to ensure that communications objectives and initiatives are accommodated and timed for optimum delivery. A notional daily routine is contained in Appendix 7. This may be modified as necessary by the ESF #15 EA Officer.

8.2 ESF #15 Daily Communications Summary

This document is based on a template and will be prepared daily by the ESF #15 lead 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 citizens in the affected area(s). These messages should not only address issues facing citizens today, but also any anticipated issues or guidance with respect to significant challenges such as housing, economic impacts, infrastructure, communication, etc. A notional example is contained in Appendix 8.

8.3 ESF#15 EA Daily Plan

This document has similar information as the ESF#15 Daily Communications Summary for the next day. The plan will provide ESF#15 partners with information on the next day's key messages, events and activities. The ESF#15 EAO and ESF#15 staff prepare the document for the following day and disseminate each evening to personnel identified by the ESF#15 OD for visibility and coordination. For example, in a FEMA-led response, the plan would be disseminated to HQ and Regional EA leadership along with Unified Coordination staff leadership. Appendix 9 provides a sample template of the EA Daily Plan.

8.4 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, press releases and other documents. Sharing information among multiple incident locations is paramount. An ESF #15 Information Update (scroll) may be necessary in order to ensure that the ESF#15 OD's outputs do not overwhelm recipients' ability to process information. During these instances, the ESF#15 OD will develop and distribute an abbreviated summary of key news releases and informational items on an hourly basis or as needed. These documents will be provided in full detail on Homeland Security Information Network (HSIN) and/or a supporting incident Web site if required. Appendix 10 provides a notional example of an information update.

8.5 National Incident Communications Conference Line (NICCL)

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

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.

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

8.6 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.

8.7 Private Sector Incident Communications Conference Line (PICCL)

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

9.0 USA.gov

Managed by the General Services Administration, USA.gov is the official web portal of the U.S. Government and the agreed to 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 general 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.

9.1 Federal Procedures for Activation

The use of the USA.gov platform may be directed by the ESF #15, the Director of Incident Communications or the FEMA Director of External Affairs. 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 and agencies with multiple leads
- last for several days
- result in national or international media attention
- generate questions from the general public
- involve several States/cities.

9.2 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.

9.3 Content Approvals

Web content will be based on approved talking points and will not stray from intent of authors. Web content 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.

10.0 National Contact Center (NCC)

Also managed by GSA, the NCC serves as an information and referral service for the general 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.

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

11.1 The ICCT is the only tool of its kind available for rapid-two way communication between the Federal Government and impacted communities who may have distinct civil rights and civil liberties concerns in the aftermath of any homeland security incident.

11.2 The ICCT is initiated 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 (e.g., actual or potential terrorist attack, other emergencies).

11.3 The call also allows the government to receive timely information from community leaders including: 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.

Non Stafford Act Case Study: 2013 Boston Marathon Bombing

An ICCT call was conducted on Tuesday, April 16 with the US Attorney in Boston, community officials, and staff from NCTC, DOJ, FBI, DHS Headquarters and DHS components. Officials from the White House National Security Staff and White House Office of Public Engagement also joined the call.

11.4 The call is comprised of key DHS and Federal agencies, as well as community leaders and entities who work closely with Federal officials nationally and in the affected areas.

Appendices

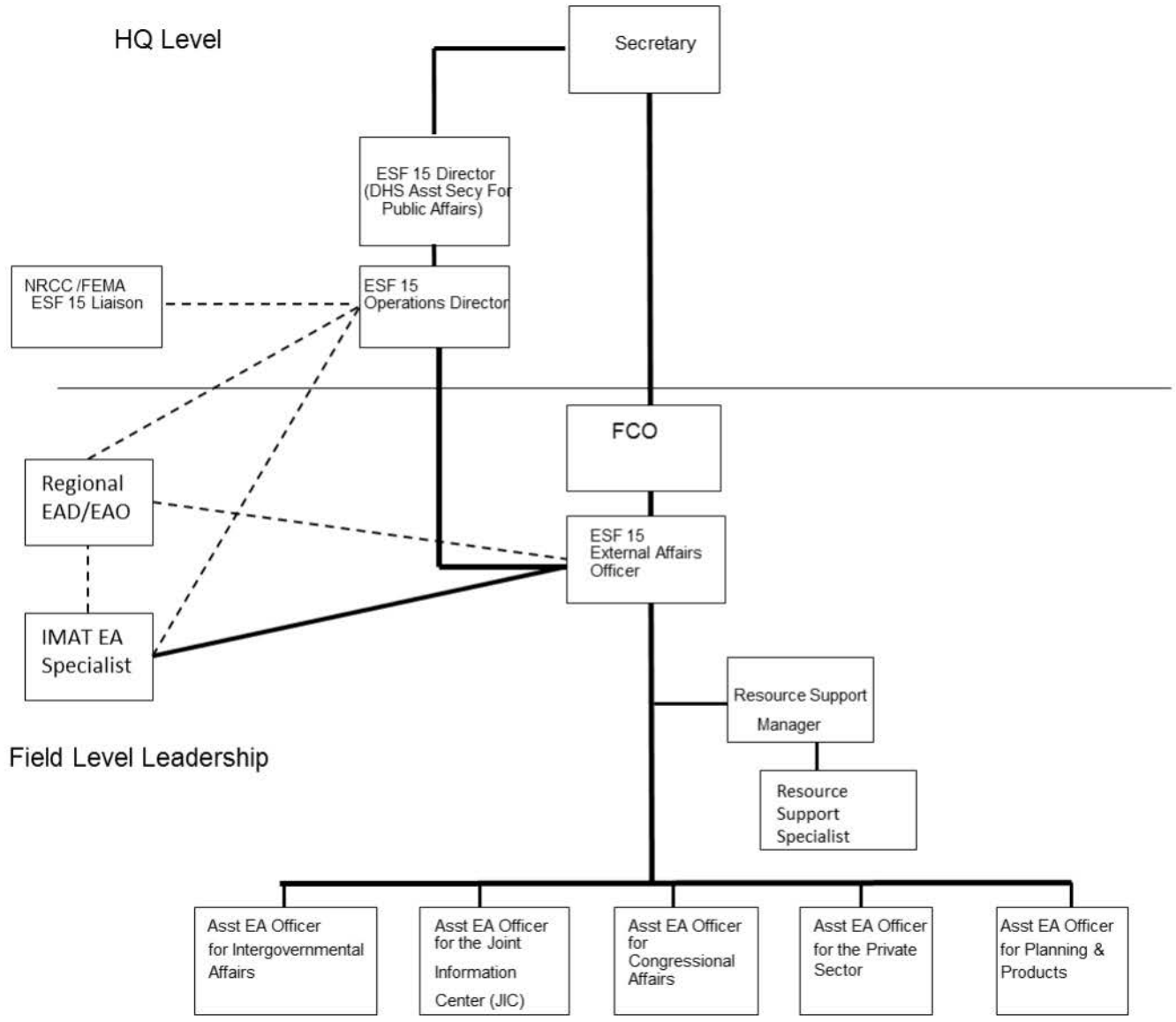
1 Quick Reference – Key Federal Authorities and Incident Management Directives
2 Organizational Chart – Coordinated Federal Response
3 ESF #15 No-Notice Incident Execution Checklist
4 ESF #15 Deliberate Planning Execution Checklist
5 ESF #15 External Affairs Operations Director Designation Letter
6 ESF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

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

Authority/Guidance	Summary
Homeland Security Presidential Directive 1	Ensures coordination of all homeland security–related activities among executive departments and agencies and promotes the effective development and implementation of all homeland security policies.
Homeland Security Presidential Directive 2	Provides for the creation of a task force that will work aggressively to prevent aliens who engage in or support terrorist activity from entering the United States and to detain, prosecute, or deport any such aliens who are within the United States.
Homeland Security Presidential Directive 4	National Strategy to Combat Weapons of Mass Destruction: Also named National Security Presidential Directive 17. Applies new technologies and increased emphasis on intelligence collection and analysis, strengthens alliance relationships, and establishes new partnerships with former adversaries to counter this threat in all of its dimensions.
Homeland Security Presidential Directive 5	Directs DHS to coordinate Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies.
Homeland Security Presidential Directive 6	Provides for the establishment of the Terrorist Threat Integration Center (TTIC) and directs the heads of executive Departments and Agencies to provide the TTIC on an ongoing basis all appropriate terrorist information.
Homeland Security Presidential Directive 9	Establishes a national policy to defend the agriculture and food system against terrorist attacks, major disasters, and other emergencies.
Homeland Security Presidential Directive 10	Provides a comprehensive framework for our Nation's biodefense.
Homeland Security Presidential Directive 11	Implements a coordinated and comprehensive approach to terrorist-related screening that supports homeland security, at home and abroad. This directive builds upon HSPD 6.
Homeland Security Presidential Directive 12	Establishes a mandatory, Government-wide standard for secure and reliable forms of identification issued by the Federal Government to its employees and contractors (including contractor employees).
Homeland Security Presidential Directive 14	Domestic Nuclear Protection: Also named National Security Presidential Directive 43. It addresses the unauthorized importation, possession, storage, transportation, development, or use of a nuclear explosive device, fissile material, or radiological
Homeland Security Presidential Directive 16	Also named National Security Presidential Directive 47. It details a strategic vision for aviation security while recognizing ongoing efforts, and directs the production of a National Strategy for Aviation Security and supporting plans.

Authority/Guidance	Summary
Homeland Security Presidential Directive 18	Medical Countermeasures against Weapons of Mass Destruction. Establishes policy guidelines to draw upon the considerable potential of the scientific community in the public and private sectors to address medical countermeasure requirements relating to chemical, biological, radiological, and nuclear (CBRN) threats.
Homeland Security Presidential Directive 19	Combatting Terrorist Use of Explosives in the US. Establishes a national policy and calls for the development of a national strategy and implementation plan on the prevention and detection of, protection against, and response to terrorist use of explosives in the US.
Homeland Security Presidential Directive 20	Also named National Security Presidential Directive 51. Directs DHS to coordinate the implementation, execution, and assessment of continuity operations and activities (COOP).
Homeland Security Presidential Directive 21	Establishes a national strategy that will enable a level of public health and medical preparedness sufficient to address a range of possible disasters.
Homeland Security Presidential Directive 24	Biometrics for Identification and Screening to enhance National Security. Establishes a framework to ensure that Federal executive departments use mutually compatible methods and procedures regarding biometric information of individuals, while respecting their information privacy and other legal rights.
Homeland Security Presidential Directive 25	Also named National Security Presidential Directive 66. Arctic Region Policy. Establishes the policy of the U.S. with respect to the Arctic region and directs related implementation actions.
Presidential Policy Directive /PPD-1	Organization of the National Security Council System. Establishes the National Security Council (NSC).
Presidential Policy Directive /PPD-2	Implementation of the National Strategy for Countering Biological Threats
Presidential Policy Directive /PPD-7	Provides guidance on the National Terrorism Advisory System and directs DHS to establish an office to manage the program. Rescinded Homeland Security Presidential Directive 3
Presidential Policy Directive /PPD-8	Designates the Secretary of Homeland Security as responsible for coordinating the domestic all-hazards preparedness efforts of all Federal departments and agencies. Requires the Secretary to develop a series of policy and planning documents to strengthen the security and resilience of the US against threats to national security, including acts of terrorism, cyber-attacks, pandemics, and catastrophic disasters.
Presidential Policy Directive /PPD-17	Reaffirms the 2007 Strategy for Combating Terrorist Use of Explosives in the U.S. and provides guidance to counter threats involving the use of IEDs and secure the U.S. and its allies, partners, and interests from attacks using IEDs and their consequences. Rescinds HSPD-19.
Stafford Disaster Relief and Emergency Assistance Act	Provides authority for coordinating the Federal response to a major disaster or emergency

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



Notes:
1. Once ESF#15 EAO has been appointed, IMAT EA Specialist will report to ESF #15 EAO and the IMAT lead. Once the IMAT has transitioned, the EA specialist will either demobilize or fold into an ESF #15 staff position within the response.
Notes:
2. Once ESF#15 EAO has been appointed, IMAT EA Specialist will report to ESF #15 EAO and the IMAT lead. Once the IMAT has transitioned, the EA specialist will either demobilize or fold into an ESF #15 staff position within the response.

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

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

1.0 Purpose

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

2.0 Activation and Deployment Execution Checklist: No-Notice Incident

Action	Directed by – Additional Information
☐ Incident(s) occurs	Notification by NOC, NRCC, or other Federal, state or tribal emergency operations center
☐ ESF #15 activated	DHS Assistant Secretary for Public Affairs
☐ * Contact affected state, local, tribal and territorial or private sector communications counterparts ▪ Communications plans ▪ Emergency Alert System (EAS) ▪ Lead agencies ▪ External Affairs support from Federal counterparts ▪ JIC location(s) and collocation ▪ External Affairs plans ▪ ESF #15 deployment plans	ESF #15 Director Participating state, local, tribal, territorial or private sector counterparts ***The State PIO should provide incident information and be first on the agenda for the call**
☐ DHS NJIC is activated	DHS Public Affairs
☐ FCO designated (time approximate)	Secretary of Homeland Security
☐ NICCL interagency call. Discuss: ▪ Situation ▪ Lead agency roles ▪ State and local communications on incident ▪ Federal strategic plan (initial) ▪ ESF #15 activation and deployment needs ▪ JIC establishment ▪ Statements by principals ▪ National Terrorism Advisory System (NTAS)	NICCL interagency participants DHS Assistant Secretary (or designate)

Action	Directed by – Additional Information
☐ Incident requiring a coordinated Federal response declared or being considered	Secretary of Homeland Security
☐ ESF #15 activation order distributed	NICCL and NRCC
☐ ESF #15 Operations Director designated	DHS 15 Director
☐ ESF #15 Operations Director reports 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 JIC location. ▪ The status of available ESF #15 resources in the affected area.	ESF #15 Operations Director
☐ ESF #15 External Affairs Officer designated. Brief/Discuss: ▪ FCO and team mobilization orders ▪ ESF #15 Director strategic tasking ▪ External Affairs deployment ▪ NTAS decisions, if applicable ▪ External rules of engagement ▪ Supporting leadership cadre needs ▪ State, local, tribal or territorial guidance/counterparts ▪ ESF #15 Component key issues ▪ USA.gov and GobiernoUSA.gov	ESF #15 Director ESF #15 Component Directors ESF #15 EAO (designee)
☐ ESF #15 Officer Component Conference Call	Conference call with ESF #15 components conveys FCO expectations and ESF #15 Director vision.
☐ ESF #15 staff mobilization orders initiated	ESF #15 Operations Director to D/A communications directors.
☐ Unified Coordination Group and Staff Scoping Meeting	FCO, ESF #15 EAO, JIC Officer, others as necessary. Identify ESF #15 priority physical requirements for Unified Coordination in order to be fully mission capable as soon as possible.
☐ IMAT Deployed	FEMA Incident Management Assistance Team
☐ ESF #15 Leadership Cadre identified	ESF #15 Operations Director
☐ FCO & ESF #15 Advance Meeting (or call)	FCO, FCO Press Secretary, and ESF #15 EA

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

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

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

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

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

2.1 Possible or imminent natural disaster (e.g., hurricane, severe tropical storm).

2.2 Credible terrorism threat to a domestic location(s).

2.3 Potential man-made disaster (e.g., spill of national significance, reactor emergency, large HAZMAT release).

2.4 National Security Special Event (NSSE) (subject to threats, etc.).

3.0 Activation and Deployment Execution Checklist: Deliberate Planning
Note: These are notional actions and may be modified according to the specific incident.

Action	Directed by – Additional Information
☐ Incident or threat awareness	Notification by NOC, NRCC, or other Federal, state or tribal emergency operations center
☐ * Contact affected state, local, tribal, territorial or private sector communications counterpart ▪ Communications actions thus far ▪ EAS communications, if required ▪ Lead agencies ▪ Support from Federal counterparts ▪ JIC location(s) ▪ ESF #15 deployment plans	DHS Assistant Secretary for Public Affairs/ESF #15 Director Affected state, local, tribal, territorial or private sector counterpart ***The State PIO should provide incident information and be first on the agenda for the call**
☐ FCO Designated	Secretary of Homeland Security
☐ DHS NJIC Activated (as necessary)	DHS Public Affairs

Action	Directed by – Additional Information
☐ NICCL Interagency Call ▪ Situation ▪ Lead agency roles ▪ State and local communications on incident ▪ Federal strategic plan (initial) ▪ JIC establishment and Federal support desired for communications ▪ Statements by principals ▪ NTAS Alert or other declarations	ESF #15 Director Participating Federal, state, local, tribal, territorial or lead communications counterpart
☐ Incident requiring a coordinated Federal response	Secretary of Homeland Security
☐ ESF #15 activated	ESF #15 Director (DHS Assistant Secretary for PA)
☐ ESF #15 Operations Director designated	ESF #15 Director
☐ ESF #15 Operations Director reports to the Director: ▪ Who is the prospective or designated EAO? ▪ What is the status of coordination with the affected State? ▪ Where will the JIC be located? ▪ Are there sufficient ESF #15 resources available in the affected area?	ESF #15 Operations Director
☐ ESF #15 External Affairs Officer designated. <u>Brief/Discuss:</u> ▪ FCO and team mobilization orders ▪ ESF #15 Director strategic tasking and vision ▪ Advance Team deployment ▪ NTAS Alert, if applicable ▪ External rules of engagement ▪ Supporting Leadership Cadre needs ▪ State and local guidance/counterparts ▪ ESF #15 letter of designation ▪ USA.gov and GobiernoUSA.gov	ESF #15 Director ESF #15 Component Directors ESF #15 EAO (designee)
☐ ESF #15 All Component Conference Call initiated	ESF #15 Director ESF #15 Component Directors ESF #15 External Affairs Officer
☐ ESF #15 Leadership Cadre identified	ESF #15 Operations Director
☐ IMAT Deployed	FEMA Incident Management Assistance Team

Action	Directed by – Additional Information
☐ ESF #15 mobilization orders initiated	ESF #15 Operations Director
☐ Unified Coordination Group and Staff Scoping Meeting	FCO ESF #15 EAO JIC Officer, others as necessary Identify ESF #15 priority physical requirements for JFO (or other operating facility) in order to be fully mission capable within 24 hours of notification.
☐ ESF #15 initial staff requirements identified	ESF #15 Operations Director FEMA External Affairs
☐ ESF #15 External Affairs Officer arrives. Meets with Unified Coordination staff. Briefs Director.	ESF #15 External Affairs Officer
☐ ESF #15 External Affairs Officer meets with State, tribal, territorial or local lead incident communications team	ESF #15 External Affairs Officer
☐ JIC established or collocation initiated with State and local counterparts	Assistant External Affairs Officer, JIC FEMA IMAT
☐ ESF #15 External Affairs Officer meets with the FCO and Unified Coordination staff	ESF #15 External Affairs Officer
☐ External Affairs Officer meets with ESF #15 Leadership Cadre	ESF #15 External Affairs Officer ESF #15 Leadership Cadre
☐ ESF #15 Leadership Cadre and staff operational in support of the FCO and Unified Coordination staff	
☐ ESF #15 External Affairs Officer coordinates ESF #15 team in developing communications plan and strategy component to the Incident Action Plan	ESF #15 External Affairs Officer ESF #15 Planning and Products

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

TO:

FROM: Assistant Secretary for Public Affairs

SUBJECT: Designation as ESF #15 Operations Director

Reference:
A. National Response Framework
B. National Incident Management System
C. 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 _____.

2. You will report to me as my senior external affairs director in support of the Federal response. You will coordinate through me and the White House Office of Communications for strategic direction.

3. Coordinate with me and my staff to make contact with public information officials in (State) as soon as possible. Afford me and my staff the opportunity to be on the (State) call. Maintain close coordination with that staff as well as other Federal, state, local, tribal, 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 sufficient ESF #15 resources available
   d. An incident action plan detailing the multi-day coordination strategy and key events/actions

5. You are authorized to modify the ESF #15 organizational structure in accordance with Federal Coordinating Officer (FCO) and 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 and ESF #15 Component Directors.

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

TO:

FROM: FEMA Director of External Affairs

SUBJECT: Designation as ESF #15 External Affairs Officer

Reference: 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 in response to _____ in the areas affected in _____ during the period of _____, I am formally activating Emergency Support Function #15, External Affairs. In doing so, I am instructing External Affairs staff to comply with current operating procedures outlined in the above references.

2. I have named _____ as the External Affairs Officer for this disaster. He/she will serve as the External Affairs Advisor to the Federal Coordinating Officer (FCO), and will also coordinate with me, the ESF #15 Operations Director, and the Regional External Affairs Director as necessary for strategic direction.

3. As the EAO, _____ is authorized to modify the ESF #15 organizational structure in accordance with the FCO and the Joint Field Office (JFO) requirements to effectively execute Federal external affairs activities.

4. The EAO is authorized to assign ESF #15 leadership and staff personnel in coordination with the FCO, myself and ESF #15 Component Directors. He/she must immediately co-locate with the FCO. In addition, 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.

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

6. The EAO should coordinate all actions and requests through the Regional External Affairs Office and FEMA HQ External Affairs Disaster Operations Division. [This section will be altered if FEMA is not the lead for the ESF #15 response]

Appendix 7 to Annex A to Emergency Support Function #15 External Affairs
Strategic External Affairs Daily Events Schedule

SAMPLE DAILY EVENT SCHEDULE (Modify as necessary)		
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	DC News Briefing	ESF #15 Director, Interagency
1700	ESF #15 Core Group Conference Call	DHS PA, ESF #15, Other key reps
1900	ESF #15 Daily Summary Distributed	ESF #15 Planning and Products
2000	NICCL Next Day Plans Distributed	DHS Public Affairs

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

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

Note: This 2012 sample was produced prior to the transition of Community Relations from ESF #15 to the FEMA Recovery Directorate.

Emergency Support Function 15 – External Affairs
Post-Tropical Cyclone Sandy Daily Communications Summary
11/1/2012

KEY MESSAGES

- Our thoughts and prayers are with the families and communities in Northeast and Mid-Atlantic states who've been affected by this storm.

- The administration's top priority is to continue supporting the governors, tribal leaders and communities in impacted states, as response efforts continue. Coordinating through FEMA, we are committed to bringing the resources of the federal family to support the states, tribes and communities that have been affected by Hurricane Sandy. We continue to work side by side in close coordination with state, local and tribal emergency management officials, voluntary and faith-based communities, and private sector -- and we have personnel on the ground across the affected states.

  - Search and Rescue: Federal urban search and rescue teams continue to support state and local efforts for combined searches of more than 3,300 structures in Queens and 870 structures in Staten Island, and rapid reconnaissance of 9,500 structures in Nassau County, New York. Over 4,100 health and wellness checks in New York and New Jersey have been completed. U.S. Coast Guard has completed 59 search and rescue missions.

  - Assistance to Individuals: States, tribes, localities and the Red Cross and other organizations continue to support more than 258 shelters across 16 states supporting over 13,000 residents. To date, more than 58,000 disaster survivors from New York, New Jersey and Connecticut have applied for federal disaster assistance, and more than $5.9 million in Individual Assistance has been approved.

  - Power Restoration: At the direction of the President, a nation power restoration working group has been established to cut through the red tape, increase federal, state, tribal, local and private sector coordination and restore power to people as quickly as possible and includes DoD, DOT, DOE, USACE and representatives from local law enforcement. In support of an aggressive power restoration effort, the President has approved a 100 percent cost share for ten days, starting October 31, for emergency work performed by state, tribal and local governments to restore emergency power and transportation assistance required to perform this emergency work, including direct federal assistance for New Jersey, New York, and Connecticut counties designated for Public Assistance. Other forms of Category B (emergency work) public assistance remain at a 75 percent cost share.

- Today, Secretary of Homeland Security Janet Napolitano traveled to Connecticut and New York to meet with state and local officials and view ongoing response and recovery efforts to Hurricane Sandy. Yesterday, the President, Governor Chris Christie and FEMA Administrator Fugate toured the storm damaged New Jersey coast and met with disaster survivors and first-responders, and were

briefed by state and local officials on response efforts.

- On October 30, President Obama declared major disasters for Connecticut, New York and New Jersey, making disaster assistance available to those in the heaviest hit areas affected by the storm. Individuals and business owners who sustained losses in the designated counties in Connecticut, New York and New Jersey can begin applying for assistance by calling 1-800-621-FEMA (3362). Disaster assistance applicants, who have a speech disability or hearing loss and use TTY, should call 1-800-462-7585 directly; for those who use 711 or Video Relay Service (VRS), call 1-800-621-3362. The toll-free telephone numbers will operate from 7 a.m. to 10 p.m. (local time) seven days a week until further notice. Those in affected areas with access to the internet may register by web enabled mobile device at m.fema.gov, or online at www.disasterassistance.gov.

- Federal and state personnel are on the ground to conduct joint preliminary damage assessments in several states. At the request of the respective states, assessments have been scheduled for states including New Hampshire, North Carolina, Rhode Island and Virginia, and assessments in other states will be scheduled as areas become accessible. These assessments are designed to give the governor of each state a better picture of damages, and to determine if a request for further federal support is needed.

- We understand that those who are anxious to return home following the storm, but we are asking for everyone to be patient and to wait for directions from their tribal and local officials. There may be hazards that prevent you from being able to return home such as downed power lines, road closures, roads or bridges that are impassable, and traffic lights not working.

- For those who are unable to return home, states, tribes, localities and the Red Cross continue to operate emergency shelters along the East Coast. To find a shelter, people can download the Red Cross Hurricane app, visit the Red Cross web site, call 1-800-RED CROSS (1-800-733-2767), or check local media outlets.

- The President also signed federal emergency declarations, at the request of governors, in advance of the storm for Connecticut, Delaware, District of Columbia, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Virginia, and West Virginia. This allows FEMA to provide resources directly to state, tribal and local government engaged in life-saving and sustaining activities.

KEY EFFORTS

U.S. Department of Energy

- DOE continues to release twice-daily Hurricane Sandy Situation Reports at 10am and 3pm EDFT
- As of 2pm EDT, 4.4 million customers are without power in 12 states (24 hours ago, it was 6.6M in 15 states).
- Today 11/1, Sec. Chu visited PEPCO staging location and thank lineworkers for their efforts.

U.S. Department of Health and Human Services

- The Secretary of Health and Human Services Kathleen Sebelius declared a public health emergency for the entire state of New York, including New York City, yesterday. With the

declaration, the Centers for Medicare and Medicaid Services can provide waivers under Section 1135 of the Social Security Act so healthcare providers can continue to provide services to beneficiaries of Medicare, Medicaid and the Children's Health Insurance Program during the severe storms and floods affecting the state. Providers and States should contact their CMS Regional Office for information or refer to the CMS website at www.cms.gov.

- More than 650 HHS personnel are deployed to provide public health and medical assistance to New York and New Jersey in Superstorm Sandy response and recovery efforts.
- Ten Disaster Medical Assistance Teams with caches of medical supplies and a team of U.S. Public Health Service commissioned corps officers are providing care in medical shelters in the New York City area. These medical professionals are drawn from across the country, including Rhode Island, Washington State, Minnesota, Massachusetts, North Carolina, Washington State, California, Texas, Connecticut, and Florida. Additional teams are available if needed.
- A 50-person Disaster Medical Assistance Team from Tennessee continues to provide medical care in a general population shelter in New Jersey, and additional teams are available to the state if needed.
- Five liaisons, two pharmacists, and 350 ambulances remain deployed to New York and 35 additional ambulances are staged in New Jersey, ready to provide support in either state. All of the ambulances were made available through the FEMA national ambulance contract.

U.S. Department of Defense/NORTHCOM

- All DoD installations have been directed to offer support to local community requests for assistance, to include providing staging and bed-down for utility recovery teams assigned to restore power.
- Also, in support of USNORTHCOM and the Department of Defense's Hurricane Sandy response, Air Mobility Command provided C-5s and C-17s heavy airlift aircraft support to move 61 power restoration vehicles, associated equipment, non-medical personnel and cargo from Travis and March Air Force Bases, Cal., to Stewart International Airport in Newburgh, New York.
- Additionally, Air Mobility Command moved 120 people into the New York City area that are a part of the Department of Health and Human Services Disaster Medical Assistance Teams. As part of that movement, the 305th Air Mobility Wing from McGuire Air Force, N.J., moved approximately 50 passengers on a C-17 from Columbus, Ohio, and the 436th Airlift Wing from Dover Air Force Base, Del., moved approximately 70 passengers from Dallas-Fort Worth, also on a C-17 to John F. Kennedy International Airport.
- DOD will provide 100 high-volume water pumps (350 gallons per minute and greater) with qualified teams to support the operation and maintenance of the equipment. Equipment will be staged at FEMA mobilization centers in the state of New York as a result of Hurricane Sandy and deployment within the State of New York at the direction of FEMA.
- The three-ship USS WASP Amphibious Ready Group arrived today off the New York - New Jersey Coast to be in position to provide support to civil authorities as directed.
- USNORTHCOM has established a coordination element at Joint Base McGuire, Dix, Lakehurst, N.J., to serve as the command and control node for all military support activities, and as a central point for equipment and supplies.

U.S. Environmental Protection Agency

- EPA has issued two fuel waivers that will assist states impacted by Hurricane Sandy. The first waiver allows the sale and distribution of conventional gasoline in 16 Eastern States (Tennessee, North Carolina, South Carolina, Mississippi, Georgia, Alabama, New York, Maryland, Connecticut, Delaware, Massachusetts, New Jersey, Pennsylvania, Virginia, New Hampshire, Rhode Island) and the District of Columbia that are required to use reformulated gasoline, and

allows a number of additional states to mix reformulated gasoline and conventional gasoline to remove potential barriers to the supply of gasoline to the region. The second waiver temporarily waives clean diesel fuel requirements in New Jersey to allow the use of home heating oil in most generators and pumps in emergency service in New Jersey. The waiver does will not apply to a small subset of diesel engines used in generators and pumps that could be damaged by the high sulfur fuel.

U.S. Customs and Border Protection

- U.S. Customs and Border Protection has moved more than 100 officers from the Southeast and Midwest into the New York and New Jersey areas to assist with recovery efforts. These officers are working to ensure air and sea ports in the affected area are fully staffed and ready to receive passengers and cargo as they return to operation.
- CBP has worked to expedite the arrival of power recovery crews arriving from Canada by establishing a dedicated traffic lane at the land border crossing in Vermont used by the crews.

Public Affairs efforts:

- Daily updates on the status of CBP operations at ports of entry with information for travelers and the trade, as well as stories on CBP response and recovery efforts, are being posted daily to the agency website, cbp.gov.
- CBP Assistant Commissioner for Field Operations Kevin McAleenan participated in an interview with USA Today on recovery efforts related to seaport facilities and cargo movements.

General Services Administration (GSA)

- GSA continues to assess more than 1,500 leased and owned federal facilities that were situated in Hurricane Sandy's path to ensure public safety. On 10/31, the agency fulfilled a shipment request of 1,000 chainsaws to support FEMA's relief efforts in Pennsylvania. GSA has made its purchasing schedule available to local and state governments as well as the American Red Cross so that they can more easily and quickly buy needed emergency supplies equipment. In addition, the agency deployed 682 trucks transporting 48 shipments of essential equipment and supplies to FEMA depots throughout the Northeast.

U.S. Department of Agriculture

- USDA has provided the Community FoodBank of New Jersey with a truckload of food (22 pallets) which the food bank will combine with existing food stocks to produce 15,000 meals per day for 5-7 days to be distributed in cooperation with the Red Cross and Salvation Army at local shelters. Additionally, the Departments of Agriculture and the Department of Education are partnering to remind states and schools of existing federal resources available through the Department of Agriculture. States and schools may use stocks of USDA Foods purchased for the National School Lunch Program to help prepare meals at schools, shelters or other feeding sites to help feed local residents who may be in need of nutrition assistance. More information about food assistance in disaster situations is available at http://www.fns.usda.gov/fdd/programs/fd-disasters/.
- USDA housing officials are making every effort to help existing USDA home borrowers who are victims of Hurricane Sandy. USDA is authorized to grant a moratorium of payments for a period not to exceed 180 days direct and guaranteed borrowers affected by the designated disaster. For more information, contact any USDA Rural Development Office. Additionally, USDA is making vacant property available to FEMA to shelter hurricane victims. Vacant and habitable Real Estate Owned Property (REO) which is not under a lease or purchase agreement may be made available for lease through FEMA or directly to eligible disaster victims. USDA is continuing its utility assessment and has determined that at least one broadband provider and

seven USDA-funded rural water systems have been affected. USDA funded Circuit Riders and field staff are deployed in the area. Additionally, USDA is working with rural electric cooperatives in affected areas to assist in restoring power in the disaster zone.

- Additionally, USDA Animal and Plant Health Inspection Service (APHIS) has activated the APHIS Emergency Operations Center in Raleigh, N.C., to support hurricane response activities. APHIS continues to coordinate with partners on companion animal sheltering. APHIS Animal Care is coordinating with the National Animal Rescue and Sheltering Coalition (NARSC) and the National Alliance of State Animal and Agriculture Emergency Programs (NASAAEP) who are staging a distribution center at the State Fairgrounds in Syracuse, New York, with supplies for 4,000 companion animals.

U.S. Army Corps of Engineers (USACE)

- To date, USACE has received 26 Mission Assignments from FEMA, with more than 400 people engaged to support the response mission.
- USACE has received a Mission Assignment from FEMA to provide 80 truckloads of water to West Virginia.
- Other Planning Response teams remain on alert for Debris Management, Commodities Distribution, Infrastructure Assessment, Temporary Roofing, Critical Public Facilities, Water Planning, and Temporary Housing. Additional Temporary Power Teams have also been placed on alert status.
- USACE is supporting States' and FEMA Regions I, II and III operations centers to organize response efforts. More than 20 Team Leaders or Assistant Team Leaders have been alerted and/or deployed to provide public works and engineering expertise to include damage modeling, storm surge modeling, and coastal preparations.
- USACE Districts located in the impact area have secured project facilities, floating vessels, and construction sites. USACE Districts have closed hurricane barriers in the affected areas.

Unwatering

- USACE has shipped 12 eight inch pumps and 13 six inch pumps from New Orleans in order to support our Unwatering Mission Assignment from FEMA. A team is coordinating with the Navy to determine availability and capacity of the pumps. Placement of the pumps is underway.
- USACE is meeting with other private pump suppliers to determine the availability and capacity of pumps that could be delivered to the New York area.

Temporary Power

- USACE is aggressively supporting the Emergency Temporary Power mission in New York and New Jersey. We are ready to provide emergency power with more than 200 generators staged at forward locations in order to provide capacity beyond states' capabilities.
- The USACE has teams deployed to strategic locations in NY, NJ and PA and has resources in place to haul, install, operate and maintain generators at critical facilities. Six generators total were installed in New Jersey, New York, and Pennsylvania. USACE received a prioritized list of requirements from New York City and will immediately act upon these requests.
- USACE has deployed Temporary Emergency Power assets - 5 Planning and Response Teams, the 249th Engineer Battalion, 9 Emergency Command and Control Vehicles/Deployable Tactical Operating Systems (ECCV/DTOS), 1 Mobile Command Vehicle (MCV) to provide support to areas impacted by post-tropical storm Sandy.

U.S. Coast Guard:

- The Port of New York is open to all tug and barge traffic with petroleum products, with the exceptions of the Arthur Kill, Kill Van Kull, and Buttermilk Channels. The USCG reports that loaded petroleum barges can enter the port.

- District 1 reports that the New York City Vessel Traffic Service is operational.

Small Business Administration (SBA)

- SBA's disaster customer service center has received 732 calls from residents seeking Hurricane Sandy assistance. The breakout:
  570 calls from NY, 153 from NJ and nine from CT. An additional 26 staffers have been hired to handle calls. The call center capacity is 2,000 calls per day.
- Responded to media inquiries about SBA assistance to business owners from several media outlets, including the Huffington Post and The Wall Street Journal.
- Created a "Hurricane Sandy" landing page on SBA's website, where blogs, press releases, updates, disaster declarations and stats will be posted.

FEMA Response

- Currently, more than 2,300 FEMA personnel are positioned along the East Coast working to support disaster preparedness and response operations, including search and rescue, situational awareness, communications and logistical support. Included in this personnel total are:
  - More than 800 FEMA housing inspectors are assigned, and more are on standby and are prepared to conduct homes inspections, once areas become accessible.
  - FEMA Corps teams are deployed to support Hurricane Sandy;
  - 9 federal Urban Search and Rescue Task Forces have been staged along the East Coast and are deploying into affected areas as needed, and requested by impacted states.
  - Community relations teams are on the ground in the hardest hit areas of the Northeast and Mid-Atlantic going door-to-door to inform disaster survivors about available services and resources and to gather situational awareness.
  - 14 Incident Management Assistance Teams are in place and an additional 2 teams are en route; and
  - Mobile Emergency Response Support (MERS) personnel and teams are located in storm-affected states to provide secure and non-secure voice, video, information services, operations and logistics support to response efforts in affected states.
  - 12 Liaison Officers, positioned in state emergency operations centers before the storm, continue to support response activities and ensure there are no unmet needs.
  - 10 Disability Integration Advisors are advising emergency management in seven states on current alert and warning and evacuation and sheltering needs.
  - In storm-affected areas, tribal leadership is making plans for recovery and coordinating with federal and non-governmental agencies for assistance. The Tribal Assistance Coordination Group (TAC-G) continues to host a daily conference call to get an update on weather conditions and unmet needs from tribes in the storm-affected region.

FEMA EXTERNAL AFFAIRS OPERATIONS

Public Affairs

- Issued a media advisory re: National press call with FEMA Administrator Craig Fugate and Red Cross Senior Vice President of Disaster Services Charley Shimanski

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.

Congressional Affairs

- FEMA Deputy Administrator Serino met with Congressmen Jon Runyan (NJ) and Christopher Smith (NJ) to provide them with a status update of the ongoing response and recovery efforts following Hurricane Sandy.

Disaster Operations

- EA is sending more Community Relations staff to the field. FEMA is deploying HQ and Regional fulltime staff to NY and NJ to support Community Relations. 42 FEMA Corps Teams have been deployed to NY and NJ. The projected target for Community Relations is 1,600: 900 in NY and 700 in NJ.

Intergovernmental Affairs

- Spoke with National League of Cities, NYC DC Mayor's Office, and International City/County Management Association, fulfilling requests for information and requested feedback on any issues that may be affecting their constituents.
- Assisting in the coordination of calls between POTUS and the Governors of CT and NJ on 11/1 and NY 11/2.

NATIONAL DAILY EVENT SCHEDULE		
Today		
Time	**Event**	**Lead Organization**
8:00am EDT	NRCC Shift Change	NRCC
11:00am EDT	NICCL Call	FEMA; Interagency Partners
12:30pm EDT	Daily Operations VTC	FEMA Operations
2:30pm EDT	Press Conference Call	FEMA Admin. Fugate; NHC Director Knabb
4:00pm EDT	Call with Congressional Members	FEMA
8:00pm EDT	NRCC Shift Change	NRCC
8:00am EDT	NRCC Shift Change	NRCC
Tomorrow		
Time	**Event**	**Lead Organization**
8:00am EDT	NRCC Shift Change	NRCC
11:00am EDT	NICCL Call	FEMA; Interagency Partners
12:30pm EDT	Daily Operations VTC	FEMA Operations
2:30pm EDT	Press Conf. Call-Tentative	Admin. Fugate; NOAA
3:00pm EDT	Tribal Assistance Coordination Group Call	TAC-G
4:00pm EDT	Call with Congressional Members	DHS Sec. Napolitano; FEMA Admin. Fugate
8:00pm EDT	NRCC Shift Change	NRCC
WHAT OTHERS ARE SAYING		

"It's really important to have the president of the United States acknowledge all the suffering that's going on here in New Jersey, and I appreciate it very much. We're going to work together to make sure we get ourselves through this crisis and get everything back to normal." New Jersey Governor Chris Christie

"We ask anyone who's listening to deliver supplies to us. If people who are listening have generators, we are asking you to bring them. We are still very much in crisis mode." Hoboken Mayor Dawn Zimmer

MEDIA MONITORING

TV/Print Media Analysis

The aftermath of Hurricane Sandy was the nearly exclusive story covered in all three evening broadcasts last night, with outlets continuing to highlight damages in New York and New Jersey and lending some attention to the political impact of the storm.

ABC World News lead story reported that as of Wednesday, thousands of people were still stranded and rescuers still scrambling to pull families out of harm's way. Gas leaks bubbling out of flood waters in New Jersey were reported as a new potential threat, but New Jersey Natural Gas has said the leaks pose no imminent danger to life or property.

The CBS Evening News lead story highlighted the New York City borough of Queens, where 111 homes were destroyed by fire. "Nearly six million homes and businesses in 13 states are still without electricity tonight. At least 68 deaths are blamed on the storm. Insurance companies tell us that well over 34,000 homeowners have put in claims for damage or destruction." CBS cited progress in the recovery effort, noting the US military's participation and cooperation between President Obama and New Jersey Gov. Chris Christie.

NBC Nightly News lead story emphasized that New Jersey was the hardest hit area during the storm and noted the storm's impact on the state's shoreline. NBC also cited the risk of gas leaks in New Jersey and like other outlets featured President Obama's visit to the state.

Sandy remained a dominant storyline in the print media as well, with sources focusing heavily on President Obama's visit to New Jersey and highly publicized cooperation with New Jersey Gov. Chris Cristie. Prior to flying to New Jersey, Obama visited FEMA's headquarters "to meet with agency chiefs," his "second visit in four days," the AP reports.

Social Media Trends

General Observations

Social media traffic related to "Superstorm" Sandy has remained steady since our last report. General conversations continue to surround the measurable effects of the storm, and the related response and recovery efforts. However, we are observing a larger amount of discussion related to "needing help." These social media users are not in life-threatening situations, but instead fear that their specific neighborhoods or communities are being neglected. Many users are utilizing social media to express their thoughts regarding adequate response and recovery efforts, with some users expressing frustration as described above. Additionally, we continue to observe significant traffic related to volunteer opportunities, donations, and other aid efforts, specifically in New York and New Jersey.

FEMA-Related Conversations

- The general conversation surrounding FEMA online continues to be positive overall. However, we are beginning to see issues emerging with respect to individuals in Queens, NY reporting that they feel neglected from federal agency assistance.

- FEMA is trending especially in the hardest hit regions of New York, New Jersey and Connecticut, but has gained momentum across the country.

Important Notes

- References to New York and New Jersey continue to dominate the majority of social media posts**,** with Connecticut traffic following a steady track
- We have seen a general shift in tone from social media users and official social media channels towards providing actionable information and/or operational updates. For example, we are seeing less information being shared with regard to specific tips and more about what commodities are being brought to affected areas.
- Click to follow the issues and discussion around Rockaway/Breezy Point, NY via tweet grid

PRODUCTS

White House
Blog Posts: Obama Tours Storm Damage in New Jersey (11/1/2012)
President Obama in New Jersey: We are Here for You (10/31/2012)
How to Help the Survivors of Hurricane Sandy (10/31/2012)

FEMA
FEMA and Federal Partners Continue Steadfast Support for Areas Affected by Superstorm (10/31/2012)
Blog Posts: Keeping Children Safe in Sandy's Wake (11/1/2012)
In the News: From Survivor to Survivor-Managing the Stress After a Disaster (11/1/2012)
Twitter and Facebook Updates

DOE
Energy Department and Federal Efforts to Support Utility Power Restoration Efforts (10/31/2012)

DOT
Sec. LaHood Announces $4M in Quick Release Emergency Funds for Hurricane Sandy Damage in North Carolina (10/31/2012)
Sec. LaHood Announces $13M in Quick Release Emergency Repair Funds for Hurricane Sandy Damage in New York and Rhode Island (10/30/2012)

USCG
Port of NY/NJ Open to Tug and Barge Traffic (11/1/2012)
USCG Reopens Ports from Philadelphia to NC (11/1/2012)
USCG Leaders Assess Damages from Sandy along East Coast (11/1/2012)

National Guard
N.C. aviators to lead Northeast task force (10/31/2012)
More than 2,300 New York Guard members helping in Sandy's wake (10/31/2012)
Virginia Guard Soldiers rescue seven adults and one child after Sandy (10/31/2012)
Massachusetts National Guard Downsizing Relief Efforts (10/30/2012)

American Red Cross
Long Time Blood Doner's Home Damaged by Sandy (11/1/2012)
One Woman's Superstorm Experience (11/1/2012)
Red Cross Responding as Thousands Seek Help (10/31/2012)

Pets Ride Out Superstorm Sandy with Their Families (10/31/2012)
Sandy Brings One Family Back to a Familiar Place (10/31/2012)
Red Cross Aps:
Red Cross Hurricane Ap
Red Cross Shelter Finder Ap
Safe and Well Registry

IRS
IRS Gives Additional Time to Tax Payers and Preparers Affected by Hurricane Sandy (10/31/2012)

USACE
NY District Begins Post-Storm Missions in Region Following Sandy… (10/30/2012)
USACE North Atlantic Division takes action following Hurricane Sandy (10/30/2012)

USA.GOV
Hurricane Sandy Recovery Page

DOD
DOD Hurricane Sandy Response Webpage

HUD
HUD Secretary announces Foreclosure Protection for New York Storm Victims (10/30/2012)
HUD Secretary announces Foreclosure Protection for New Jersey Storm Victims (10/30/2012)

SBA
SBA Stands Ready to Assist Connecticut Residents Affected by Hurricane Sandy (10/31/2012)
SBA Stands Ready to Support New Jersey Residents affected by Hurricane Sandy (10/31/2012)
SBA Stands Ready to Support New York Residents affected by Hurricane Sandy (10/31/2012)

USDA
Farmers and Ranchers Urged to Record Losses from Sandy (10/31/2012)
USDA Mobilizes to Assist Those Affected by Sandy (10/31/2012)

FCC
FCC 24/7 Emergency Contact Information for Hurricane Sandy (10/26/2012)
FCC/FEMA Tips on How to Communicate During a Natural Disaster Emergency

HHS
HHS Secretary Sebelius declares Public Health Emergency in New York (10/31/2012)
Hurricane Readiness Page CDC
Immediate Disaster Response –Hurricane Sandy SAMHSA
What You Need to Know When the Power Goes Out CDC

USGS
USGS Sampling Water for Nutrients, Sediment, and Pesticides in Hurricane Sandy Aftermath (11/1/2012)

CBP
CBP Surveys Damage from Sandy; Facilitates Arrival of Utility Crews from Canada (10/31/2012)
Joint Message Regarding Hurricane Sandy with ICE

VA
Blog Post: Keeping up with the VA during Hurricane Sandy

Stafford Act Case Study:
Hurricane Sandy 2012

- ESF #15 was activated in October to respond to disaster declarations in 11 states
- More than 1500 External Affairs personnel deployed to respond to ensure disaster survivors have 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 22 languages to ensure information was accessible to Limited English Proficiency populations. 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 Sandy webpages, Facebook and Twitter accounts. Thousands of survivors engaged FEMA on the Sandy-specific social media platforms. [See Annex R]

Appendix 9 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 External Affairs Daily Plan-Sample Template

External Affairs Daily Plan for DR-1971-AL (Tornado)
For Monday, July 18, 2011

KEY EVENTS: ***Describe any VIP events, interviews, etc for the following day at the top of the plan for visibility.***

Message: Last day: apply for assistance today. Tuesday is too late.

Joint Information Center

- Attend the Disaster Information Workshops in Franklin and Limestone counties
- Monitor media coverage, websites and blogs.
  - Initiate analysis of media coverage and trends.
  - Prepare daily clips and social media report.
- Conduct interviews in order to emphasize the return of SBA applications, the July 18 registration deadline, the Disaster Recovery Workshops and other disaster recovery update information:
  - Radio: WACT-AM, WFFN-FM, WZBG-FM , WTXT-FM (Tuscaloosa County), WURL-AM, WFHK-AM (St. Clair County), WDNG-AM, WHMA-FM (Calhoun County)
  - Television: WVUA-TV (Tuscaloosa County)
  - Print: The Crimson White (Tuscaloosa County)

Planning and Products

- Draft daily talking points.
- Circulate Holt Long Term Recovery Committee new release.
- Circulate a news release on help is still available after the registration deadline.

Congressional Affairs

- Continue to educate, provide recovery updates and news releases.
- Coordinate through Program Liaisons to promptly respond to Congressional inquiries.
- Plan for upcoming conference call with Congressional staffers.

- Continue to share the Long Term Community Recovery mission with Congressional staffers and provide notification of preliminary meetings scheduled to begin planning for recovery and rebuilding of communities.
- Plan for upcoming conference call with Congressional staffers.
- Continue training of two local hire Congressional Affairs Specialists for their assumption of the Congressional Affairs Specialist roles and responsibilities in recovery operations.
- Attend, with local hire Congressional Affairs Specialists and Liaison Specialist for VAL, the Greater Birmingham LTRC Organizational meeting at the United Way of Central Alabama, Birmingham, on Monday, July 18, 2011.

Intergovernmental Affairs

- Lend support to a community meeting hosted by the Mayor of Birmingham in Pratt City to educate the public about disaster recovery assistance and SBA application information, to register survivors, and to outline the plan of recovery for the future.
- Attend the Marion County Commissioners' meeting in Hamilton. Afterward, IGA will have introductory meeting with the new Chairman Mike Davis.
- Attend Muscle Shoals' Town Council meeting in Colbert County and provide information about other forms of recovery assistance after the July 18 deadline.
- Attend the Blount County Commissioners' meeting and meet with County Administrator in Oneonta to inquire about any possible issues and to provide information about other forms of recovery assistance after the July 18 deadline.
- Have an introductory meeting with the Mayor and City Manager of Oneonta and provide information about other forms of recovery assistance after the July 18 deadline.

Private Sector

- Call and email larger employers and organizations regarding the FEMA registration and SBA loan application deadline.
- Coordinate with the Housing Task Force regarding the July 23 Housing and Recovery Expo.
- Contact larger employers, organizations and Chambers of Commerce regarding the July 23 Housing and Recovery Expos.

Appendix 10 to Annex A to Emergency Support Function #15 External Affairs
ESF #15 Information Update (scroll) – Sample Template

Monday, April 27, 2009
H1N1 Influenza Outbreak

43	**(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. If you have any questions please call. Please note that the CDC swine flu widget with code is available from http://www.hhs.gov/web/library/index.html (scroll to the bottom of the page)
42	**(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.
41	**(3:21 p.m.)** The CDC swine flu widget with code is available from http://www.hhs.gov/web/library/index.html (scroll to the bottom of the page).
40	**(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.
39	**(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/
X	**(2:30 p.m.) SICCL Call**
38	**(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.
37	**(Approx. Noon) Probable Swine Flu Case Reported in Michigan** Livingston County Department of Public Health (LCDPH) will hold a press conference today at 11:30 a.m. at LCDPH, 2300 East Grand River, Howell, Michigan. The following information is provided as background information. LANSING – The Michigan Department of Community Health (MDCH) announced today that one probable swine flu case has been reported in Livingston County. State laboratory results showed that a 34-year-old woman of Livingston County has a probable case of the swine influenza A (H1N1) virus. http://www.michigan.gov/mdch/0,1607,7-132--213586--,00.html

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

Annex B to Emergency Support Function #15 External Affairs
Intergovernmental Affairs (State, local, tribal and territorial)

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

NRF ESF #15 Quick Summary – Intergovernmental Affairs (State, local, tribal and territorial)	
Supports external affairs by:	**State, local, tribal and territorial coordination:** ▪ Preparing an initial action plan to support the FCO 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 ▪ 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 IGA stakeholders to maintain an on-going dialogue ▪ Advising leadership on current and potential volatile issues and possible resolutions ▪ Coordinating the national effort through DHS IGA and the relevant lead agency IGA
Directed by:	▪ Assistant External Affairs Officer for Intergovernmental Affairs

1.0 Purpose

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

2.0 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 with questions or problems to those who can assist them.

3.0 Organization

3.1 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.

3.2 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.

3.3 National Coordination and Support

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

4.0 IGA Activities with state, local, tribal and territorial officials

IGA may conduct many activities, but not limited to:

4.1 Conduct introductory meetings
4.2 Attend and participate in meetings with governors, mayors and tribal council and other state and local officials.
4.3 Attend and participate in community meetings.
4.4 Deliver programmatic briefings.
4.5 Identify effective methods to share information.
4.6 Address and resolve issues and problems.
4.7 Identify and analyze trends and potentially volatile issues.
4.8 Build relationships.
4.9 Conduct outreach to leaders of organizations representing traditionally underserved populations.

5.0 ESF #15 IGA Staff Positions

5.1 ESF #15 Assistant External Affairs Officer (AEIG)

The ESF #15 Assistant External Affairs Officer (AEIG) oversees the IGA operation on behalf of the FCO and ESF #15 EAO. The AEIG coordinates with Unified Coordination senior staff and program areas. The AEIG provides daily updates to IGA leadership within DHS and the relevant lead agency.

5.2 ESF #15 IGA Specialists

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

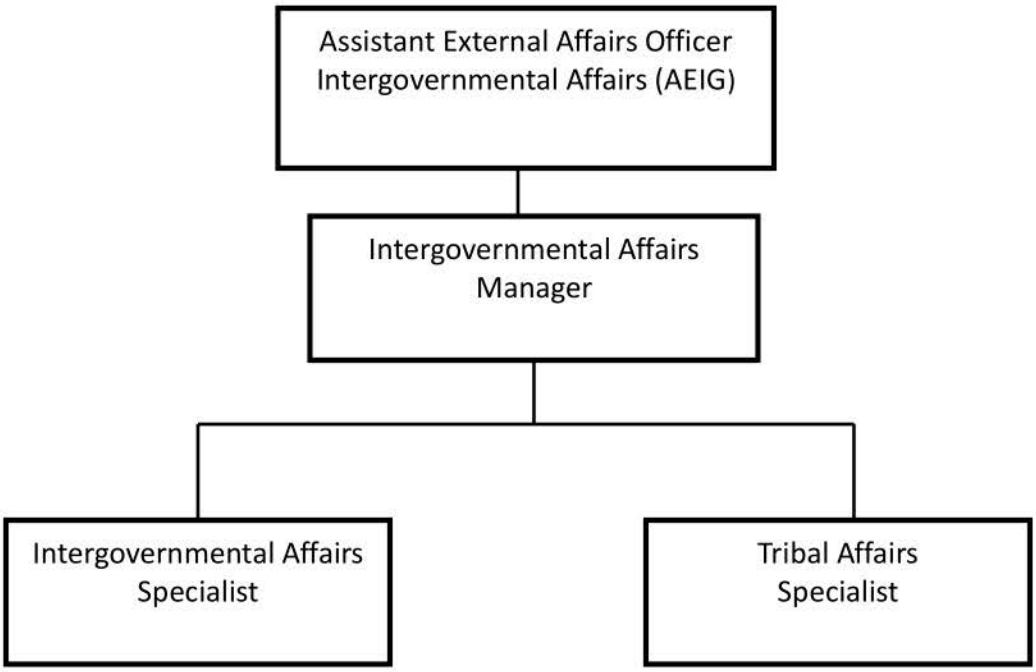
5.2.1 IGA will work closely with Disaster Survivor Assistance Teams (DSAT), formerly community relations, to coordinate their outreach efforts. It is important that IGA stakeholders know their FEMA point of contact and are not being contacted by various FEMA components without internal coordination.

5.1 ESF #15 Tribal Affairs Specialist

Serves as the liaison to federally recognized tribes to ensure that relevant disaster program information is provided and that situational awareness about tribal impacts is maintained. Specialists are trained and qualified personnel who have tribal experience and working knowledge of tribal governments, culture, and traditions.

Appendix 1 – Intergovernmental Affairs Organizational Chart

Appendix 1 to Annex B to Emergency Support Function #15 External Affairs
Intergovernmental 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

NRF ESF #15 Quick Summary – Joint Information Center (JIC)	
Supports External Affairs by:	▪ Preparing an initial action plan to support the FCO 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 media relations and 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 the media and other sources to individuals, families, businesses, and industries directly or indirectly affected by the incident. ▪ Conducting news conferences and press briefings. ▪ Gathering information on the incident. ▪ Using a broad range of resources to disseminate information. ▪ Monitoring news coverage to ensure accurate information is disseminated. ▪ Coordinating the Media Access Program. ▪ Directing and coordinating Public Affairs activities. ▪ Training Federal responders on media release policy. ▪ Responding to rumors and inaccurate reports.
Directed by:	▪ Assistant External Affairs Officer for the Joint Information Center

1.0 Purpose

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

2.0 JIC Operating Concepts

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

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

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

2.4 The JIC must be ready to rapidly respond to developing situations and communicate to the public through the media.

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

2.6 As incident conditions and safety permit, the JIC must be able to forward deploy satellite JICs or public affairs personnel to central locations with high levels of response activity and potential media interest (e.g., airport receiving response supplies).

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

3.0 JIC Organization

3.1 Requirement

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

3.2 Scalable and Flexible

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

This adaptability encompasses staffing, the organizational structure, facilities, hours of operation, resource and logistical requirements, and products and services.

3.3 JIC Information Management

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

3.4 JIC Coordination and Planning and Products

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

4.0 JIC Types

4.1 National JIC

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

4.2 Area JIC

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

4.3 Virtual JIC

As noted in the NRF, a virtual JIC may be employed. A virtual JIC uses technology and communications to connect participating external affairs components when physical collocation is not feasible or practical. If a virtual JIC

is employed, leadership must ensure that connectivity and inclusion of incident participants is ensured.

4.4 Incident JIC

The incident JIC supports the FCO and 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.

Stafford Act Case Study:
2008 Midwest Floods

From June to July 2008, FEMA led all Federal communications coordination and simultaneous staffing of six ESF #15 (external affairs) organizations comprised of over 400 personnel in Wisconsin, Iowa, Illinois, Indiana, Missouri, and Nebraska.

4.5 Satellite JIC

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

5.0 JIC Establishment

5.1 Activation

The ESF #15 EA Officer, with his Assistant External Affairs Officer for the JIC and ESF #15 Leadership Cadre, will work closely with the FCO during the *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.

5.2 JIC Coordination with state, local, tribal and territorial counterparts

From the onset of an incident requiring a coordinated Federal response, JIC collocation or coordination is a high-priority decision. **If possible, ESF #15 leadership should collocate Federal JIC forces with the state and local incident JIC.** While this may not always be feasible, the ESF #15 External

Affairs Officer should provide liaisons if collocation is not appropriate or possible. **The key element that must be remembered is "unity of effort." Consistency in communications messaging and support to our citizens are enhanced by working together as a team.**

5.3 Configuration and Staffing

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

5.4 Satellite JICs

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

5.5 Spokespersons

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

5.6 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.

5.7 Federal Interagency Staffing (See Annex Q)

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

5.8 State, Local, Tribal and Territorial Liaisons

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.

6.0 JIC Operational Elements

6.1 Assistant External Affairs Officer for Joint Information Center

Manages all JIC activities; Responsible for maintaining proper staffing levels. Also responsible for the development and creation of the media center and for acquiring the needed equipment to support the media center;. Develops their portion of the ESF #15 communications plan in support of the overall effort.

6.2 Media Relations Manager

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

6.3 Media Relations Assistant Manager

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.

6.3.1 EA Media Relations Specialist

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.

6.3.2 EA Media Analysis Specialist

Reviews media reporting for accuracy, content, and adjustment to ensure that accurate public information is being disseminated to the media and citizens. Monitors social media outlets such as websites, blogs, Facebook sites and twitter accounts to ensure accuracy and detect information trends. Prepares a daily media analysis report to be included in the Daily Communications Summary. Detects trends in media reporting and is responsible for working with Strategic Communications within Planning and Products to inform them of those trends and possible messaging of issues and trends.

6.3.3 EA Digital Communications Specialist

Serves as the primary point of contact for all digital communications engagement with the public and stakeholders. Is responsible for ensuring that information on disaster websites is updated and accurate, for monitoring and responding to any Facebook accounts set up on a disaster and for tweeting disaster information.

6.4 Visual Imaging Manager

Manages JIC visual imagery operations involving imagery such as photography and videography. Working closely with Planning and Products, develops imagery requirements for press releases, blogs, websites, public service campaigns, video documentation, special productions, remote live interview feeds, and logistical support of public meetings and presentations. Responsible for overseeing all contract work involving satellite trucks and services.

6.4.1 EA Photography Specialist

Ensures that photography products are captured, processed, collected, and distributed in a timely manner and are in support of the messaging plan developed by Planning and Products. Provides still photography documentation of the response and recovery effort to support print and Internet media needs. Responsible for maintaining a database of photos involving the specific event for utilization by any and all entities in the Unified Coordination. **Photography work should be coordinated with Planning and Products and should not be independent of that.**

6.4.2 EA Videography Specialist

Ensures that videography products are captured, processed, collected, and distributed in a timely manner and are in support of the messaging plan developed by Planning and Products. Provides video documentation of the response and recovery effort to support video and Internet media needs. Responsible for maintaining a database of video involving the specific event for utilization by any and all entities in the Unified Coordination staff. **Videography work should be coordinated with Planning and Products and should not be independent of that.**

Appendices

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

Appendix 1 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

1.0 Purpose

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

2.0 Discussion

2.1 National Policy

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

2.2 Factors in Releasing Information

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

2.2.1 Federal Interagency

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

2.2.2 Coordination with state, local, tribal and territorial 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 with regard to incident management and as the best source of lifesaving and life-sustaining public guidance and information.

2.2.3 Classified and Law Enforcement Information

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

2.2.4 Privacy

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

3.0 Spokespersons

3.1 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, Unified Coordination staff, and ESF #15. They are authorized to brief the media on all aspects of the Federal response, including policy and operations.

3.1.1 Authorized Spokespersons

3.1.1.1 ESF #15 EA Officer
3.1.1.2 ESF #15 Deputy Officer
3.1.1.3 Press Secretary
3.1.1.4 Assistant External Affairs Officer for the JIC or *designated spokesperson*

3.2 Field Operations

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

3.2.1 Rescue Helicopter Aircrews

Discuss rescues, missions, special training.

3.2.2 FEMA Urban Search and Rescue Task Force

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

3.2.3 Incident Management Assistance Team

Discuss mission, qualifications, experience, previous incidents.

3.3 Policy Questions and Issues

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

3.4 Media Access (See Appendix 5)

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

4.0 ESF #15 Release of Information Procedures

4.1 Federal ESF #15 and Joint Information Center Policy

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

4.2 Release Authority

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

4.3 Spokespersons

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

5.0 Contractors and Release of Information Spokespersons

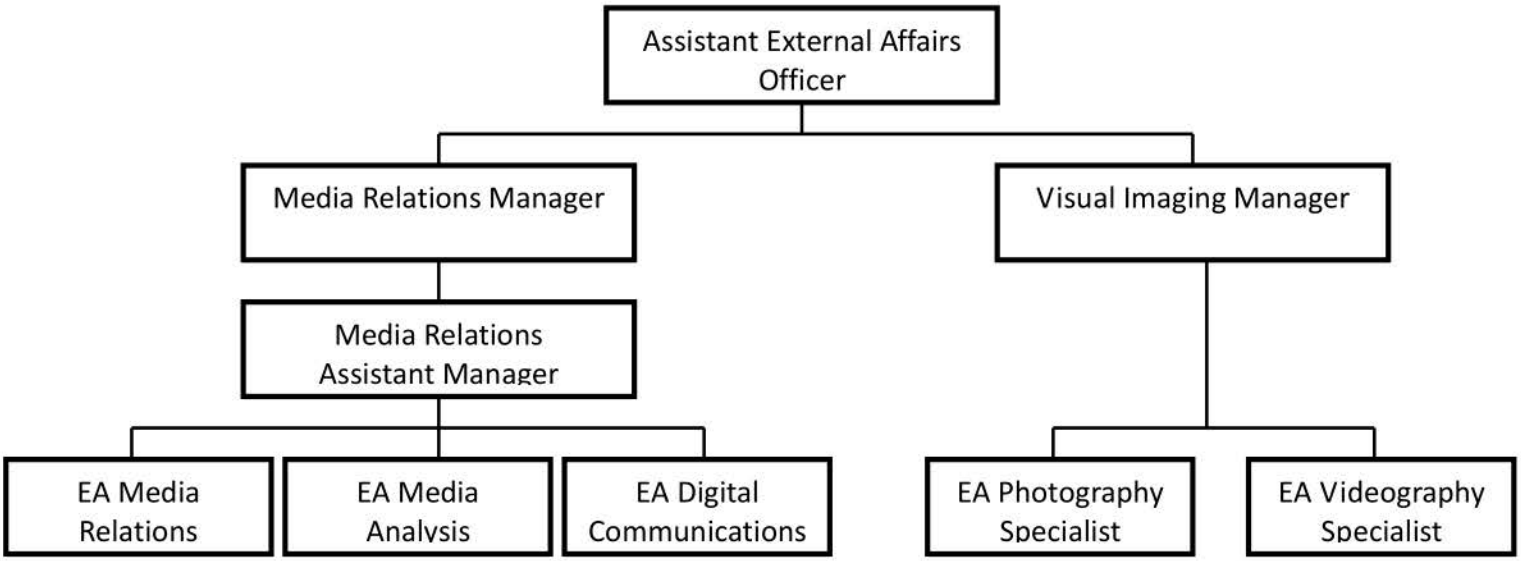
During an incident requiring a coordinated Federal response, Federal contract personnel do not have a standing authorization to conduct media interviews and activities. Senior contractors or those with specific skill sets, such as scientific or technical expertise, may be identified as primary or potential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

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

5.2 The ESF #15 EA Officer, Assistant External Affairs Officers, and the senior representative of a Federal agency with contract oversight, working within the 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.

5.3 Special Federal departmental and agency guidance or protocols for contractors will be considered in executing this policy.

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



Appendix 3 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

1.0 Purpose

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

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; 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 desks/tables and chairs
☐ Obtain telephones and phone lines (dedicate one line with multiple phones as news desk number)
☐ Obtain a telephone answering machine to answer dedicated lines
☐ Obtain computers loaded with software for Internet browsing, word processing (e.g., Microsoft Word), presentations (e.g., Microsoft PowerPoint), databases, e-mail, and communication systems
☐ Obtain Internet access (Wi-Fi or landline)
☐ Obtain photocopiers
☐ Obtain telephone directories, including Media /Governmental Yellow Books
☐ Obtain pens, pencils, note paper, staplers, etc.
☐ Obtain computer printers
☐ Obtain two fax machines with broadcast capability
☐ Obtain power strips with surge protector
☐ Obtain Associated Press stylebooks
☐ Obtain dry erase boards or flip charts
☐ Obtain a color poster printer (or access to one)

JIC Establishment Checklist **Because of the critical nature of providing emergency information to disaster victims, one of the most pressing needs the external affairs staff face in a crisis is arranging for necessary work space, materials, telephones, and staff to properly establish a JIC. The following list will assist in standing up a JIC.**
☐ Obtain AM/FM Radio
☐ Obtain televisions/monitors
☐ Obtain video 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

Appendix 4 to Annex C to Emergency Support Function #15 External Affairs
Media Access Program and Operations

References:
A. National Response Framework
B. National Incident Management System

1.0 Purpose

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

2.0 Rules of Engagement

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

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

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

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

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

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

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

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

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

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

2.2.4 Media may live, work, and travel as part of the units with which they are afforded access.

2.2.5 Media will pay their own lodging expenses if staying at a hotel, motel, bed and breakfast, or other commercial facility, as well as food and other travel expenses.

2.2.6 Media will deploy with the necessary equipment to collect and transmit their stories, if required.

2.2.7 Media should remain with their assigned unit. Media may terminate their access opportunity at any time. However, if the access is in a restricted access location, media will be expected to adhere to ground rules until they can be transported outside of the restricted area. The Unit PAO or assigned team point of contact will provide, as the situation permits and based on the availability of transportation, movement back to the nearest location with commercial transportation.

2.2.8 All pre-determined interviews with Federal employees will be on the record. Any "comments" made by Federal employees during actual "work" with disaster survivors, which are not part of a pre-determined interview, are off the record.

2.2.9 Media with access to units are not permitted to carry weapons.

2.2.10 Media may report on the type of units involved and characteristics of those units (size, number of personnel, types of resources they bring to bear, etc.).

2.2.11 Media may report on names and hometowns of unit members, but only after obtaining their consent. Photographs of unit members will be taken only with their consent.

2.2.12 If a media representative is killed or injured in the course of the disaster response/recovery operation, the unit will immediately notify ESF #15 offices. FEMA HQ and DHS OPA will contact the reporter's own media organization(s), which will make next of kin notification in accordance with the individual's wishes.

2.3 Medical facilities, children, wounded or injured people

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

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

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

2.3.2 We expect media representatives to not photograph or name any child or minor (under the age of 8) without written permission of the child's parent or guardian. In cases where such permission is not available, it will be a violation of the embed guidelines to photograph or videotape any child who could be identified by the recording method.

2.3.3 Media visits to medical or mortuary facilities will be in accordance with applicable regulations, standard operating procedures, operations orders, and instructions by attending physicians. Reporters who have access with National Disaster Medical System (NDMS) teams will follow all guidelines set forth by the team, local officials, and/or the host medical facility to ensure patient privacy at all times. **State and local officials may restrict media access to some disaster areas, and those prohibitions are completely outside ESF #15 control.** Any violation of this guideline will be grounds for immediate removal from the program.

2.3.4 Reporters may visit those areas designated by the facility commander, but will not be allowed in operating rooms during operating procedures.

2.3.5 Permission to interview or photograph an adult patient will be granted only with the consent of the attending physician or facility commander and with the patient's informed consent, witnessed by the escort.

2.3.6 "Informed consent" means the patient understands his or her picture and comments are being collected for news media purposes and they may appear worldwide in news media reports.

2.3.7 With adult patient permission, media can photograph, videotape, record, and interview that adult patient in waiting areas or between medical procedures with the understanding that the adult patient may rescind his/her permission at any time and that unit leaders may rescind the adult patient's permission on their behalf if doing so would be in the best interest of that adult patient; and with the understanding that medical procedures always take precedence and that any medical authority may end any interview at any time to perform such medical procedures.

2.4 Personal Protective Equipment

2.4.1 Because the use of personal protective gear, such as helmets, may be mandatory at some disaster scenes, media will be responsible for procuring/using such equipment at the direction of the unit leader. Whenever possible, ESF #15 will give as much direction as possible on additional gear needed before departure.

2.4.2 Media may be authorized and required to use additional personal preparedness equipment including nuclear, biological, or chemical protective equipment, firefighting turnout gear, wildfire fighting gear, urban search and rescue safety equipment, or other gear. Information on that gear will be provided before access. Unit leaders may provide gear on a temporary loan basis or reporters may be required to provide the equipment.

2.5 Security

2.5.1 Federal personnel shall protect classified information from unauthorized or inadvertent disclosure. Access to classified materials will only be granted to those in the ESF function holding a current security clearance and on a need-to-know basis. Media provided access to sensitive information will be informed in advance by the unit leader or his/her designated representative of the restrictions on the use or disclosure of such information. When a question regarding reporting specific material arises, media will consult with the unit leader or his/her designated representative.

2.5.2 The nature of the access process may involve observation of further sensitive information, including Federal employee deployments and movements, response and recovery preparations, response capabilities and vulnerabilities, and other information. When a unit leader or his/her designated representative has reason to believe that a media member will have access to this type of sensitive information, prior to allowing such access, he/she will take prudent precautions to ensure the security of that information. The primary safeguard will be to brief media in advance about what information is sensitive and what the parameters are for covering this type of information. If media are inadvertently exposed to sensitive information, they should be briefed after exposure on what information they should avoid covering.

2.5.3 The Federal response to disasters is at the request of state or local officials. **AT ALL TIMES, response units will abide by state and local officials' directives and requirements. Local officials may restrict media access to some disaster areas, and those prohibitions are completely outside of Federal control.** Travel into disaster sites will be coordinated through local public information officials and local authorities. If states, tribes or local authorities forbid media from entering sites, accessed media will abide by those orders.

2.5.4 Media and public affairs personnel will, at all times, follow any orders of the unit leader on-scene or his/her designee. If there are concerns, the

Public Affairs Officer (PAO) will discuss them with the unit leader. However, the unit leader's decision will be final.

2.6 Other

2.6.1 Media will travel with the ESF #15 designated team point of contact (POC) with the understanding that the POC is not a personal guide into the disaster site. The POC will be responsible for providing other disaster information outside the scope of the unit's work. Reporters understand that the opportunity for access with the unit means that there may be long periods of time without discernible action while units await assignment. Media understand that they may miss other events or stories related to the disaster while provided access to the team.

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

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

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

2.7 Internal Guidelines

2.7.1 The FEMA Headquarters Public Affairs Division (PAD) in coordination with DHS Public Affairs and the Unified Coordination staff ESF #15 team, is the central office for managing and approving all media access with national teams, to include allocating access slots to media organizations.

2.7.2 The ESF #15 designee with a deployment order may invite local or regional media to access with them with the approval of FEMA HQ PAD. The ESF #15 designee will inform these media, prior to deploying, that FEMA HQ PAD is the approval authority for all media access and that their particular access may end after the unit's arrival on a disaster scene. The media organization may apply to FEMA HQ PAD for continued access, but there is no guarantee and the media organization will have to make arrangements for and pay for the journalists' return trip.

2.7.3 Without making commitments to media organizations, deploying units may identify local media for potential embeds and nominate them to FEMA HQ PAD at 202-646-4600. Information required to be forwarded includes media organization, type of media, and contact information

including bureau chief/managing editor/news director's name; office, home and cell phone numbers; pager numbers; and e-mail addresses. Submissions for embeds with specific units should include a unit recommendation as to whether the request should be honored. The ESF # 15 designee should also express, through their chain of command and ESF #15 channels to FEMA HQ PAD, their desire and capability to support media embeds.

2.7.4 Freelance media will be authorized access if they are selected by a news organization as their access representative.

2.7.5 Reporters who happen upon units operating in the field may be permitted to join the team with the consent of the EA Media Relations Specialist assigned to the team in coordination with the team leader and FEMA HQ PAD and Response Division, as well as the agreement of other accessed media.

2.7.6 Units will be authorized direct coordination with media after assignment and approval by FEMA HQ PAD. All units with an accessed reporter will designate an EA Media Relations Specialist to facilitate media coverage and access. The specialist will be responsible for checking in with FEMA HQ PAD daily or as often as conditions allow. They will also be responsible for forwarding questions about any topic other than the unit activities to FEMA HQ PAD.

2.7.7 Accessed media operate as part of their assigned unit. The ESF # 15 designee will ensure the media are provided with every opportunity to observe actual operations. The personal safety of correspondents may be a reason to exclude them from actual operations, but every effort should be taken so that media can witness operations from a safe distance whenever possible.

2.7.8 Media will agree to abide by the FEMA HQ PAD ground rules, (copy included in this document). Any violation of the ground rules could result in termination of that media's access opportunity.

2.7.9 If pooling is implemented, pool products will be made available to all accredited media on an equitable, no-fee basis. Media pool coordinators and bureau chiefs will be responsible for distributing media pool products. Media pooling will be decided upon in advance. Media will be notified before deployment if pooling will be implemented.

2.7.10 Issues, questions, difficulties, or disputes associated with ground rules or other aspects of accessed media that cannot be resolved at the unit or Unified Coordination level will be forwarded to DHS/FEMA HQ PAD. Unit leaders who wish to terminate an access for cause must notify FEMA

HQ PAD prior to termination. If a dispute cannot be resolved at the Unified Coordination/ESF #15 level, FEMA HQ PAD and the FEMA Response Division will be the final resolution authority. In all cases, this should be done as expeditiously as possible to preserve the news value of the situation.

Tabs

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

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

Dear _____[Media]

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

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

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

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

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

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

Speaking of comfort, it is important to understand that disaster situations are not pleasant places. You may experience sights, smells, and sounds that are highly unpleasant, and you need to be prepared for that. You may also have very limited access to basic services that we all rely upon. You may go for several days without water, food, electricity, or a warm bed. Pack what you'll need to sustain yourself and stay modestly comfortable. Obviously you'll need clean water and food, but also bring along your toiletries, sunscreen, extra clothing, sleeping bag, camping gear, and anything else you can think that will be required in a very primitive environment for up to a week or more, depending on your team assignment.

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

FEMA HQ PAD will serve as your final stop before you leave, during your access, and when you return. In the field, the team leader has the ultimate authority as to where you go and how you access the team. Your ESF #15 designee will work with the team leader to ensure the greatest accessibility possible within the confines of keeping you and our team members safe. If you have questions, concerns, or a problem that cannot be solved within your access, contact the HQ PAD office (202-646-4600).

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

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

FEMA's Public Affairs Division

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

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

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

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

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

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

_____ _____
Signature **Date**

_____ _____
Printed Name **Media organization**

Address:_____

Phone: _____

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

_____

_____ _____
Witness **Witness**

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

Recommended items for media access:

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

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

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

Prohibited articles:

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

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

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

NRF ESF #15 Quick Summary – Congressional Affairs (CA)	
Supports external affairs by:	▪ Developing an initial action plan in support of objectives identified by the FCO. ▪ In coordination with the Congressional Affairs Division (CAD) 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.
Directed by:	▪ Assistant External Affairs Officer (EAO) for Congressional Affairs

1.0 Purpose

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

2.0 Congressional Affairs Primary Function

The Congressional Affairs (CA) component proactively engages and coordinates the exchange of information between DHS, FEMA, Members of Congress and their staffs by fostering a positive and continuous dialogue. CA builds strong working relationships, educates, and manages expectations. CA also coordinates with interagency congressional affairs counterparts to provide accurate, timely, consistent, and comprehensive information to Members of Congress and their staffs.

3.0 Concept of Operations

3.1 The Unified Coordination staff and regional leadership will designate an Assistant External Affairs Officer for Congressional Affairs (AEAC) during an incident requiring a coordinated Federal response.

3.2 CA will deliver a unified message through the open exchange of information between FEMA, State, and interagency congressional affairs counterparts involved in the incident.

3.3 CA 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 CA within proximity of ESF #15 elements.

3.4 ESF #15 Planning and Products will support CA with congressional advisories, operations report summaries, fact sheets, to include congressional briefing materials and information.

4.0 Initial Activation and Deployment Actions

4.1 Make initial contact with the EAO, Unified Coordination staff, and counterparts from the Region and Headquarters.

4.2 Determine staffing levels with the EAO using staffing analysis guidelines and in consultation with National Congressional Affairs Cadre Manager. Staffing analysis guidelines are contained in Appendix 1.

4.3 Assign CA staff to liaise with congressional offices.

4.4 Develop preliminary organizational chart and anticipated assignments.

4.5 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.

4.6 Anticipate need to acquire local hire staff to supplement CA operations.

4.7 Inform the EAO and Resource Manager of specific requirements and personnel movements promptly.

5.0 Congressional Affairs Incident Tasks

5.1 Work with interagency congressional affairs counterparts to establish advisory and notification procedures for congressional offices in coordination with CAD.

5.2 Make initial contacts with congressional district offices as soon as possible.

5.3 Provide one point of contact to congressional district offices.

5.4 Provide initial incident information.

5.5 Confirm congressional offices' contact person(s) and contact information.

5.6 Determine congressional district office needs and specific concerns.

6.0 Outreach and Communications Activities

6.1 Coordinate with ESF #15 Planning and Products to provide key messages to congressional offices that can be communicated to the public.

6.2 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, and leadership should be invited to participate as appropriate. Initially, the conference call should be held daily and adjusted based on congressional office needs and interests.

6.3 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.

6.4 In coordination with CAD 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.

6.5 When possible, schedule congressional office visits to address congressional concerns, needs, and emerging issues.

6.6 Maintain ongoing communications with all impacted congressional district offices and respond to inquiries in a timely manner.

7.0 Other Congressional Affairs Incident Coordination Measures

7.1 Support to EAO and FCO

Provide the EAO and FCO 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).

7.2 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.

7.3 Congressional Advisory Process

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

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7.4 Interagency Contact

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

7.5 Documentation

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

7.6 Congressional Briefing Materials

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

7.6.1 Executive Summary or Situation overview (1 page)
7.6.2 Status of declaration(s)
7.6.3 State map of disaster area and designated counties
7.6.4 Map of congressional districts (with members' names and district numbers)
7.6.5 Background information page(s) – disaster specific
7.6.6 Program fact sheets
7.6.7 Other appropriate materials

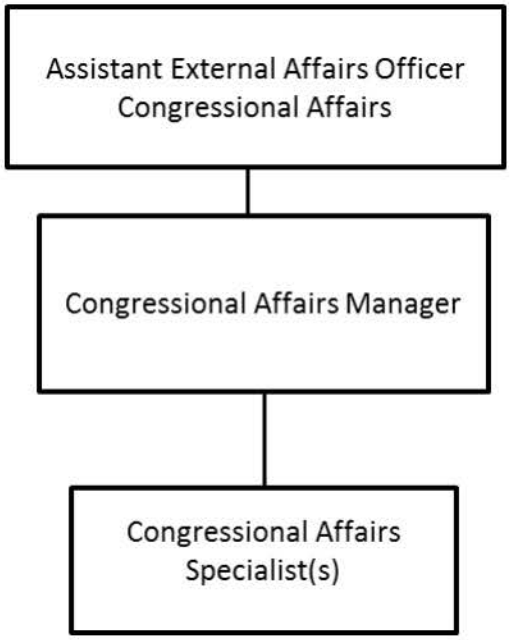
7.7 Anticipate VIP visits

7.7.1 In coordination with CAD, arrange for incident site visits for Members of Congress and their staffs and Congressional oversight committees.

7.7.2 Coordinate visits with the Unified Coordination staff, Region, CAD, and State counterparts.

7.7.3 Use the VIP Visit Guidelines and tools to plan for VIP visits.

Appendix 1 to Annex D to Emergency Support Function #15 External Affairs
Congressional Affairs Organization Chart



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)

NRF ESF #15 Quick Summary – Private Sector	
Supports external affairs by:	▪ **Providing strategic counsel and guidance to response leadership in an actual or potential incident:** o Prepares an initial action plan to support the FCO and Unified Coordination staff with incident-specific guidance and objectives o Identifies critical issues related to successful private sector recovery, and elevates them to the appropriate Unified Coordination staff component and/or FCO for awareness and resolution o Liaises with and supports state and/or regional private sector liaisons and partnership efforts ▪ **Conducting Outreach and Education** o 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 o Expands the reach of disaster assistance messaging through private sector networks o 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:** o 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 o Informs the private sector of response efforts,

	protocols, and recovery programs o Serves as a liaison between the overall government response and recovery operations and the private sector community ▪ **Supporting situational awareness:** o 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 Office of Infrastructure Protection; Voluntary Agency Liaisons; Faith-Based liaisons Disability Liaisons; and others as appropriate
Directed by:	▪ Assistant External Affairs Officer for Private Sector

1.0 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 the purpose of 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.

2.0 Assumptions

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

2.1 Regardless of the nature of the incident (natural disaster, terrorism, or other), most disasters impact businesses and the local economy.

2.2 Business recovery is a central and critical component in a community's recovery.

2.1.1 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.

2.1.2 The majority of the Nation's critical infrastructure are owned and/or operated by the private sector, making public/private partnerships central to effective preparedness, response, recovery, and resiliency.

2.1.3 Private sector organizations play a key role in providing goods, services, and technical expertise that can complement effective preparedness, response, recovery, and mitigation operations.

2.3 The private sector has communication channels that can be leveraged to assistance distribute information directly to survivors (employee communications, customer interaction, information exchange with suppliers and partners).

2.4 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 the emergency communications and, where appropriate, into operations.

3.0 Concept of Operations

ESF #15 private sector specialists 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 particular 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.

3.1 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.

3.2 National Structure

Private Sector specialists from appropriate Federal agencies may be deployed to the NJIC 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 (AEPS). 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 Office of CS&C, US Coast Guard, or other agencies.

3.3 Field Structure

3.3.1 In collaboration with the FCO, the ESF #15 EAO will designate the AEPS.

3.3.2 The AEPS reports to the ESF #15 EAO and will co-locate in the Joint Field Office with other External Affairs personnel.

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

3.4 Coordination

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

3.4.1 The Assistant External Affairs Officers for Planning and Products, and other ESF #15 section leads to ensure that private sector efforts and plans are fully synchronized.

3.4.2 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.

3.4.3 The DHS Infrastructure Liaison, State Private Sector Liaison, Community and Faith Based Initiatives Liaison, Disability 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;

3.4.4 Private sector representatives or liaisons in the State EOC, RRCC(s), and with the Private Sector Representative within the NRCC.

3.4.5 Business emergency operation centers as appropriate, whether at the local, regional or national level.

3.4.6 Deployed representatives from other Federal partners, such as the Small Business Administration (SBA), Internal Revenue Service (IRS), General Services Administration (GSA).

3.5 National level coordination

3.5.1 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.

3.5.2 DHS Office of Public Affairs will coordinate the Private Sector Incident Communications Conference Line (PICCL) call, designed to provide timely information to Critical Infrastructure stakeholders during an incident that requires Federal coordination and response.

4.0 Roles and Responsibilities

4.1 FEMA Private Sector Division

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

4.1.1 FEMA PSD recruits and manages Private Sector Representatives, and oversees the NRCC Private Sector Desk and National Business Emergency Operation Center (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 Private Sector Representative staffs the NRCC Private Sector desk and coordinates with BEOC's, if established, in the impacted area.

4.2 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 provide assistance to the operational components by leveraging its existing relationships with the private sector as necessary.

4.3 DHS Office of Infrastructure Protection

The DHS Office of Infrastructure Protection establishes and 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. DHS/IP 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. Through the National Infrastructure Coordinating Center (NICC), a 24x7 operational component of NPPD/IP and the DHS National Operations Center's (NOC) critical infrastructure -focused operational element, DHS is positioned and practiced at providing timely and actionable situational awareness information to its government and industry stakeholders. During significant events, the NICC invites a cadre of pre-defined

critical infrastructure partners into the center to support more rapid information sharing needs of industry and DHS/IP.

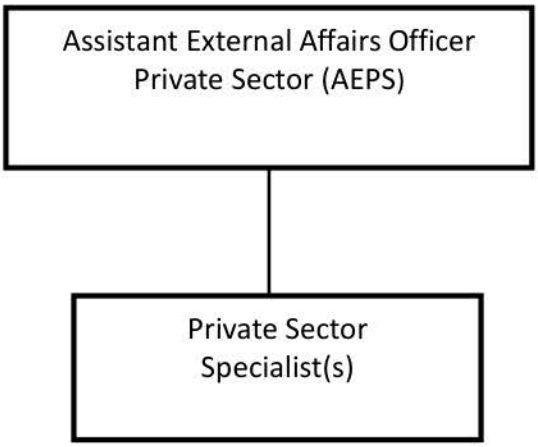
4.4 DHS Office of Cyber Security and Communications

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

4.5 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



Key Emergency Support Functions	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/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 and 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 #15 – External Affairs	DHS OPA/FEMA EA	Coordinate as outlined in this SOP

Table 1

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
D. Disaster Survivor Assistance (DSA) JFO Stakeholder Outreach Memorandum

NRF ESF #15 Quick Summary – Planning and Products (PP)	
Supports external affairs by:	▪ Preparing an initial action plan and follow on communications plan(s) to support the FCO and Unified Coordination staff with incident-specific guidance and objectives before and during an actual or potential incident ▪ Supports lifesaving and life-sustaining communications by creating timely products to alert and advise the public, in coordination with State, tribal, territorial and local counterparts ▪ Through unity of effort, centrally directs and develops 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 ▪ 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 and Daily Plan ▪ 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
Directed by:	▪ Assistant External Affairs Officer for Planning and Products

1.0 Purpose

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

2.0 Planning and Products 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, materials and ensure they are accessible to the whole community. This central focus provides greater strategic coordination and enhanced messaging efficiency.

2.1 Staff Organization

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

2.1.1 Creative Services
2.1.2 Liaisons

2.2 Staff Composition

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

2.3 Release Authorization

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

3.0 Creative Services

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

3.1 Strategy and Messaging

This element is the central location for development of strategic planning, messaging and implementation. Personnel with strong interagency and strategic communications experience are desired for this function. The staff works closely with the Unified Coordination staff; ESF #15 components; Federal departments and agencies; White House Communications; and State, tribal, territorial and local communications counterparts. Strategy and Messaging acquires information from all sources, assesses communications requirements within the incident response, incorporates FCO and Unified Coordination staff tasking, and develops and/or updates strategic communications plans. This element also prepares the ESF #15

Daily Summary in coordination with other Federal, State, tribal, territorial and local and private-sector counterparts as appropriate.

3.2 Research and writing

This is the central point for the development of materials in support of the communication efforts of ESF #15 as well as Unified Coordination staff operations. This area is responsible for all produced materials including but not limited to press releases, briefing materials, flyers, presentation materials, talking points, summary reports, timeline tracking and other materials as needed.

3.3 Limited English Proficiency/Accessible Communication Needs

This function is responsible for developing outreach strategies to ensure information is available to LEP/CAN communities through the most effective formats. The function is also responsible for managing the translation of information into languages other than English which have been identified in a disaster impacted area and delivering information in other forms to support populations that have accessible communications needs such as individuals with hearing or visual impairments.

3.4 Speakers Bureau

This is the central point for organizing requests requiring speakers for events such as town hall meetings, specialized group meetings and any other gathering where disaster information is requested and a subject matter expert is needed. Speakers Bureau will work closely with Disaster Survivor Assistance Teams (DSAT)-formerly Community Relations-to coordinate support for outreach events. DSAT teams can provide one-on-one informational and registration support to survivors.

4.0 EA Program Liaisons

Planning and Products will identify and provide liaison support to the active components within the Unified Coordination staff including support for all ESFs that are activated. The liaisons purpose is to be a subject matter expert and two-way link between ESF #15 and operational entities 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 the subject matter expert and communication specialist for all matters involving their ESF. They will be responsible for gathering information, working with strategy and messaging to develop pro-active planning and messaging and will serve as an information source for all activities involving that operational element or ESF.

4.1 EA Program Liaison

Serves as the liaison and subject matter expert to an operational element or an activated ESF to facilitate information sharing and messaging planning and development. Will support all elements of ESF #15 in keeping them apprised of developments and activities involving the area they are responsible for covering. When DSAT is activated there will be an EA Program Liaison assigned to serve

as a two-way communication link with these teams. The EA Program Liaison will provide information back to Strategy and Messaging on rumors and trends identified by DSAT, and will ensure DSAT uses proper ESF #15 procedures for approved products and messages to disseminate to survivors. The EA Program Liaison to DSAT will also coordinate any LEP/ACN service needs identified by DSAT with the LEP/ACN function.

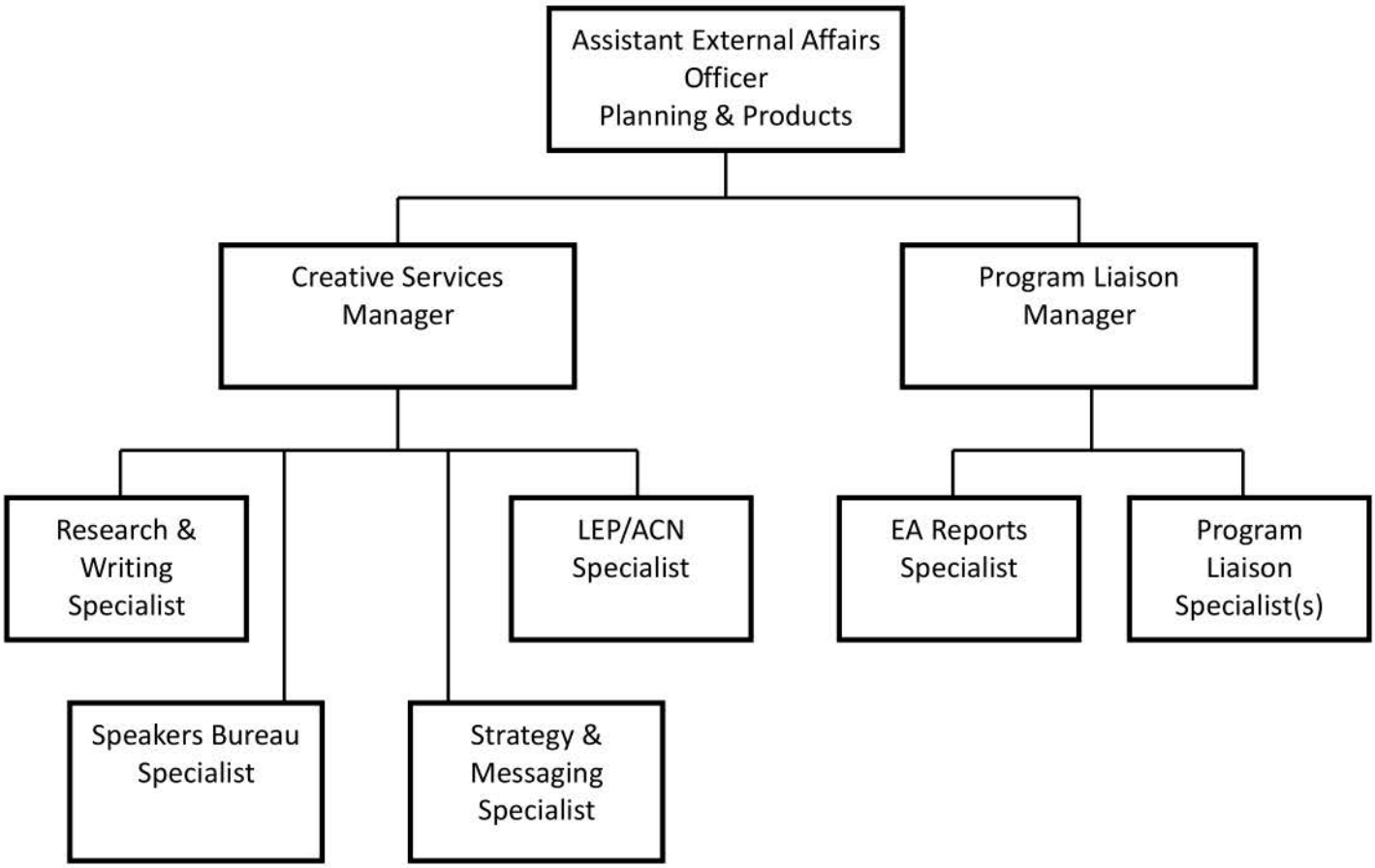
4.2 Reports Specialist

Responsible for collecting information as provided by liaisons and ESF #15 components and developing reports to support information sharing among all areas within a Unified Coordination staff, Region and Headquarters. The reports specialist prepares the ESF #15 Daily Communications Summary in coordination with other Federal, state, local, tribal, territorial and private sector counterparts as appropriate.

Appendices

1 Planning and Products Organizational Chart

Appendix 1 to Annex G to Emergency Support Function #15 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. National Cyber Incident Response Plan (NCIRP)
G. Federal Information Systems Management Act (FISMA)
H. Executive Order 13618
I. The Defense Production Act of 1950, as amended
J. National Security Directive 42
K. National Infrastructure Protection Plan (NIPP)
L. National Strategy to Secure Cyberspace

1.0 Background

External affairs are the interaction and exchange of information with external audiences. For DHS cybersecurity, these external audiences can include the general 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.

1.1 Prior to incidents occurring (steady state), external affairs are 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. External affairs during incident response 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.

2.0 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.

3.0 Guiding Principles

3.1 The National Cyber Incident Response Plan (NCIRP) is always in effect and provides guidelines for comprehensive coordination during steady-state and significant cyber/communications incident response. This includes flexible and scalable external affairs capabilities maintained by the National Cybersecurity and

Communication Integration Center (NCCIC) and DHS Office of Cybersecurity and Communications (CS&C) for interacting with stakeholders during every stage of an incident.

3.2 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 general public, Congress, and the media have access to accurate, concise, up-to-date information.

3.3 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.

3.4 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.

4.0 Key Stakeholder Outreach and Coordination

The Office of Cybersecurity and Communications (CS&C) oversees and manages communications with identified stakeholders as it pertains to cyber and telecommunications activities. These outreach efforts will be part of the NCCIC's and CS&C's day-to-day operations and will serve to strengthen stakeholder relationships. CS&C 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, the NCIRP will follow ESF #15 guidance in communicating with the following audiences:

4.1 General Public/Community

Public affairs around a cyber incident should focus on actionable messaging. In developing communications products for the general 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 the NCCIC and is relayed to the National Joint Information Center (NJIC) for public dissemination.

4.2 Federal, state, tribal, territorial and local partners

DHS departmental staff with support from CS&C and the NCCIC will coordinate and disseminate information to appropriate government partners in all jurisdictions.

4.3 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.

4.4 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.

4.5 Nongovernmental Organizations (NGO)

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

4.6 Media

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

5.0 Organizations' Roles and Responsibilities

During a significant cyber incident in which ESF #15 is activated, communications will be closely coordinated by the DHS OPA, National Protection and Programs Directorate (NPPD) OPA, CS&C Director of External Affairs, the NJIC, the NCCIC, 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. When working with DHS OPA and the White House Communications Office, CS&C External Affairs will coordinate with NPPD OPA.

5.1 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 NPPD Under Secretary and/or the NPPD Deputy Under Secretary for Cybersecurity, the CS&C Assistant Secretary, the Cyber Unified Coordination Group (UCG), and other agencies as appropriate.

5.2 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.

5.2.1 During a cyber incident DHS OPA may retain the role of Operations Director.

5.2.2 The CS&C 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 the NCCIC and CS&C leadership and staff throughout the incident.

5.2.3 Additionally, the EAO will coordinate with DHS OPA and the NJIC to develop a cyber-specific National Terrorism Advisory System (NTAS) Alert, when appropriate.

5.3 National Cybersecurity & Communications Integration Center (NCCIC)

The NCCIC is 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 NCCIC is staffed and structured to be an always-ready, multiagency incident response center. During steady-state operations, the NCCIC 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. The NCCIC 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.

5.4 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 the CS&C headquarters to be closer to the NCCIC during a significant cyber incident.

5.5 DHS Office of Cybersecurity and Communications (CC&C)

Regardless of the location of the NJIC, CS&C will provide cyber SMEs to the NJIC to assist in answering technical questions about cybersecurity and to provide technical insight to the reports from the NCCIC.

5.6 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 CS&C Deputy Director of External Affairs will directly report to and support the FBI.

6.0 State and Local External Affairs / Private Sector

Federal external affairs organizations encourage state, tribal, territorial, local and private sector participation in their communications activities. CS&C 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.

- CS&C 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.

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

7.0 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 NCCIC 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.

8.0 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 CS&C 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. Specific actions and responsibilities can be found in the NCIRP Public Affairs Standard Operating Procedures.

9.0 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 general 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 National Cybersecurity and Communications Integration Center (NCCIC), the Department's 24x7 center designed 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 is following standard procedures as outlined in the National Cyber Incident Response Plan, or the NCIRP, to deal with this situation.

- DHS learned about the incident through [INSERT DETAILS]. However, in order 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.

9.1 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.

- **Department of Defense**
  DOD is responsible for the security of DOD information networks and all websites ending in .mil. DOD, through 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.

- **United States Computer Emergency Response Team (US-CERT)**
  US-CERT closely monitors and analyzes Federal networks and systems for malicious cyber activity. Through its 24X7 monitoring, US-CERT shares alerts and

warnings to minimize and prevent disruptions to computer systems. US-CERT also provides technical assistance to information systems operators.

- **Industrial Control Systems Computer Emergency Response Team (ICS-CERT)**
  ICS-CERT works closely with US-CERT 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.

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

1.0 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.

1.1 The US Army Corps of Engineers (USACE), 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.

1.2 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.

2.0 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.

3.0 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:

3.1 State/Local Response

National Guard forces, under the command and control of the Governor and State Adjutant General of the state, 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.

3.2 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.

4.0 Responsibilities

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

Provides the overarching communications policy within the Department of Defense. DoD Public Affairs guidance is 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.

4.2 US Northern Command Public Affairs (US NORTHCOM PA)

Provides 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 lead for top-line messages on Federal (Title 10) military support in USNORTHCOM area of responsibility.

4.3 US Pacific Command Public Affairs (USPACOM PA)

Provides communications guidance within USPACOM 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 USPACOM area of responsibility.

4.4 US Strategic Command Public Affairs (USSTRATCOM PA)

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

4.5 National Guard Bureau Public Affairs

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).

4.6 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.

4.7 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.

5.0 Coordination

5.1 Senior-Level Communications Coordination

The Assistant Secretary of Defense for Public Affairs will coordinate DOD external affairs activities with the White House, National Security Staff, DHS, FEMA, and other Cabinet level agencies to ensure "unity of effort."

5.2 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 USPACOM) and the National Guard Bureau Public Affairs offices will normally participate in these calls. In anticipation of the NICCL, each element will prepare a brief summary of their situation, public affairs activity, and top-line messages about current and future operations (See Appendix 6.).

5.3 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

Non-Stafford Act Case Study:
2008 Uncontrolled Satellite

- DoD Public Affairs led Federal communications coordination during the reentry of an uncontrolled defense satellite in February using the NICCL.
- DoD communicators were assigned by OSD, US Strategic Command (STRATCOM), US NORTHCOM, US Navy Chief of Information (CHINFO) and the National Reconnaissance Office. Federal communicators included representatives from DHS, FEMA, DOS, FAA, NASA, HHS, CDC and the EPA.
- Defense and Federal communicators wrote an Interagency Communications Plan to support Defense-Federal coordination.

combatant command.)

5.4 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.)

5.5 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.

6.0 Communications

6.1 Spokespersons

The Department of Defense will generally provide senior defense officials and military leaders as spokespersons. Defense Press Officers and Public Affairs personnel may be appointed as spokespersons at all levels for "response to query."

6.2 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.

6.3 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

Appendix 1: Department of Defense, Public Affairs Policy on Interaction with the Media
Appendix 2: Office of the Assistant Secretary of Defense
Appendix 3: US Northern Command
Appendix 4: North American Aerospace Defense Command
Appendix 5: National Guard Bureau
Appendix 6: US Army Corps of Engineers
Appendix 7: NICCL Worksheet – Military Support

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

References:

A. Secretary of Defense Memorandum "Interaction with the Media," July 2, 2010
B. DoD Directive 5122.5, "Assistant Secretary of Defense for Public Affairs," September 5, 2008
C. Sections 113 and 138 of title 10, United States Code
D. DoD Directive 5230.09, "Clearance of DoD Information for Public Release," August 22, 2008
E. DoD Directive 5200.1, "DoD Information Security Program," December 13, 1996
F. DoD Directive 5400.11, "DoD Privacy Program," May 8, 2007
G. Section 974d of title 29, United States Code
H. Deputy Secretary of Defense Memorandum "Policy for Department of Defense (DoD) Interactive Internet Activities," June 8, 2007
I. Office of Management and Budget, "Guidelines for Ensuring and Maximizing the Quality, Objectivity, Utility, and Integrity of Information Disseminated by Federal Agencies," Federal Register/Vol. 2, No. 67/ January 3, 2002
J. DoD Directive 5410.18, "Public Affairs Community Relations Policy," November 20, 2001
K. DoD Instruction 5410.19, "Public Affairs Community Relations Policy Implementation," November 13, 2001
L. DoD Instruction 5435.2, "Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes," April 25, 1975
M. DoD Instruction 5410.16, "DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions," January 26, 1988
N. DoD Directive 5105.74, "Defense Media Activity (DMA)," December 18, 2007
O. DoD Instruction 5025.0l, "DoD Directives Program," October 28, 2007
P. DoD Instruction 8910.01, "Information Collection and Reporting," March 6, 2007

1.0 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.

2.0 DoD Principles of Information

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 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:

2.1 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.

2.2 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.

2.3 Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

2.4 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.

2.5 The Department of Defense's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the Department of Defense 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.

3.0 Statement of DoD Principles for News Media Coverage of DoD Operations

3.1 Open and independent reporting shall be the principal means of coverage of U.S. military operations.

3.2 Media pools (limited number of news media who represent a larger number of news media organizations for news gatherings and sharing of material during a specified activity) are not to serve as the standard means of covering U.S. military operations. However, they sometimes may provide the only means of early access to a military operation. In this case, media pools should be as large as possible and disbanded at the earliest opportunity (in 24 to 36 hours, when possible). The arrival of early-access media pools shall not cancel the principle of independent coverage for journalists already in the area.

3.3 Even under conditions of open coverage, pools may be applicable for specific events, such as those at extremely remote locations or where space is limited.

3.4 Journalists in a combat zone shall be credentialed by the U.S. military and shall be required to abide by a clear set of military security ground rules that protect U.S. Armed Forces and their operations. Violation of the ground rules may result in suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations shall make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.

3.5 Journalists shall be provided access to all major military units. Special operations restrictions may limit access in some cases.

3.6 Military PA officers should act as liaisons, but should not interfere with the reporting process.

3.7 Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft when possible. The military shall be responsible for the transportation of pools.

3.8 Consistent with its capabilities, the military shall supply PA officers with facilities to enable timely, secure, compatible transmission of pool material and shall make those facilities available, when possible, for filing independent coverage. If Government facilities are unavailable, journalists, as always, shall file by any other means available. The military shall not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

3.9 Those principles in paragraph 3.8 shall apply as well to the operations of the standing DoD National Media Pool system.

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

NRF ESF #15 Quick Summary – Department of Defense	
Office of the Assistant Secretary of Defense, Public Affairs supports external affairs by: Coordination, Policy and Public Affairs Guidance	▪ Reports directly to the Secretary of Defense. ▪ Provides Senior-Level Communications Coordination with WH, DHS, and other Cabinet level agencies ▪ Provides overarching communications policy and Public Affairs guidance within the Department of Defense ▪ Participates in the NICCL Calls ▪ Establishes accreditation criteria and serves as the approving and issuing authority for credentials for news gathering media representatives traveling with and providing coverage of official DoD activities. ▪ 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 ▪ Uses existing systems, facilities, and services of the Department of Defense and other Federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy

1.0 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.

2.0 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)

3.0 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 Staff, DHS, FEMA, and other Cabinet level agencies, and with the Joint Staff, Unified Commands, and the National Guard Bureau, to ensure unity of effort.

4.0 Responsibilities

4.1 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 Staff, 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.

4.2 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.

4.3 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.

4.4 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.

5.0 Coordination

5.1 Senior Communications Coordination Call

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

5.2 National Incident Communications Conference Line (NICCL)

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

5.3 National Joint Information Center

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

5.4 Dual Status Command Arrangement

OASD/PA will announce the appointment of Dual Status Commanders, in coordination with Unified Command and National Guard Bureau, when appointed by governors and the Secretary of Defense.

6.0 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

Quick Summary – US Northern Command	
US NORTHCOM Public Affairs supports external affairs by: Strategic-Level Communications	▪ 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. ▪ 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

1.0 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.

2.0 Mission

The mission of the US Northern Command is conduct homeland defense, civil support, and security cooperation to defend and secure the United States and its interests. The US Northern Command area of operations includes the Continental United States, Canada, Mexico, the Bahamas, Puerto Rico, and the US Virgin Islands.

3.0 Concept of Operations

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

3.1 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.

3.2 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.

3.3 Generally, any additional military units will deploy with "organic" public affairs assets when units deploy in support of civil authorities. 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.

3.4 US Northern Command may deploy additional public affairs elements to provide additional capability including JIC representatives with a Joint Task Force or 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.

3.5 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.

4.0 Coordination

4.1 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.

4.2 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.

4.3 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.

4.3 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.

4.4 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.

5.0 Communications

5.1 Spokespersons

US Northern Command will generally provide senior defense officials and military leaders as spokespersons. Public Affairs personnel may be appointed as spokespersons at all levels for "response to query".

5.2 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 ccommunity" response to a domestic incident.

5.3 Key Themes

- US Northern Command works closely with FEMA and other agencies on a daily basis
- 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.

6.0 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)

Quick Summary – North American Aerospace Defense Command	
NORAD Public Affairs supports external affairs by: 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	▪ 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

1.0 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.

2.0 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.

3.0 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.

3.1 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.

4.0 Coordination
The NICCL may serve as a means 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.

5.0 Communications

5.1 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."

5.2 Objective

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

6.0 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

Quick Summary – National Guard Bureau Public Affairs	
National Guard Bureau Public Affairs supports external affairs by: Operational-Level Communications (State)	▪ 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 54 States, Territories and 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 ▪ Deploys NGB Public Affairs Response Cell (PARC) as needed

1.0 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.

2.0 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 460,000 Army and Air National Guard personnel.

3.0 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.

3.1 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.

4.0 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 general 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.

4.1 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.) Deploys the National Guard Public Affairs Response Cell (PARC), and other public affairs support, when requested. Participates actively in the NICCL call.

4.2 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.**

4.2.1 Aviation Policy

TAG is approval authority for in-state media flights, with a copy of event details to NGB-PA at ngb.par@ng.army.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.

4.3 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.

5.0 Communications

5.1 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.

5.2 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.

5.3 Overarching Message

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

5.4 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

- "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."

5.5 Sample Questions

The National Guard anticipates questions about the role, magnitude and capabilities of the National Guard available and supporting the response efforts. The following questions are a sample of questions anticipated:

- How many National Guard Soldiers and Airmen have been activated on state status (SAD or Title 32)? How many have been placed on alert? How many have been federalized (Title 10)?

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

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

- What other NG assets/installations/capabilities are available to provide support?

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

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

- Who is the JTF commander? Does he have dual status?

- At what level has this event been rated by the Homeland Security Special Event Assessment Rating (SEAR) scale (1-5)?

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

6.0 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-PAS-P.

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

1.0 Purpose

This appendix outlines roles and responsibilities of the 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).

6.0 Mission

2.1 National Response Framework

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

2.2 Public Law (PL) 84-99

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

7.0 Concept of Operations

7.1 USACE has a headquarters office and 8 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).

7.2 USACE Headquarters Public Affairs Office is responsible for staffing the National Response Coordination Center and National JIC as required.

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

7.4 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.

8.0 Geographical Relationships

8.1 State Planning and Response

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

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

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

8.2.1 LRD

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

8.2.2 MVD

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

8.2.3 NAD

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

8.2.4 NWD

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

8.2.5 POD

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

8.2.6 SAD

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

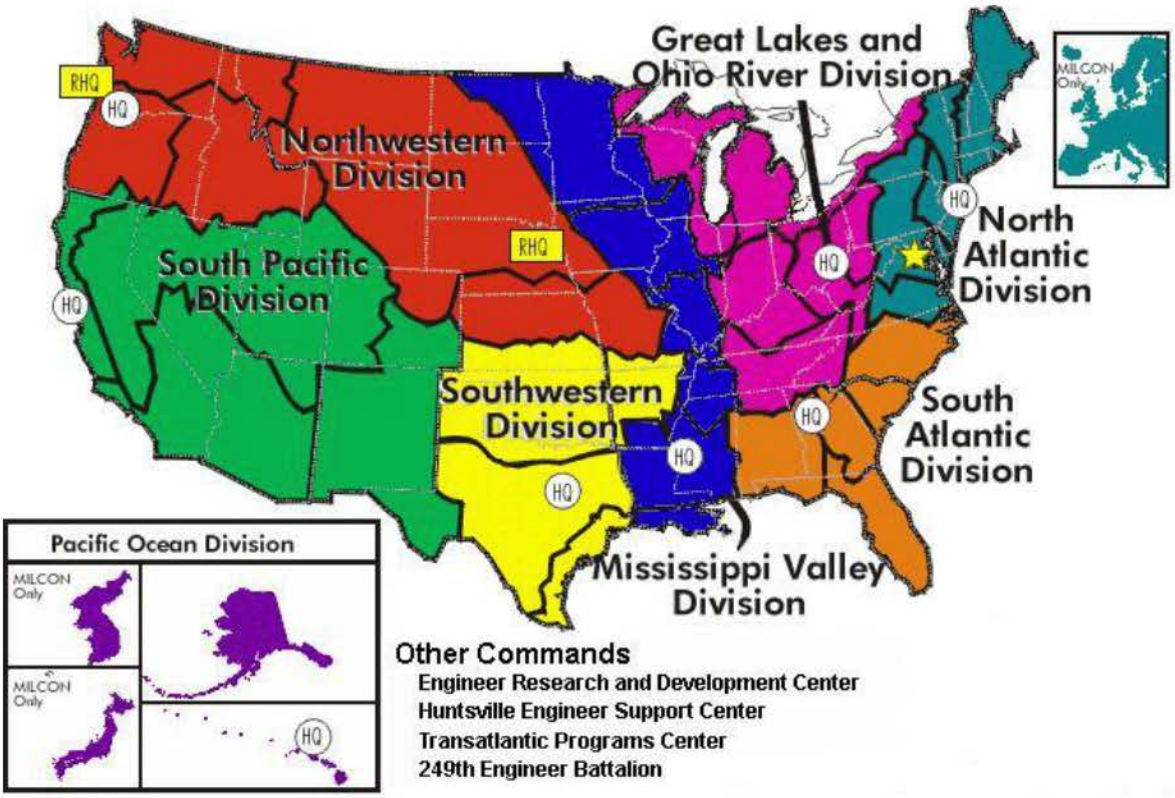
8.2.7 SPD

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

8.2.8 SWD

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

USACE Civil Engineer Divisions and Districts



Appendix 7 to Annex I to Emergency Support Function #15 External Affairs
NICCL Call worksheet

FOR OFFICIAL USE ONLY
1-800-320-4330 -- Code#

NICCL WORKSHEET – MILITARY SUPPORT

COORDINATION –POC Information

- ☐ OASD PA_____ _____
- ☐ US NORTHCOM PA_____
- ☐ US PACOM PA_____
- ☐ US SOUTHCOM PA _____
- ☐ US STRATCOM PA_____
- ☐ National Guard Bureau PA_____

COMMUNICATION - Situation, Engagement, Message & Details

- ☐ SITUATION (Key Facts/Assumptions):

- ☐ MEDIA ENGAGEMENT (Held/Planned/Anticipated):

- ☐ WHAT WE ARE SAYING (Top-Line message):

- ☐ SIGNIFICANT DETAILS: (Defer to component when feasible)

NOTES

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

References:
A. National Response Framework
B. National Incident Management System

1.0 Purpose

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

2.0 Operating Concepts

2.1 If an incident is deemed to be terrorist-related, the FBI is the lead DOJ component handling the investigation.

2.2 Coordination of all DOJ components is crucial. As soon as an incident occurs, DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, DEA, USMS, BOP, and other DOJ components as appropriate, to discuss the incident and coordinate press strategy, including new/digital media.

2.3 In the event of ESF #15 activation, an FBI and/or ATF public affairs officer will be designated as an ESF #15 EA Officer.

3.0 Communication Protocols

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

3.1 Communications strategy developed and coordinated with White House Communications and the DHS.

3.2 Participation in the NICCL and SICCL.

3.3 DOJ's Office of Public Affairs will initiate a conference call with public affairs representatives at the FBI, ATF, and other DOJ components as appropriate before each NICCL call in order to discuss law enforcement operations and coordinate law enforcement messages.

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

3.5 Activation of a NJIC.

4.0 Objectives

During a terrorist-related incident, DOJ will:

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

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

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

4.4 Monitor major social/new media networks to assess ongoing public reaction. Provide analysis for consideration of message development.

5.0 Policies

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

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

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

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

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

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

- **5.5.1** Law enforcement and investigative efforts
- **5.5.2** Federal, State, and local coordination
- **5.5.3** Public safety
- **5.5.4** Legal issues
- **5.5.5** The need for public and media assistance to help track down those

responsible for the crime through tip lines, photos, and other means.

6.0 Message/Themes:

6.1 "The DOJ is using all available law enforcement resources working with all [international] Federal, State, and local enforcement agencies in order to track down and hold accountable those responsible for the incident.

6.2 Law enforcement is organized and focused on these efforts. Our mission is clear – we are united in our efforts across [international] Federal, State, and local lines to bring those responsible for this incident to justice.

6.3 We are steadfast and resolute in our resolve to prevent further incidents against the United States.

6.4 We ask the American people to remain vigilant and report any suspicious activity to the FBI [or the DOJ component with primary jurisdiction].

6.5 We will continue to keep the public informed of our law enforcement efforts."

7.0 Message Development

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

7.2 The DOJ Public Affairs Office will coordinate with its components and approve any message about law enforcement or investigative efforts.

7.3 Federal, State, and local law enforcement must work together to ensure that law enforcement messages are coordinated, accurate, and presented to the media and the public in a timely manner.

7.4 Correct misinformation promptly.

8.0 Message Dissemination

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

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

8.1.1 Conduct news conferences with the media (with agency and/or appropriate law enforcement officials). Press conference location sites may include Main DOJ, FBI Headquarters, DHS NJIC.

8.1.2 Conduct conference calls with the media.

8.1.3 Issue press releases, press statements, fact sheets.

8.1.4 Issue media advisories.

8.1.5 Organize and participate in media briefings (on the record and on background).

8.1.6 Organize and participate in television and radio interviews.

8.1.7 Provide information on the DOJ Web site as well as other DOJ components' Web sites as appropriate.

8.1.8 Send e-mail alerts, including social media alerts/updates to subscribers/e-mail lists.

8.1.9 Provide updates to community partners through conference calls.

8.1.10 Provide photos of fugitives (for law enforcement purposes).

8.1.11 Conduct telephone calls and e-mail information to a list of DOJ beat reporters (which includes national and international media outlets: news wires, newspapers, television, magazines, Internet).

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

8.2.1 Provide Qs & As, talking points, public affairs guidance, and other information (and resources) to field office media coordinators (U.S. Attorneys offices, FBI, and ATF SACs) in order to ensure law enforcement message is accurate and coordinated.

8.2.2 DOJ and its components will draft talking points and speeches for senior officials.

8.3 The DOJ's Office of Intergovernmental and Public Liaison will provide information to State and local government and non-government agencies.

8.4 The DOJ's Executive Office for United States Attorneys will coordinate information to the 94 United States Attorneys offices around the country.

9.0 Office of Public Affairs Incident Communications Plan

9.1 In the event of an incident, the Department of Justice's Office of Public Affairs (DOJ OPA) will coordinate its operations with its components. DOJ OPA will relocate and conduct operations with the FBI's Office of Public Affairs with representatives from ATF and DOJ's other components. The offices will conduct operations and have representatives in several locations, which may include the FBI's Special Incident Operations Center (SIOC), the Department's Command Center, the DHS NJIC, and other undisclosed locations.

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

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

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

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

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

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

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

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

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

1.0 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.

2.0 Background

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

3.0 Objectives

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

3.1 Coordinate public health and medical messages across the Federal Government to ensure accuracy and consistency and timely information so that affected individuals and communities can make sound decisions about protecting health.

3.2 Coordinate communications activities with State and local public health, medical, and emergency response agency communications staffs, including regional or local communications centers as appropriate.

3.3 Communicate with members of the public, particularly in affected communities, on the real and perceived public health and medical impacts of the emergency.

3.4 Promptly respond to rumors and inaccurate information to minimize concern, social disruption, and stigmatization.

3.5 Coordinate international information exchange and communication strategies.

4.0 Planning Assumptions

4.1 Operational Communications Assumptions

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

4.1.2 The Office of the Assistant Secretary for Public Affairs, Department of Homeland Security, will lead communications for non-health effects of an incident (e.g., transportation, commerce, economy, education).

4.1.3 White House Communications will guide overall communications strategy and policy for the U.S. Government.

4.1.4 Risk communication principles will be incorporated into all public health and medical information activities.

4.1.5 Access to communication channels and business destinations may be hindered, so staffs may need to work remotely.

4.1.6 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.

4.2 Strategic Communications Assumptions

4.2.1 The first public announcement of a potential public health or medical emergency will come through social media, followed by announcements in traditional news media.

4.2.2 The public affected by the incident will need to be informed quickly about the measures they can take to protect their health and the health of their families. Regardless of the type of incident, people will be concerned about real or perceived health impacts and will raise questions about protecting health.

4.2.3 There will be incomplete information, misinformation, rumors, and misconceptions among the public.

4.2.4 There will be an insatiable demand for information from the public and from domestic and international media.

4.2.5 There will be overwhelming public pressure on government to provide facts quickly.

5.0 Control

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:

5.1 Strategic Communications

White House will direct strategic communications activities and efforts.

5.2 Medical and Public Health Communications

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

5.3 Incident Communications

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

6.0 Coordination

The Office of the Assistant Secretary for Public Affairs (OASPA) is the central authority within HHS that will manage and coordinate the public health and medical communications for incidents requiring a coordinated Federal response. OASPA 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 Administration for Children and Families, and the Administration on Aging. Certain functions may be delegated to agency personnel at the discretion of OASPA.

6.1 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.

6.2 HHS Public Affairs Conference Line

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.

6.3 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 of 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.

The USG conducted "textbook response for public communications"
John Rainford, World Health Organization

6.4 National Public Health Information Coalition

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.

6.5 ESF #15 – External Affairs

HHS will support the activation and management of ESF #15 – External Affairs, which will be under the leadership of the DHS Office of Public Affairs. This function could involve a Washington, D.C. area and/or deployed site to support a Unified Coordination in a state, U.S. territory, the District of Columbia, or an international area.

6.6 HHS Secretary's Operations Center (SOC)

SOC serves as HHS's official notification point for operational/non-media aspects of an impending or actual disaster or emergency. The SOC is staffed 24 hours a day, 7 days a week. This facility maintains a 24-hour capability to monitor all

sources of warning/disaster information, including other Federal agencies, DHS regions, and the news media. The SOC reports disaster events to DHS key officials, DHS regions, and NRF signatory agencies. An 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.

6.7 HHS Incident Response Coordination Team (IRCT)

HHS may deploy an IRCT to the field within hours following the identification of a public health emergency to establish situational awareness on the ground and to assess the short-term and potential long-term requirements for the HHS response. The IRCT leader is identified as the Senior Health Official (SHO) for the Federal response. An HHS public affairs staff member may deploy with the IRCT to serve as the senior public affairs advisor to the SHO the IRCT staff, and any deployed public health or medical teams to represent HHS public affairs interests in the field, reporting back to the virtual emergency communications centers for situational awareness and relying on OASPA HQ for final approval and clearance of public affairs activities and materials.

7.0 Communication

7.1 Spokespersons

HHS will provide three types of spokespeople, depending on the information need—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 SHO serves as the spokesperson for deployed ESF #8 assets. In addition, each public health and medical team must identify a spokesperson to interact with any media that arrive at an ESF #8 deployment site such as a Federal Medical Station. The SHO and the deployed teams will coordinate media interviews through the designated HHS public affairs officer.

7.1.1 Public Affairs Officers

The 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.

7.1.2 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.

7.1.3 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
- 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
- Assistant Secretary for Public Affairs
- Deputy Assistant Secretary for Public Affairs/Media
- Director, HHS News Division

Annex M to Emergency Support Function #15 External Affairs
Environmental

References:

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

1.0 Purpose

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

2.0 Guiding Principles

2.1 Use the Web to share data and information with the media and the public in a timely manner;

2.2 Communicate all data and information in a simple, easily understandable format;

2.3 Work with partner agencies at the Federal, State, local, and tribal levels, as well as private sector and non-governmental organizations, to develop and communicate key environmental and public health information to the public; and

2.4 Ensure that these messages are conveyed to the media and the public quickly and consistently; and as required by the incident, ensure all information dissemination is coordinated with the DHS ESF #15 EAO and the DHS JIC.

3.0 Mission

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

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

3.2 ESF #10 – Oil and Hazardous Materials

3.2.1 Incidents in Inland Zones

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

3.2.2 Incidents in Coastal Zones

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

3.1.3 Lead Agency Responsibilities

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

4.0 Concept of Operations

4.1 EPA Public Affairs Deliberate Planning Operations

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

4.2 Response to a Major Incident

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

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

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

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

5.0 Coordination

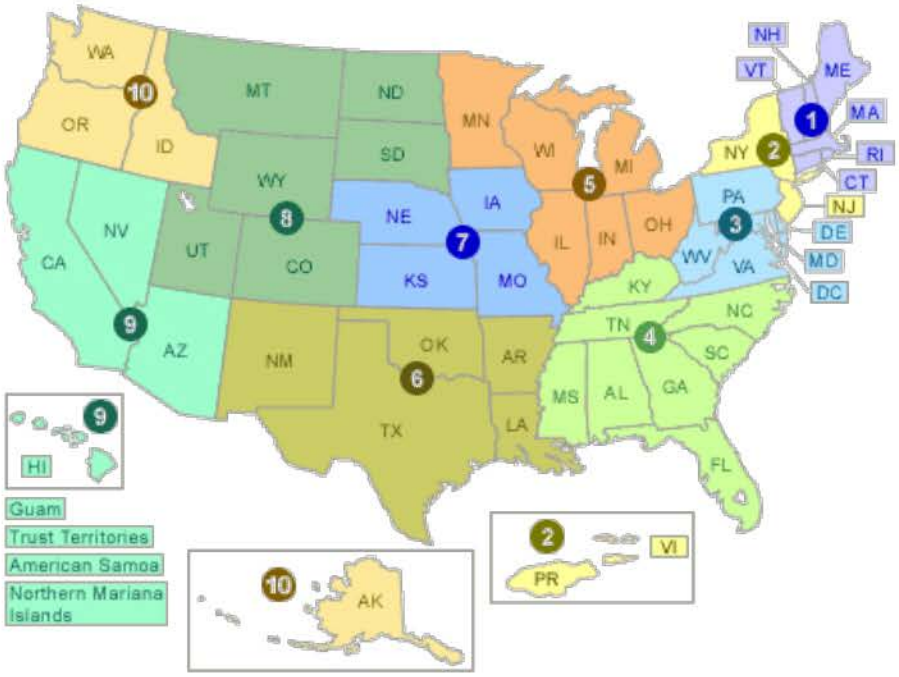
5.1 EPA Personnel Operational Control

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

5.2 National Incident Communications 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

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

1.0 Purpose

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

2.0 Background

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

2.2 Radiological Incidents

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

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

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

Table 1

3.0 Radiological Dispersal Device (RDD)

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

4.0 Improvised Nuclear Device (IND)

An IND may be constructed from components of a stolen state-built nuclear weapon or from scratch using nuclear material and may produce a nuclear explosion. An IND is very different from an RDD which simply disperses radiological material using conventional explosives. 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. The resulting mushroom cloud (or plume) from a nuclear bomb contains fine particles of radioactive dust that can blanket large areas (tens to hundreds of square miles) with fallout.

5.0 Federal Response

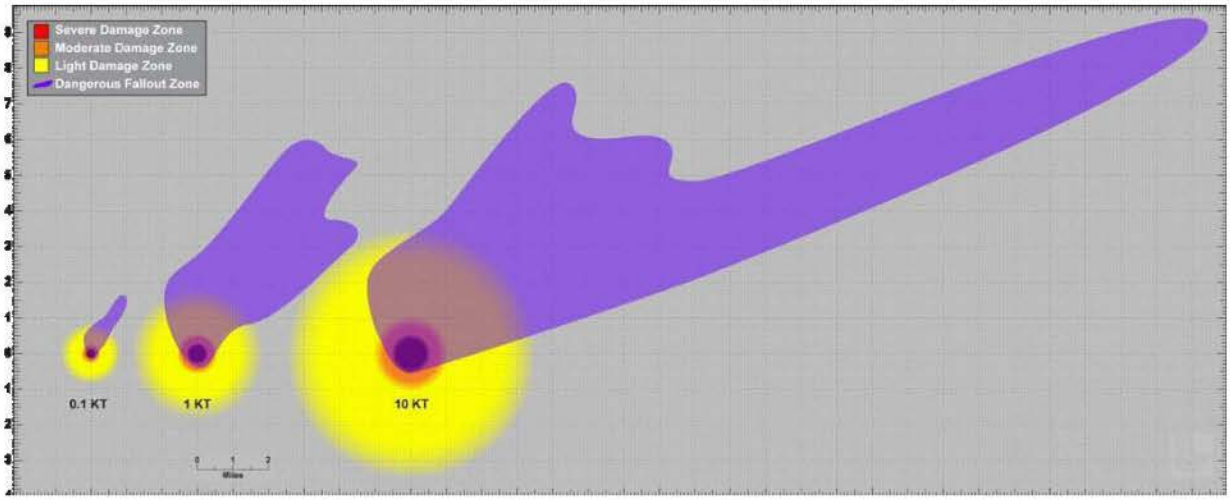
5.1 Federal Interagency Modeling and Atmospheric Assessment Center (IMAAC)

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.

5.1.1 Led by Department of Homeland Security (DHS), the IMAAC is a partnership among eight Federal agencies, each with supporting capabilities and/or responsibilities for plume modeling. These agencies include: DHS, Department of Energy, Department of Defense, National Oceanic and Atmospheric Administration, National Aeronautics and Space Administration, Environmental Protection Agency, Nuclear Regulatory Commission, and the Department of Health and Human Services.

5.1.2 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.

5.1.3 Any Federal, state, local, tribal or territorial agency may activate IMAAC for emergencies involving an atmospheric release. IMAAC assistance can be requested through the DHS National Operations Center (NOC).



Representative dangerous fallout (DF) zones for 0.1KT, 1.0KT and 10 KT 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.

5.2 Public Plume Maps

Plume maps are visual representations of the projected path of a hazardous material in the air and/or deposited on the ground. During a radiological incident, timely dissemination of plume maps through multiple communication channels, to include social media, 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.

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*

International Incident Case Study: 2011 Fukushima Nuclear Crisis (3)

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.

5.3 Federal Radiological Monitoring and Assessment Center (FRMAC)

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

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

5.4 Protective Action Recommendations (PAR)

State, local, tribal and territorial governments are responsible for issuing and communicating protective actions to the public as they deem appropriate. DHS and the agency with jurisdictional authority support state, local, tribal and territorial governments by developing and delivering Federal advice to government officials (*not* directly to the public). These Federal PARs may include advice and assistance on measures to avoid or reduce unnecessary radiation exposure to the public. This includes advice on emergency actions such as sheltering, evacuation, and use of pharmaceutical countermeasures, such as potassium iodide (KI). It also includes advice on long-term measures, such as restriction of food, temporary relocation, or permanent resettlement, to avoid or minimize exposure to residual radiation or exposure through the ingestion pathway.

6.0 Responsibilities

6.1 DHS

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

6.1.1 National Incident 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 public affairs personnel represent their agency on the NICCL to maintain liaison with the ESF #15 functions based on the nature of the radiological incident.

6.2 DOE and NNSA

DOE and NNSA facilitate the immediate and follow-on scientific support for public affairs as the public messaging effort is critical to saving lives by directing

the movement of people to safe areas. The National Atmospheric Release Advisory Center (NARAC), the DOE component of the IMAAC, maps the initial spread of contamination so emergency managers can decide what protective actions are necessary. 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.)

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

6.3 DOJ/FBI

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

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

6.4 Domestic Nuclear Detection Office (DNDO)

Established by NSPD-43/HSPD 14, DNDO resides within DHS and reports to the Secretary of Homeland Security. DNDO 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. DNDO retains expertise in nuclear detection and forensics operations and response, technical capabilities, and intelligence analysis. DHS Office of Public Affairs is responsible to determine what detection information is released to the media. DNDO would support DHS Public Affairs, as needed, by providing publicly releasable information regarding nuclear detection and related issues.

6.4.1 DNDO 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. DNDO 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.

6.5 Radiological Web Information

6.5.1 Radiation and Radiological Emergencies

- Centers for Disease Control **http://emergency.cdc.gov/radiation**
- DHS/FEMA **http://www.fema.gov/resource-document-library**
  - *Improvised Nuclear Device and Recovery: Communicating in the Aftermath (June 2013)*
  - *Communicating During and After a Nuclear Power Plant Incident (June 2013)*
  - **http://www.ready.gov/document/be-informed-radiation-threat**
- NRC **http://www.nrc.gov/about-nrc/nrc-slides-who-we-are.pdf**
- EPA **http://www.epa.gov/radiation/emergency-response-overview.html**
- National Alliance for Radiation Readiness **http://www.radiationready.org**

6.5.2 Radiation Protection and Measurement

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

6.5.3 Health Effects of Radiation

- Health Physics Society **http://hps.org/publicinformation/radfactsheets/**
- Radiation Effects Research Foundation **http://www.rerf.or.jp**
- HHS - Radiation Emergency Medical Management **http://www.remm.nlm.gov**

Appendices

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

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

References:
A. National Response Framework
B. National Incident Management System

1.0 Purpose

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

2.0 Background

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

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

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

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

3.0 PA Posture

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

3.1 It is intended that these communications should serve to:

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

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

- Timely, accurate information is key to maintaining public trust and reducing possible health or safety consequences.
- Verified information must be released as quickly as possible, even if all the details are not yet known.
- Open and prompt information at the onset of a crisis protects the organization's credibility and creates a positive initial image.
- 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 motivate 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 as people under stress are not processing information as well as under normal circumstances. Repeating consistent messages and using multiple media (i.e. print, television, radio, social media and the 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.
- When appropriate, an incident can be an opportunity to educate the public and the media about the NRC, its programs and responsibilities, and even nuclear and radiological subjects that might not otherwise draw attention.
- If the NRC makes a mistake at any time during the crisis, either in handling the situation or in conveying information, the mistake must be immediately acknowledged and corrected.

4.0 Themes/Key Messages

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

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

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

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

5.0 Media Interest

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

6.0 Media Outlets

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

7.0 Other Audiences

The NRC's Office of Congressional Affairs is responsible for communication with the Congress; other offices are responsible for communication with State, tribal, and local responders, the industry, and other stakeholders. The NRC may initiate a Public Inquiry Desk (either internal or through contract) to answer questions from the general public using materials and information developed by OPA.

8.0 PA Products

8.1 Press releases
8.2 Media interviews
8.3 Press conferences and teleconferences (alone or with other State, local, and Federal officials)

8.4 Blog posts
8.5 Twitter messages
8.6 YouTube videos
8.7 Fact sheets, backgrounders, and Qs & As
8.8 The Web site (including activation of the Emergency Event Web Page), Web casts, and streaming video
8.9 Response to inquiries (e-mail, phone)
8.10 Other tools as appropriate following resolution of the situation, including Op-Eds, trade press articles, public meetings, etc.

9.0 NRC Public Affairs Responsibilities and Staffing

9.1 HQ OPA Operations Center Team

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

9.2 HQ OPA News Center Team

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

9.3 HQ Public Affairs Office Team

One secretary and at least two Public Affairs Officers remain in the Public Affairs Office to answer phones, maintain telephone logs, respond to incoming OPA e-mail, communicate with Federal partners and the regions, and manage the Emergency Event Web Page and agency social media sites. They are 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. A decision to activate an internal or external "call center" would have to be made if OPA is overwhelmed or expects to be overwhelmed by public calls.)

9.4 Regional Public Affairs Staff

Two regional PAO staff members are initially dispatched to the licensee's JIC or to another suitable local site. Other regions' public affairs staff may come to headquarters or be dispatched by the OPA Director to other locations as needed. Regional public affairs staff communicate regularly with HQ and coordinate release of information as appropriate. (Note: A technical briefer – an expert in either reactors or nuclear materials – is assigned to support OPA in each of these locations.)

9.5 Field Operations

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

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

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

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

2.1 Nuclear/radiological release at a DOE facility or involving DOE materials during the use, storage, and shipment of a variety of radioactive materials.

2.2 The shipment of spent reactor fuel.

2.3 The production, assembly, and shipment of nuclear weapons and special nuclear materials.

2.4 The production and shipment of radioactive sources for space vehicles.

2.5 The storage and shipment of radioactive and mixed waste.

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

3.1 Knowledge of U.S. nuclear weapons, RDD and INDs with specific specialties in spectroscopy, nuclear device modeling, radiography and device diagnostics, and assessment technology

3.2 Technical operations (explosive ordinance disposal procedures and techniques for device access, disablement, render safe procedures, weapon recovery, stabilization and packaging for final disposition)

3.3 Technical support requirements (attribution, weapons effects, health and treatment

capabilities, and the radiological elements of consequence management)

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

4.0 Policy

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

5.0 NNSA Emergency Response Assets

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

5.1 Radiological Assistance Program (RAP)

Maintained since the late 1950s, the RAP is designed to provide first-responder radiological assistance to protect the health and safety of the general public and the environment and to assist other Federal agencies, as well as State, tribal, local, and private individuals in the detection, identification and analysis, and response to events involving 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

5.2 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

5.3 Aerial Measuring System (AMS)

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

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

Formed in 1976, the REAC/TS has provided support to the DOE, the World Health Organization (WHO), and the International Atomic Energy Agency (IAEA) in the medical management of radiation accidents. REAC/TS operates the only Cytogenetic Biodosimety 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 is prepared around-the-clock to provide assistance at the local, national, or international level. Designated a WHO Collaborating Center in 1980, REAC/TS is recognized around the world for its expertise and is called upon to assist the global community in providing medical care to radiation accident victims, directly or indirectly as consultants. For additional information see http://www.nnsa.energy.gov/REACTS

5.5 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

6.0 DOE Personnel Operational Control

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

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

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

1.0 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.

2.0 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.

3.0 Policy

The DOD policy for nuclear weapons incidents is contained in reference c. Generally, a incident involving a US nuclear weapons 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.

3.1. For nuclear weapons related events, the occurrence will be treated as an "incident" – an event involving a hostile act – until the FBI determines the event to be an accident. This determination will be make 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 of 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.

3.2. The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats inside the United States, 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.

3.3 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.

3.4 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.

4.0 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 Coordinating Agency in a nuclear weapons incident, DOD will be a supporting agency.

4.1 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.

4.2 DOD organizations responding to a nuclear relate incident will limit their public communication efforts to information regarding the military response, immediate public safety, or support of the primary agency messaging.

4.3 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

1.0 Purpose

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

2.0 Scope

NASA will establish a JIC for launches of radioactive materials in quantities requiring development of specific contingency response plans and 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.

3.0 Policy

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

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

3.3 A NASA launch is a highly public event scheduled many months or years beforehand. NASA and its core risk communications team will distribute factual 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 general public and the media, using a variety of formats, venues, and interactive methods that leverage existing agency outreach programs and personnel.

4.0 Staffing

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

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

4.2 Minimum JIC Staffing

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

5.0 JIC Operations

5.1 Activation of the NASA JIC will occur as part of the overall radiological contingency implementation. The JIC will continue to operate until released by emergency operations management.

5.2 JIC operations will be governed by a coordinated and approved JIC Plan, developed specifically for each mission. This plan will describe in detail the coordination concurrence and approval process for JIC information releases.

6.0 NASA Public Affairs Launch Commentator

6.1 The designated NASA Public Affairs Launch Commentator has the responsibility for announcing initial public information concerning emergencies. The commentator will be authorized to use pre-coordinated, pre-scripted statements for specific contingency situations as directed by the JIC.

6.2 Initial launch commentary releases pertaining to radiological hazards following any declared launch accident or radiological contingency will include initial emergency instructions and advisories to news media, on-site personnel, and visitors to the launch.

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

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

1.0 Purpose

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

2.0 Background

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

2.1 EPA Office of Air and Radiation (OAR)

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

2.2 Radiological Emergency Response Team (RERT)

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

3.0 Policy

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

4.0 EPA Public Affairs Response

4.1 ESF #15 Staffing

EPA, through its field and regional incident management structures, will support the interagency effort under ESF #15 by providing the media and the public with information on EPA's response activities. 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.

4.2 Addressing Public Concerns

In the event of a radiological incident, 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. EPA will issue press releases and other materials to inform the media and the public of the health and environmental consequences of the incident. EPA's Office of External Affairs (OEA), in coordination with the Office of Environmental Information (OEI), the DHS Web team, and the relevant regional Public Affairs Directors and Headquarters program offices, will develop and maintain one web site to keep the public informed of the incident status. All approved content and data will be posted to the Web site as quickly as possible. Phone lines will be established with a published number for public inquiries.

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

References:
A. 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

1.0 Purpose

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

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

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

2.0 Mission

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

3.0 Procedures for Major Accidents

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

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

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

3.4 Media briefings are often held at Reagan National Airport, before the Go-Team's departure, and on arrival at the accident site. On-scene, the Board strives to conduct two press conferences a day, one mid- to late-afternoon and the other in the evening following the daily progress meeting held by the investigative team.

3.5 The Board's spokespersons discuss factual, documented information. They do not provide any analysis, nor speculate as to the significance of any particular piece of information. The NTSB will not announce the cause of an accident while on-scene; indeed, the cause may not be determined for 12 to 18 months after the accident.

3.6 The NTSB also will not release the identities of victims or survivors of accidents. The transportation company involved or the local medical authorities generally release such information. If conditions permit, NTSB PAOs will attempt to bring the news media to the accident site (using a pool arrangement if it is a large group), keeping in mind limitations posed by physical and biomedical hazards.

3.7 The Board maintains a public affairs presence at an accident scene for as long as circumstances warrant, usually 3 to 7 days. After that, information is released from the public affairs office in Washington, D.C.

3.7.1 There are occasions when multiple agencies, particularly State and local agencies, are involved in some aspect of the post-accident scene. For example, police are responsible for public safety, State transportation officials are responsible for arranging alternative transportation opportunities, the medical examiner is responsible for victim identification, etc. Each agency has its need to conduct press conferences. Although the NTSB does not conduct joint press conferences once the investigation starts to move ahead, it is willing to work with all other agencies to arrange press conference schedules so as not to interfere with each other.

3.8 After the team has left the accident scene, the fact-gathering phase of the investigation continues. During this phase, the Board may hold a public hearing. At that time, a public docket is opened and a series of detailed factual reports are released, which become the basis for the analysis to come.

3.9 The final report of a major accident investigation – containing the Board's findings, a probable cause determination, and safety recommendations – is adopted by the five-member Board at a public meeting held in Washington, D.C.

4.0 Federal Bureau of Investigation

4.1 Federal law provides that, "If the Attorney General, in consultation with the Chairman of the Board, determines and notifies the Board that circumstances reasonably indicate that the accident may have been caused by an intentional criminal act, the Board shall relinquish investigative priority to the Federal Bureau of Investigation." The Board then ceases all media activity with regard to the accident and operates in support of the FBI as requested. This provision was employed on September 11, 2001.

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

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

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

1.0 Purpose

This annex outlines the public affairs roles and responsibilities of the U.S. Department of Agriculture (USDA) 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.

2.0 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.

3.0 Policies

3.1 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.

3.1.1 USDA

USDA public affairs have lead for issues dealing with the following:

- Safety and security 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, arranging for the transportation and delivery of the USDA foods, 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 **marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products,** through the USDA/Grain Inspection, Packers and Stockyards Administration (GIPSA)

- **Producer and rancher assistance,** which includes low-interest loans to rebuild the infrastructure and supply seed and start-up livestock, and the conservation reserve program to enable farmers and ranchers to restore buffers, trees, and other natural resources that protect water and wildlife through the USDA/Farm Service Agency (FSA)

- The **safety and well-being of household pets** by coordinating (with 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 exotic animals** housed USDA APHIS regulated facilities as mandated by the Animal Welfare Act.

- **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 Ag 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 particular 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 designated Sector Specific Agency (SSA) 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.

3.1.2 HHS/FDA

HHS provides leadership by ensuring the safety and security of food, animal feed, food-producing animals, animal therapeutics, and dietary supplements. HHS, through the CDC and in coordination with the States,

develops and implements surveillance systems to monitor the health of the human population.

- HHS, through 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.)

- FDA is responsible for protecting the public health by ensuring the safety, efficacy, and defense of our Nation's food (human and pet) and animal feed supply. FDA assists and supports the HHS in public health- and medical-related efforts to prevent, respond, mitigate, and recover from an incident.

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

A terrorist attack on agriculture or food may initially be indistinguishable from a naturally occurring event. Several days could pass before food, medical, or agriculture authorities suspect an attack has taken place. Criminal intent may not be apparent until 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.

3.3 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.

3.4 Department of State (DOS)

A food or animal health incident could take place as a result of international trade. The USDA will coordinate with DOS, HHS, and the Department of Commerce public affairs to release information regarding food safety or international trade with another nation as this information could have an effect on the economy.

4.0 Laboratory Testing

The news media will likely focus on the results of laboratory testing of contaminated food and infected animals and plants. Depending on the agency responsible for the laboratory testing, USDA or HHS/FDA/CDC public affairs would have the lead for dissemination of these results to the media and general public. 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.

5.0 Concept of Operations

5.1 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.

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

5.1.2 Under the ICS, OC will assign a public information officer (PIO) to support the incident command structure. OC would also assign a PIO to the National Joint Information Center 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.

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

5.2 USDA Response to a Major Incident

5.2.1 Intergovernmental/stakeholder outreach

- Internal USDA conference call with USDA agency PA/mission areas
- Federal interagency conference call (WH, HHS, Department of the Interior, 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

5.2.2 Media outreach

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

5.2.3 General public outreach

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

5.3 FDA Office of External Affairs Incident Response

FDA is responsible for protecting the public health by ensuring the safety, efficacy, and defense of our Nation's food (human and pet) and animal feed supply. FDA assists and supports the HHS in public health- and medical-related efforts to prevent, respond, mitigate, and recover from an incident.

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 Food and Nutrition Service (FNS) – eggs in school lunches
  - FDA and USDA Food Safety & Inspection Service (FSIS) - powdered eggs in processed food production
  - USDA Agricultural Marking Service (AMS) – on-farm egg graders

5.3.1 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.

5.3.2 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 public health.

5.3.4 In cooperation with State, tribal, territorial and local officials as well as the food industry, conduct trace backs or recalls of adulterated products.

5.3.5 Issuing safety alerts, health information advisories, warnings, advice and guidance to consumers and industry.

6.0 Coordination

6.1 USDA/FDA State Communications

The State communications officials in the affected State(s) will be notified first. USDA OC, in cooperation with agency and interagency public affairs staff, will hold conference calls with communicators from State Departments of Agriculture, Health, Homeland Security, and Natural Resources when needed to coordinate and disseminate information regarding the situation. FDA External Affairs may also initiate calls with stakeholders, including state health and (depending on circumstances) agriculture counterparts, in coordination with USDA OC/relevant agencies.

6.2 NICCL

USDA 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

1.0 Purpose

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

2.0 Staffing External Affairs Leadership Positions

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

2.1 Terrorist Incidents

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

2.2 Natural Disasters

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

2.3 Public Health Incidents

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

2.4 Aircraft Incidents near Military/Civilian Communities

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

3.0 Responsibilities

3.1 DHS Public Affairs

Following an incident, the DHS Director of Incident Communications may request Federal department and agency volunteers to immediately deploy to help form a 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.

3.2 FEMA External Affairs

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

3.2.1 FEMA Reservists

FEMA reservists are intermittent employees that are called up to deploy to fill long-term Unified Coordination staff and JIC positions following incidents. Reservists are hired under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

3.2.2 Automated Deployment Database (ADD)

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

3.2.3 Functions

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

3.3 Federal Department and Agency Public Affairs

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

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

4.0 Training

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

5.0 Federal Deployment Teams

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

Lead Dept./Agency	Team	Capability
FEMA	Incident Management Assistance Teams Two National IMATs (N-IMATs) N-IMAT East and N-IMAT West There are regional IMATs for each FEMA Region (R-IMAT)	N-IMAT -Readily deployable -Of the 26 designated members there is 1 external affairs position R-IMAT Located within the FEMA region and contain external affairs representatives on the regional teams.
HHS/ASPR	Incident Response Coordination 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 IRCT and serve as the public affairs advisor to the Senior Health Official and their IRCT staff
HHS/ASPR	National Disaster Medical System (DMAT, IMSuRT, NVRT, DMORT, NMRT)	NDMS teams of medical providers deploy to an impacted area to augment state and local healthcare providers and veterinarians, support patient evacuations from affected to unaffected areas of the country, and support the local coroner in victim identification U.S. Public Health Service officers

Lead Dept./Agency	Team	Capability
HHS/PHS	Public Health Teams	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 Department of Agriculture (USDA), the Food and Drug Administration, the Centers for Disease Control and Prevention, and other Federal agencies.
HHS/CDC	CDC Deployment Teams	Provide specific disease-related advice to State/Local health officials
EPA	Environmental Response Team (ERT) Radiological Emergency Response Team (RERT) National Decontamination Team (NDT) National Criminal Enforcement Response Team (NCERT)	ERT- Deploys to emergencies to deal with human health and environmental impacts of terrorist attacks RERT- Responds following the release of radioactive materials to provide technical advice, monitoring, sampling, and cleanup assistance NDT-Provides decontamination expertise of chemical, biological, and radioactive contaminants NCERT-Provides law enforcement support for contaminated sites linked to terrorism or environmental crimes
NTSB	Investigative Go-Team	See Annex O. Investigative team that deploys to civil aviation accidents and major accidents in the other modes of transportation – rail, highway, marine, and pipeline. The number of team members varies based on the circumstances of the accident and public interest.
National Guard Bureau	Public Affairs Response Cell	May consist of PAO, journalist, and/or broadcast capability to advise State PAOs and assist with managing/capturing national media coverage.
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) [consist of the:]	FRMAC's public information officer will deploy with a response team

Lead Dept./Agency	Team	Capability
	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)	

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)

1.0 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.

2.0 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.

2.1 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.

2.2 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 Products and Planning and Joint Information Center appropriately. The Digital Communications Specialist sits in the Media Relations Unit in the JIC.

3.0 Digital Communications Channels

Once the ESF-15 Operations Director is identified, the respective agency and their communication channels are the lead.

3.1 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 General Services Administration (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:

3.2 Department and Agency Websites

Agencies should follow these guidelines for the best way to support the response and recovery efforts:

3.2.1 Ensure your website and blog are up to date with the latest information regarding the incident.

3.2.2 Stay within agency mission lanes when commenting or creating content about the incident.

3.2.3 Ensure that information being provided is accessible and in the proper format.

3.2.4 Cross-link to other agencies' content that would be beneficial for your audience.

3.2.5 In some instances, it may be relevant that multiple agencies stand up pages specific to the disaster, utilizing the same word/keyword (E.g. energy.gov/sandy or treasury.gov/sandy)

3.3 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.

3.3.1 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.

3.3.2 Before launching new accounts for a particular incident, answer the following questions:

- Will the response and/or the recovery be prolonged?
- Will there be confusion between this new account and existing accounts?
- Who will manage the new account after the incident?
- Is there a specific regional or language social media site or network that represents the audience impacted by the incident?

3.3.3 Agencies should follow these guidelines for the best way to support the response and recovery efforts and engage audiences:

- Ensure your social media sites have up to date messages regarding the incident.
- Stay within your agency's mission lanes when commenting or creating content about the incident.
- Respond to questions or inquiries from social media users or direct them to the appropriate agency.
- Ensure that information being provided is accessible and in the proper format.
- Cross-link to other agencies' social media sites that are involved with the incident.

4.0 Messaging and Distribution

As noted in concept of operations, content and messaging should be coordinated and thoroughly aligned with Products and Planning and Joint Information Center appropriately. Posting important, accurate, and timely 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:

4.1 As with all messaging during a Federal response, content should be actionable information to promote public safety and should include "asks" to the public to rebroadcast the content and share it with others who they know may be affected by the incident. It should be encouraged to share the content thru both social media channels and non-social media channels.

4.2 Core content and messages should be posted on the agency's website or blog and the social media channels; content posting should not be restrictive to only one social media site or digital communication channel, and as required by law, content and messages must be provided in accessible formats.

4.3 The preferred content on social media sites are updates that are easy to read and comprehend in an easily digestible format, preferably with actionable public safety information.

4.4 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.

The Department 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.

5.0 Social Media Monitoring and Reporting for Situational Awareness

Monitoring publicly available content across online channels is as important as posting information, and agency policies and procedures should be followed as it relates to monitoring social media. During an incident, ESF #15 should use publicly available social media sites for situational awareness, and should search on appropriate keywords, hash-tags, and other search terms on digital channels to find information for situational awareness.

5.1 All responding agencies should follow their agencies' rules, policies, and procedures as to what capacity they are authorized to use approved applications and platforms.

6.0 Products and Planning and Joint Information Centers

The Digital Communications Specialist should monitor for messages sent from the public

directly to the agency social media accounts. If incorrect information is discovered the specialist should notify the AEPP so corrected information can be incorporated into the communications plan.

7.0 Technology Volunteers

When appropriate, agencies should utilize technology volunteers as support and follow agency policies and procedures. Copyrighted content and the public's right to privacy should be adhered to at all times.

8.0 Reporting

Agencies should ensure that any and all reports follow their agencies' legal, privacy, and records management rules and appropriate Standard Operating Procedures, and should always take into account copyrighted content and the public's right to privacy.

Stafford Act Case Study:
Hurricane Sandy 2012

- FEMA was designated as the ESF #15 lead for Hurricane Sandy, 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 New York, New Jersey and Connecticut. 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 Sandy 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.

Hurricane Sandy Rumor Control

- After Sandy 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. In order 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 page on fema.gov and m.fema.gov (FEMA's mobile site) 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.

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
D. ESF #5 Standard Operating Procedures

1.0 Purpose

This annex outlines information and procedures concerning administration and logistics requirements and operations support for the ESF #15 organization.

2.0 Requirement

External affairs operations *are* mission-essential tasks, and they must be afforded a high priority by the Unified Coordination when establishing basic operational capabilities. Infrastructure and supporting capabilities to deliver lifesaving and life-sustaining communications must be established in a timely manner. For example, this includes telephones (coordination and communications), televisions (media monitoring), and satellite support (to disseminate lifesaving and life-sustaining information). **If the ESF #15 team does not have these and other basic tools, external affairs operations cannot be successfully executed.**

3.0 Responsibilities

3.1 Emergency Support Function #5 Emergency Management Support

In accordance with the NRF, the ESF #5 staff establishes required field facilities, supplies, and equipment to support ESF #15.

3.2 ESF #15 External Affairs (EA) Officer

Upon designation and activation of ESF #15, the ESF #15 EA Officer will assess initial logistical requirements necessary in establishing operational capabilities in the Unified Coordination staff (and JIC). The ESF #15 EA Officer 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 EA Officer should identify an ESF #15 Resource Manager.

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

If assigned, the ESF #15 RM will supervise all related activities in this function. This will include office space and equipment needs, JIC support, and coordination with Unified Coordination staff elements. The RM will coordinate directly with

the ESF #15 staff and Unified Coordination Logistics and Finance and Administration staffs as necessary.

4.0 Pre-scripted Mission Assignments (PSMA) and Mission Assignments

PSMAs are developed 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 publically 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:

- DOD-Combat Camera teams for visual imagery
- DOD-External Affairs personnel to support coordination of messaging related to DOD response operations
- HUD-External Affairs personnel to support messaging on post-disaster housing options for survivors
- HHS-External Affairs personnel to support coordination of messaging on post-disaster public health issues
- Any agency-External Affairs subject matter experts to support FEMA's National News Desk or Social Media operations when our internal assets are exhausted

5.0 Personnel and Staffing Coordination

The RM will maintain close coordination with the ESF #15 OD, component directors, and interagency and State and local public affairs counterparts to ensure that appropriate staffing is provided for the ESF #15 organization.

Appendix 1 to Annex X to Emergency Support Function #15 External Affairs
ESF #15 Leadership Roster

EMERGENCY SUPPORT FUNCTION #15 – INCIDENT LEADERSHIP STAFFING						
INCIDENT SITE & SITUATION:						
POSITION	**ASSIGNED**	**DUTY**	**E-MAIL**	**OFF PHONE**	**CELL**	**OTHER INFO**
ESF #15 NATIONAL LEADERSHIP						
Director						
Private Sector						
Cong Affairs						
Intergovernmental Affairs (IGA)						
Operations Director						
JOINT FIELD OFFICE LEADERSHIP						
FCO						
Unified Coordination ESF #15 LEADERSHIP CADRE						
External Affairs Officer						
Press Secretary						
FCO Liaison Off						
Asst EA Off-PS						
Asst EA Off-CA						
Asst EA Off-IGA						
Asst EA Off-JIC						
Asst EA Off-PP						
Spokesperson						
FEMA Regional EA						
IMAT EAO						

Annex Y to Emergency Support Function #15 External Affairs
Training

References:
A. National Response Framework (NRF)
B. National Incident Management System (NIMS)
C. Interagency Integrated SOP
D. EMI Curriculum Management System Guidebook
E. Homeland Security Exercise Evaluation Program

1.0 Purpose

This annex outlines necessary training for ESF #15 staff personnel and training requirements for Federal, state, local, tribal and territorial counterparts.

2.0 Training and Objectives

2.1 Director's Perspective

Training is critical to the success of ESF #15 in support of the FCO and Unified Coordination staff. We recognize that personnel assigned to the ESF #15 team are proficient in their functional areas. But integrating these different component players in one team to achieve unity of effort is the larger requirement. To this end, pre-incident training builds teamwork, expertise, and confidence that the ESF #15 staff will be successful during an incident requiring a coordinated Federal response or major incident. **Training will be a fundamental building block of the ESF #15 operation.**

2.2 ESF #15 Training Program Responsibilities

2.2.1 Program Direction, Oversight, Coordination

DHS Office of Public Affairs

2.2.2 Program Support (Materials and Course Development)

FEMA Office of External Affairs, Disaster Operations Division, in coordination with Emergency Management Institute (EMI)

2.3 ESF #15 Training Program Objectives

2.3.1 ESF #15 Leadership Cadre is fully prepared to assume assigned positions when directed and in support of the FCO and Unified Coordination staff.

2.3.2 ESF #15 staff is prepared for duties within the organization and in support of the FCO and Unified Coordination staff.

2.3.3 Federal interagency ESF #15 deploying leadership and staff are fully prepared to assume assigned positions.

2.3.4 State, territorial, and tribal counterparts have awareness of ESF #15 functions and integration within the JIS and ICS.

3.0 Training Program Requirements

ESF #15 staff training requirements are detailed in Appendix 1 and discussed in the following paragraphs. These requirements are based on existing and planned resources.

4.0 Training Resources

Summarized below are training resources and supporting details.

4.1 Recommended Online Courses

The below courses are recommended for all ESF #15 leadership and staff personnel. Information on enrollment is at FEMA.GOV.

4.1.1 IS-29. Public Information Officer Awareness
4.1.2 IS-100. Introduction to Incident Management
4.1.3 IS-200. Incident Command System
4.1.4 IS-650 Building Partnerships with Tribal Governments
4.1.5 IS-700.a. National Incident Management System (NIMS)
4.1.6 IS-702. NIMS Public Information Course
4.1.7 IS-800.b. National Response Framework (NRF)
4.1.8 IS-250. ESF #15/External Affairs
This course provides basic training on the concept and practical application of the ESF #15 Standard Operating Procedures to support Federal domestic incidents requiring a coordinated Federal response. The course is designed for all External Affairs staff (Public Affairs, Congressional Affairs, Intergovernmental Affairs and Private Sector), regardless of duty station, as well as to staff in all other agency divisions and Federal, tribal, State, local, military, and voluntary agency partners.

4.2 EMI Training Courses

Both resident and condensed field versions of External Affairs courses have been developed to train leadership and functional staff in the tasks associated with their assigned positions. 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:

4.2.1 Policy, Procedure and Practice for External Affairs (E-750, 751, 752 & 753)

This comprehensive orientation course is designed to provide the knowledge and tools necessary to support ESF #15 operations. When all four sections are taken together, the course includes classroom training overview, an internship, and a capstone exercise.

4.2.2 ESF #15 Component Basic Courses

Basic courses are available for all ESF #15 components, to provide participants information on their primary function, role and responsibilities. The courses are approximately 20 hours each and are often coupled with the Policy, Procedure and Practice course described above. The basic courses include:

- **JIC/P&P (E-249)**
- **Private Sector (E-738)**
- **Congressional Affairs (L-368)**
- **Intergovernmental Affairs (L-788)**
- **Video Production (L-768)**
- **External Affairs Resource Support (E-766)**

Additional training courses are also under development for the Tribal Liaison, and several P&P positions (including the EA Reports Specialist and Limited English Proficiency Specialist).

4.2.3 External Affairs Operations Courses (E-762, 763, 764, & 765)

The EA Operations Course series is a functional exercise designed to establish a learning environment for players to exercise operational plans, policies, and procedures during an activation of ESF #15 in a Unified Coordination staff. To conduct an effective exercise, subject matter experts such as FCOs/SCOs and other emergency management leadership may take part in exercise conduct and evaluation. Each course number corresponds with the leadership level within ESF #15 that participants are exercising (i.e. those participating in E-762 are exercising as specialists, E-763: managers, E-764: Assistant External Affairs Officers, E-765: EAOs).

4.2.4 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.

4.2.5 Practical Application for Enhancing ESF #15 Interagency Collaboration (L-747)

This course provides participants with a chance to demonstrate/enhance skills working within the ESF #15 environment. Attendees will participate in an exercise stressing interagency collaboration.

4.2.4 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.

4.3 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.

4.4 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.

4.5 Real-World Training

Real-world events, and those that directly result in activation of ESF #15, provide an equally valuable opportunity for training of leadership and staff personnel. ESF #15 leadership should actively consider deploying available personnel to real-world incidents, if conditions permit, for training purposes. This should be coordinated with the FCO and Unified Coordination staff.

4.6 Interagency Coordination

Interagency meetings, such as the Incident Communications Public Affairs Coordination Committee (ICPACC) meeting and related events, will be used to discuss ESF #15 processes, teamwork and training needs. DHS OPA or FEMA will coordinate meeting programs in conjunction with other department and agency hosts.

4.7 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
ADD	Automated Deployment Database
AEAC	Assistant External Affairs Officer for Congressional Affairs
AEIC	Assistant External Affairs Officer for the Joint Information Center
AEIG	Assistant External Affairs Officer for Intergovernmental Affairs
AEPP	Assistant External Affairs Officer for Private Sector
AFP	Aviation Force Package
AMS	Aerial Measuring System
AMS	Agricultural Marketing Service
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
CA	Congressional Affairs
CAD	Congressional Affairs Division
CARE	Community Assessment, Reporting, and Evaluation
CAT	Crisis Action Team
CBL	Cytogenetic Biodosimety Laboratory
CBO	Community Based Organization
CBOC	Community Based Outpatient Clinic
CBP	Customs and Border Protection
CBRN	Chemical, Biological, Radiation, Nuclear
CDC	Centers for Disease Control and Prevention
CERFP	CBRN Enhanced Response Force Package
CI/KR	Critical Infrastructure/Key Resources
CG OPS	Coast Guard Operations
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
COTRS	Contracting Office's Technical Representatives
CS&C	Cybersecurity and Communications
DCE	Defense Coordinating Elements
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DHS/IP	Department of Homeland Security Office of Infrastructure Protection
DIRS	Disaster Information Reporting System
DMAT	Disaster Medical Assistance Team
DNDO	Domestic Nuclear Detection Office
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of Interior
DSAT	Disaster Survivor Assistance Team
DUA	Disaster Unemployment Assistance

D-SNAP	Disaster Supplemental Nutrition Assistance Program
EA	Emergency Authority
EAD	External Affairs Director
EAO	External Affairs Officer
EAS	Emergency Alert System
EDEN	Extension Disaster Education Network
EMI	Emergency Management Institute
EMAC	Emergency Management Assistance Compact
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
FECC	Federal Emergency Communications Coordinator
FEMA	Federal Emergency Management Agency
FERN	Food Emergency Response Network
FISMA	Federal Information Systems Management Act
FMS	Federal Medical Station
FNS	Food and Nutrition Service
FOG	Field Operations Guide
FRMAC	Federal Radiological Monitoring and Assessment Center
FS	Forest Service
FSA	Farm Service Agency
FSIS	Food Safety and Inspection Service
FTSF	Federal Team Staging Facility
GCC	Government Coordinating Council
GETS	Government Emergency Communications Service
GFP	Ground Force Package
GIPSA	Grain Inspection, Packers, and Stockyards Administration
GSA	General Services Administration
HHS	U.S. Department of Health and Human Services
HRF	High Readiness Force
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
IIC	Investigator In-Charge
IMA	Individual Mobilization Augmentee
IMAAC	Federal Interagency Modeling and Atmospheric Center
IMAT	Incident Management Assistance Team
IND	Improvised Nuclear Device
IOF	Interim Operating Facilities
IRCT	Incident Response Coordination Team (HHS)
ISB	Incident Support Base (FEMA)

ISAC	Information Sharing and Analysis Center
JFHQ	Joint Force Headquarters
JFO	Joint Field Office
JIC	Joint Information Center
JMD	Department of Justice Management Division
JTF	Joint Task Force
LEP	Limited English Proficiency
LEP/ACN	Limited English Proficiency and Additional Community Needs
LNO	Liaison Officer
LRN	Laboratory Response Network
LTRC	Long-Term Recovery Committee
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
NCCIC	National Cybersecurity and Communication Integration Center
NCERT	National Criminal Enforcement Response Team
NCIRP	National Cyber Incident Response Plan
NCP	National Contingency Plan
NCS	National Communications System
NCSD	National Cyber Security Division
NDA	National Defense Area
NDMS	National Disaster Medical System
NDRF	National Disaster Recovery Framework
NDT	National Decontamination Team
NGB	National Guard Bureau
NGB-PASP	National Guard Bureau Personal Assistance Program
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
NPPD	National Protection and Programs Directorate
NPS	National Park Service
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 (DNDO)
NTSB	National Transportation Safety Board
NWIR	Nuclear Weapons Incident Response
OASPA	Office of the Assistant Secretary of Public Affairs (HHS)
OASPR	Office of the Assistant Secretary of Public Relations (HHS)
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
OE	Office of Electricity Delivery and Energy Reliability (DOE)
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
PAD	Public Affairs Division (FEMA)
PAO	Public Affairs Officer
PARC	Public Affairs Response Cell
PA	Public Affairs
PAR	Protective Action Recommendation
PDA	Preliminary Damage Assessment
PFO	Principal Federal Official
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
PSD	Private Sector Division (FEMA)
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 Center
RERT	Radiological Emergency Response Team
RFO	Recovery Field Office
ROE	Rights of Entry
RRCC	Regional Response Coordination Center
RRT	Regional Response Team
RTMG	Resource Support Manager
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
SHARES	Shared Resources
SHO	Senior Health Official
SICCL	State Incident Communications Conference Line
SIOC	Special Incident Operations Center (FBI HQ)
SITREP	Situation Report
SME	Subject Matter Expert
SOC	Secretary's Operations Command (HHS)
SONS	Spill of National Significance
SOP	Standard Operating Procedures
SPEEDI	System for Prediction of Environmental Emergency Dose Information (Japan)
SSA	Sector Specific Agency
UCG	Unified Coordination Group
US-CERT	U.S. Computer Emergency Response Team
USACE	U.S. Army Corps of Engineers
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSTRATCOM	United States Strategic Command
UPAR	Unit of Public Affairs Representatives
VA	Veterans Affairs
VAL	Voluntary Agency Liaison
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

ESF #15 SOP NOTES

AMERICA'S
PrepareAthon!℠
BE SMART. TAKE PART. PREPARE.

COMMUNICATIONS TOOLKIT

MATERIALS FOR YOUR OUTREACH AND PROMOTION

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INTRODUCTION

Congratulations! Your organization is taking an important step toward preparing for disasters by participating in America's PrepareAthon!

Now that you've settled on a day of action, you can bring attention to your efforts and gain support from the broader community by spreading the word.

We know you're busy. That's why we're providing you with the messaging and background information as well as the social media tips and tools, listed below. These materials are designed to save you time and make your outreach easier before and during your day of action.

RESOURCE MATERIALS	SOCIAL MEDIA TOOLS
Overview of America's PrepareAthon!	Social Media Engagement
Key Messages, Background, and Research Findings	10 Tips for an Effective Tweet Chat
Talking Points	Sample Tweets
Frequently Asked Questions	Sample Facebook Posts
Day of Action Announcement Template	Sample Blog Post Template

So whether your organization is planning to hold an event, drill, or other activity promoting tornado, hurricane, flood, and wildfire preparedness, these materials can be customized to promote your efforts and support America's PrepareAthon!

OVERVIEW OF AMERICA'S PREPAREATHON!

America's PrepareAthon! is a nationwide, community-based campaign for action to increase emergency preparedness and resilience. Each spring and fall, America's PrepareAthon! will provide a national focus for individuals, organizations, and communities to participate through drills, group discussions, and exercises to practice for local hazards.

Campaign Goals

Increase the number of individuals who:

- Understand which disasters could happen in their community;
- Know what to do to be safe and mitigate damage;
- Take action to increase their preparedness; and
- Participate in community resilience planning.

Resources available on www.ready.gov/prepare

- Participation guides for individuals and families, workplaces, K–12 schools and institutions of higher education, houses of worship, and community-based organizations
- Risk data, protective actions, and mitigation measures for a range of hazards
  - Spring: Tornado, hurricane, flood, and wildfire
  - Fall: Earthquake, hazardous materials, pandemic flu, and severe winter weather

- Fact sheets, background information, customizable promotional materials, and fill-in-the-blank template outreach materials to drive participation and promote involvement

Research-Based Approach

- Delivers information through trusted community members;
- Makes real change possible through experiential learning;
- Promotes peer-to-peer discussions within and across community networks; and
- Builds on existing campaigns, including state and local awareness campaigns, the Great ShakeOut, and the Ready campaign.

Milestones

- September 5, 2013: America's PrepareAthon! unveiled in coordination with the National Academy of Sciences
- October 17, 2013: The Great ShakeOut earthquake drills held nationwide
- April 30 2014: Official launch of America's PrepareAthon! national day of action
- September 30 2014: Fall national day of action for America's PrepareAthon!
- October 16, 2014: Great ShakeOut

Measuring Progress

- Number of participants
- Increased knowledge of local hazards
- Learned and practiced protective actions
- Increased understanding of community plans/resources

KEY MESSAGES, BACKGROUND, AND RESEARCH FINDINGS

General Key Messages about America's PrepareAthon!

- America's PrepareAthon! is a nationwide, community-based campaign for action to increase local preparedness and resilience through hazard-specific drills, group discussions, and exercises.
- The first America's PrepareAthon! will be held on April 30 to provide a national focus for individuals, organizations, and communities to participate through drills, group discussions, and exercises to practice for relevant local hazards.
- In spring, the focus will be on learning protective actions, mitigation measures, and community plans for tornadoes, floods, hurricanes, and wildfires. In the fall, the emphasis will be on earthquakes, hazardous materials release, pandemic flu, and severe winter weather.
- The campaign is intended to increase the number of individuals who understand which disasters could happen in their community; know what to do to be safe and mitigate damage; take action to increase their preparedness; and participate in community resilience planning.
- Extreme weather events have increased in frequency in the past 50 years and are expected to become even more common, more intense, and more costly. (Source: *Global Climate Change Impacts in the United States*. Cambridge University Press, Aug 24, 2009.)
- The campaign offers easy steps people can take to get prepared *now* so they are able to take immediate action and recover more quickly during a disaster. Such as:
  - Practice going to your protective location if you live in tornado-prone areas.
  - Sign up for local text alerts/warnings and downloading hazard-related apps to your smart phone.
  - Gather all your important documents and keep them in a safe place.
  - Have a family communications plan so everyone knows how to reach each other and meet each other if separated in an emergency.
- We have seen that communities are better prepared to withstand a disaster and can recover more quickly if the whole community is involved.
- To learn more about how you can play a role in your community's preparedness, visit www.ready.gov/prepare.

The Cost of Being Unprepared

- According to the Insurance Information Institute, an estimated 25 percent of all businesses affected by a major disaster never reopen. (Source: Insurance Information Institute, October 3, 2013)
- Failing to prepare for extreme weather events has cost the United States $1.15 trillion in economic losses from 1980 to 2010 and could cost another trillion in coming years. (Source: DHS official's testimony to the Senate Committee on Homeland Security and Governmental Affairs on February 12, 2014)

- Investments in weather preparation cost local governments significantly less than recovery. Preparedness strategies include flood proofing, flood evacuation plans, elevating buildings, purchasing insurance, and improving drainage codes and floodplain standards. (Source: Paul Kirshen, a research professor at the University of New Hampshire)

Background on America's PrepareAthon!

- In March 2011, President Obama signed Presidential Policy Directive-8, which states that, "The Secretary of Homeland Security shall coordinate a comprehensive campaign to build and sustain national preparedness, including public outreach and community-based and private-sector programs to enhance national resilience."
- This Presidential Policy Directive describes the nation's approach to preparing for the threats and hazards posing the greatest risk to the security of the United States. PPD-8 was the genesis for the America's PrepareAthon! campaign and its emphasis on strengthening the nation's security and resilience against a range of threats and hazards, such as catastrophic disasters, pandemics, and acts of terrorism.

Key Research Findings

America's PrepareAthon! is a research-based campaign. The key research messages are based on findings from the 2012 National Survey and the 2013 Baseline Telephone Survey. All media materials and communications should reflect these messages.

2012 National Survey Key Findings

- Despite an increase in weather-related disasters, nearly 70 percent of Americans have not participated in a preparedness drill or exercise, aside from a fire drill, at their workplace, school, or home in the past two years.[1]
- Nearly 60 percent (57 percent) of respondents in a recent survey reported they do not have a household emergency plan with instructions for household members about where to go and what to do in the event of a disaster.[1]

[1] FEMA 2012 National Survey

TALKING POINTS

- Being prepared for disasters is a shared responsibility. It takes the whole community working together to effectively prepare for, respond to, and recover from the destructive forces of nature and other emergencies and disasters.
- America's PrepareAthon! is a national community-based campaign for action to increase emergency preparedness and resilience.
- The Ready Campaign established four universal building blocks of preparedness − Be Informed, Make a Plan, Build a Kit and Get Involved − and raised awareness about the importance of preparing. America's PrepareAthon! builds on this foundation by adding a focused national call to action for individuals and organizations to take simple, specific actions to increase their preparedness for a potential disaster.
- America's PrepareAthon! provides preparedness guides and resources to help workplaces, schools, houses of worship, community-based organizations, and the whole community practice specific preparedness activities necessary to stay safe before, during, and after an emergency or disaster.
- When Americans prepare and practice for an emergency in advance of the event, it makes a real difference in their ability to take immediate and informed action, which, in turn, enables them to recover more quickly. Participation in drills, exercises, and trainings help to establish brain patterns that support quick and effective action during an emergency.
- America's PrepareAthon! provides instructions for educational discussions, simple drills, and exercises for a range of disasters that will help people:
  - understand which disasters could happen in their community;
  - know what to do to be safe and mitigate damage;
  - take action to increase their preparedness; and
  - participate in community resilience planning.
- America's PrepareAthon! is modeled on the success of The Great ShakeOut earthquake drills, which have moved millions of people to practice what to do during an earthquake and improve preparedness. The Great ShakeOut will continue to be a day of action for earthquake preparedness associated with America's PrepareAthon!

FREQUENTLY ASKED QUESTIONS (FAQS)

Q1: What is America's PrepareAthon!?

A1: America's PrepareAthon! is a national community-based campaign for action to increase emergency preparedness and resilience through hazard-specific drills, group discussions, and exercises. Held every spring and fall, America's PrepareAthon! encourages Americans across the country to practice preparedness actions before a disaster or emergency strikes.

Q2: What is the goal of America's PrepareAthon!?

A2: The goal of America's PrepareAthon! is simple: Build a more resilient nation by increasing the number of individuals who understand which disasters could happen in their community, know what to do to be safe and mitigate damage, take action to increase their preparedness, and participate in community resilience planning.

Q3: When will America's PrepareAthon! take place?

A3: America's PrepareAthon! occurs twice a year, once in the spring and once in the fall. The first official America's PrepareAthon! national day of action will be April 30, 2014. The 2014 fall national day of action will take place on September 30.

Q4: Why is America's PrepareAthon! scheduled for the spring and the fall?

A4: The spring and fall were selected because these periods tie in with a number of existing hazards awareness campaigns, allowing for clear overlap and ease of participation and integration. Additionally, these times work well for the public, schools, and workplaces.

Q5: Can I participate in America's PrepareAthon! at a different time?

A5: Yes! The spring and fall are when the national call to action will occur, but communities, organizations, and families are welcome to use America's PrepareAthon! resources and tools at any time throughout the year.

Q6: For what kinds of disasters will America's PrepareAthon! help me prepare?

A6: In the spring of 2014, the focus will be on learning protective actions, mitigation measures, and community plans for tornadoes, hurricanes, floods, and wildfires. In the fall of 2014, the emphasis will be on earthquakes, hazardous materials, pandemic flu, and severe winter weather. Resources to prepare for additional hazards will be added to the America's PrepareAthon! campaign in the future.

Q7: Where will it occur?

A7: America's PrepareAthon! is a nationwide movement, which will take place in jurisdictions and homes from coast to coast. Through the national call to action, individuals, families, organizations, and communities are encouraged to take part in a range of preparedness activities to help them be safer for the disaster that might happen in their community.

Q8: Who can participate?

A8: Everyone! Participation guides for individuals and families, workplaces, K-12 schools, institutions of higher education, houses of worship, and community-based organizations will be available online at www.ready.gov/prepare.

Q9: How do individuals and organizations participate?

A9: Participation in America's PrepareAthon! is simple. To join, participants must commit to taking at least one concrete step to prepare for a hazard they might face. The America's PrepareAthon! website, live in Spring 2014, www.ready.gov/prepare , will provide Day of Action guides, How to Prepare guides, and customizable promotional materials designed to help Americans take action and join the growing number of individuals who recognize that preparing for disasters is a shared responsibility.

Q10: Is there any recognition for participating?

A10: Yes. Please take a few minutes to register your participation at www.ready.gov/prepare so you can join. You can also choose to have your organization listed as a participant on the national website and download a certificate of participation.

Q11: Can we practice for a different disaster?

A11: Yes. Your participation in America's PrepareAthon! should relate to the hazards you and your community are most likely to confront. The most important thing is to start discussing how you would protect yourself if a disaster strikes and to make any necessary changes to better prepare yourself and your organization.

Q12: How does America's PrepareAthon! work with the Ready campaign and other campaigns for disaster preparedness?

A12: The Ready Campaign promotes four universal building blocks of preparedness – Be Informed, Make a Plan, Build a Kit and Get Involved – and numerous campaigns around the country have raised awareness about the importance of preparing. America's PrepareAthon! builds on this foundation and provides a focused national call to action for individuals and organizations to take simple, specific actions to increase their preparedness for a potential local disaster. America's PrepareAthon! provides action-oriented guidance for individuals and organizations to practice the necessary steps to stay safe during a disaster or emergency, to learn about mitigation measures, and to understand community plans, including alerts and warnings, evacuation, and sheltering.

Q13: What is the National Preparedness Community?

A13: The National Preparedness Community is where we, the whole community, connect, collaborate and empower ourselves and each other to fulfill our shared responsibility to prepare for disasters and emergencies. Members strive to prepare each other, our families, neighbors, co-workers and those with whom we may study or worship. We seek to connect with each other to build long-term mutually beneficial relationships. Members believe when we are connected and collaborate, we are more effective and efficient at educating and empowering ourselves to prepare for disasters and emergencies. The National Preparedness Community is where you can connect with like-minded peers and learn about disaster preparedness; America's PrepareAthon! is where you can actually plan your activities and participation in taking those

specific actions to become better prepared and more resilient. The community is open and free to anyone who wishes to join.

Q14: How does an existing National Preparedness Community member participate in the America's PrepareAthon! campaign?

A14: Existing community members can use their password to login and complete the America's PrepareAthon! registration questions.

Q15: How can I join the National Preparedness Community as a new member?

A15: You have two options. You can simply register at www.ready.gov and click the Pledge to Prepare box or you can opt to join the community when you register to participate in America's PrepareAthon! at www.ready.gov/prepare. Being a member of the National Preparedness Community and registering to participate in America's PrepareAthon! is a great way to connect with your peers, learn about local hazards, and take action to be prepared.

Q16: How does America's PrepareAthon! tie in with National Preparedness Month?

A16: The America's PrepareAthon! fall national day of action will take place in September to complement and support National Preparedness Month.

Q17: How is America's PrepareAthon! different than the Great ShakeOut Earthquake Drill?

A17: America's PrepareAthon! is modeled on the success of The Great ShakeOut Earthquake Drills which have moved millions of people to practice what to do during an earthquake and improve preparedness. The Great ShakeOut will continue to be the day of action for earthquake preparedness associated with America's PrepareAthon!

Q18: I already promote preparedness in my organization or community. Can those activities be a part of America's PrepareAthon!?

A18: America's PrepareAthon! is specifically about taking action. To register and be counted as a part of the America's PrepareAthon! movement, we are asking you or your organization to go beyond raising awareness and to transfer that awareness to action. As long as your activity includes active learning, practicing, and evaluating your preparedness, you are a part of America's PrepareAthon!

Q19: How will America's PrepareAthon! be promoted?

A19: Promotional efforts for America's PrepareAthon! will include working with national and local organizations that support this active approach to preparedness. The campaign will also implement a multi-media outreach strategy that includes television, radio, print, and social media. Visit www.ready.gov/prepare to download customizable promotional materials and fill-in-the-blank media templates, which you can tailor for your own promotional efforts. We encourage you to use the web banners, web badges, and digital invites, and to join the online Twitter conversation through @PrepareAthon and #PrepareAthon.

Q20: Can I use the name America's PrepareAthon!?

A20: Yes! Organizations and communities can customize the national brand to build their own campaign and to promote participation (e.g., Acme's PrepareAthon! or Coastal County's PrepareAthon! for Hurricane Safety). Guidelines for using the logo and promotional materials are available at www.ready.gov/prepare.

DAY OF ACTION ANNOUNCEMENT ** TEMPLATE **

Tailor and distribute this announcement through communication channels. This day of action announcement template is ideal for newsletters, bulletins, email communiques etc.

[NAME OF ORGANIZATION] Wants YOU to Be Better Prepared for Disasters!

According to the Federal Emergency Management Agency's 2012 National Survey, 46 percent of respondents believed that a natural disaster will occur in their community; however, nearly 70 percent of Americans have not participated in a preparedness drill or exercise in the past two years.

As a proud supporter of America's PrepareAthon! [name of organization] wants to share important information that will help you and your families be better prepared in case of a disaster.

America's PrepareAthon! is a nationwide, community-based campaign for action to increase emergency preparedness and resilience. Twice a year, in spring and fall, everyone will have the opportunity to take part in a range of preparedness activities. These national days of action will help to increase emergency preparedness and resilience through hazard-specific drills, group discussions, and exercises. At [NAME OF ORGANIZATION] our goal is to help you:

- Understand which disasters could happen in your community;
- Know what to do to be safe and mitigate damage;
- Practice drills and share information to better prepare your employees, affiliates and the communities you serve; and
- Participate in community resilience planning.

So how can we better prepare for disasters where we work, play, learn and live? At [NAME OF ORGANIZATION] we will:

1. [LIST ANY NEW PREPAREDNESS ACTIVITIES/ACTIONS AND PROVIDE RELEVANT START DATES]
2. [DESCRIBE EXISTING PREPAREDNESS ACTIVITIES/ACTIONS YOUR ORGANIZATION WILL CONTINUE TO CONDUCT]

[NAME OF ORGANIZATION] encourages all of you to visit www.ready.gov/prepare to learn more about America's PrepareAthon! and how you can improve your preparedness plan for your family and your community.

If you have any questions about our efforts, please contact [ORGANIZATION POINT OF CONTACT NAME FOR PREPAREDNESS ACTIVITIES/ACTIONS].

SOCIAL MEDIA ENGAGEMENT

Studies show people who take specific actions to prepare for disasters ahead of time, such as practicing drills or building an emergency supply kit, respond to and recover from disasters more quickly. Taking action is contagious! When others see you prepare, it encourages them to do the same.

You can use your social media channels to promote, document, and start a conversation about your America's PrepareAthon! activities. Spread the word through Twitter, Facebook, YouTube, LinkedIn, Pinterest, and blogs to show your commitment to safety. It's also a great way to encourage your co-workers, customers, friends, family, and community to participate.

Strategies and ideas about how to promote your event using social media are included below. You'll also find tips on holding an effective Tweet Chat as well as sample Tweets, Facebook posts and blog language which you can quickly use on your channels.

Engagement Suggestions

- Tell your social media followers to register for America's PrepareAthon! at www.ready.gov/prepare.
- Share information about emergency preparedness frequently to keep the dialogue fresh, especially on Twitter.
- Start the conversation several weeks before your PrepareAthon! event—promote the event details as well actions your audience can take.
- Respond to questions, especially on Facebook and Twitter, to share your expertise about disaster preparedness.
- Add images and videos to your messages that highlight your event or tell a story—images can be moving and more engaging than words.
- Encourage your followers to use images to show what preparedness actions they are doing on social media sites like Instagram and Twitter and post imagines with #PrepareAthon. People can get inspired, motivated and see how easy an action is to do if their sphere of influencers shows them.
- Create a "Preparedness Action" board on Pinterest and tell your followers to do the same. This Pinterest board should include pins of emergency preparedness tips and action photos and you should comment on other preparedness boards.
- Build your network of supporters and followers and follow influential voices on Twitter, and post to LinkedIn groups focused on preparedness.
- Ask for responses from others by asking open-ended questions. For example, "My favorite way to prepare for a disaster is _____. What's yours?"
- Thank new followers and those who participate in your event.
- Tailor your messages so they are relevant to local stakeholders and disaster risks.
- End each message with a simple call to action. For example, "Join me in the preparedness movement and register for America's PrepareAthon! today."

- Post interesting preparedness facts and stories about preparedness hazards facing your community—share them on Trivia Tuesdays, Wisdom Wednesdays, and Throwback Thursdays. You can simply retweet those from @PrepareAthon.
- Appoint someone on your staff to manage and monitor your social media outreach.
- Use the #PrepareAthon hashtag and ready.gov/prepare URL in your posts where relevant.

SAMPLE TWEETS

The following are a set of sample Tweets and suggested timeframes which you can use to promote America's PrepareAthon! and to engage interest and participation in your own event. You can tailor these suggested messages to your event and/or focus. Be sure to tag your Twitter messages with #PrepareAthon to promote the campaign.

Theme: Be Smart

Three weeks prior to event (April 7 – 12)

Geek out and become a preparedness expert. Visit America's PrepareAthon! at http://www.ready.gov/prepare	Be smart – find answers to all your #PrepareAthon questions on the website: http://www.ready.gov/prepare
Registering for America's PrepareAthon! is as easy as 1, 2, 3. Sign up and be counted in the day of action on 4/30. http://1.usa.gov/Oh93us	Knowledge is free. Get the download on preparedness at http://www.ready.gov/prepare.
Know your hazards. For tips and tools to be informed #PrepareAthon visit: http://www.ready.gov/prepare	Be part of something great! Register your household, organization or school for America's #PrepareAthon today. http://www.ready.gov/prepare

Theme: Take Part

Two weeks prior to event (April 13 – 19)

Take part in #PrepareAthon to build a more disaster resilient nation. http://1.usa.gov/Oh93us	Register at http://www.ready.gov/prepare and be heard. Join the conversation on preparedness.
Find valuable resources on the America's PrepareAthon! website: http://www.ready.gov/prepare	Get on the right track to preparedness! All roads lead to the #PrepareAthon day of action on April 30. http://1.usa.gov/Oh93us
Prepare for disaster and practice how to be safe on the #PrepareAthon day of action! Visit http://www.ready.gov/prepare	Do your part to take part in #PrepareAthon. http://1.usa.gov/Oh93us

Theme: Prepare

One week prior to event (April 20 – 29)

A community in action tends to stay in action. The events calendar helps keep your community connected. #PrepareAthon http://1.usa.gov/Oh93us	Drills aren't just for your toolbox. Practice emergency drills with your family regularly because practice make perfect. #PrepareAthon http://1.usa.gov/Oh93us
Registration for America's PrepareAthon! is not over yet. Get in on the action @ http://1.usa.gov/Oh93us	Hosting a preparedness event in your community? Post it on the events calendar so others can join in. #PrepareAthon http://1.usa.gov/Oh93us
Ready, Set, Action! Disasters don't just happen in the movies. Create your family communications plan today to be prepared. http://1.usa.gov/Oh93us	Stay in touch! Discuss ways to contact loved ones if communication lines are down after a disaster. http://1.usa.gov/Oh93us
You still have time to register for America's PrepareAthon! Together, let's. http://www.ready.gov/prepare	Don't get caught off guard, learn your community's alerts and warnings systems. http://www.ready.gov/prepare

Theme: Day of Action

Day of tweets (April 30)

Have no fear, America's PrepareAthon is Here! #PrepareAthon http://1.usa.gov/Oh93us	Acting today may keep you safe tomorrow. Tweet us ur action using #PrepareAthon. Read more @ http://1.usa.gov/Oh93us
Say cheese. Share your preparedness pics using #PrepareAthon	Retweet this Now! I'm Involved in today's Nat'l Day of Action, America's PrepareAthon! #PrepareAthon http://1.usa.gov/Oh93us
Lead the movement to make your community better prepared. http://www.ready.gov/prepare	The countdown is over, America's PrepareAthon! is finally here. What R U Doing to Get Prepared? Tell us using #PrepareAthon

Additional Sample Tweets:

- Register for a #PrepareAthon event to make sure you're ready to act when disaster strikes. Are you in? Visit www.ready.gov/prepare.
- Take part. Prepare. Join millions of Americans participating in @PrepareAthon. Register today at ready.gov/prepare. #PrepareAthon
- Join the largest nationwide emergency preparedness movement! Take part & register for a PrepareAthon event to prepare for disasters in your community.
- Community Challenge! See how many people you can get to register for #PrepareAthon…and make it fun! http://1.usa.gov/Oh93us
- Prep yourself before a disaster strikes you, your family, and/or property. Register for @PrepareAthon today & visit www.ready.gov/prepare.
- Join the #PrepareAthon by hosting or participating in an emergency preparedness drill near you! Find events or register at ready.gov/prepare.
- Did you know 40% of small businesses never reopen after a disaster? Protect your business & employees by registering for America's PrepareAthon! at ready.gov/prepare.
- Be ready for Mother Nature. Follow @PrepareAthon and read more at www.ready.gov/prepare.
- #SafetyTip of the Day: Practice what to do if a disaster strikes your community & ask friends to be involved. Visit ready.gov/prepare for info.
- Today, I will do _____ to make sure I'm prepared for an emergency in my state. What will you do? #PrepareAthon
- #TriviaTuesday: Anywhere it rains, it can flood. To be prepared for a flood, it's important to be ready to evacuate quickly. #PrepareAthon

- Wildfires happen anywhere in the U.S., especially in the west and south. Be ready to evacuate quickly. What's your evacuation route?
- Tornado Tip: Make a family communication plan. It's important to know how you'll contact one another, if you're not already together.
- Howling winds ahead! Learn how to prep for hurricanes, tornadoes and more at #PrepareAthon! http://1.usa.gov/Oh93us
- Fight the rising tide with flood preparedness. Learn more at www.ready.gov/prepare.
- Monitor weather alerts, decide how your family will communicate with each other, know your evacuation routes.
- I monitor weather alerts and warnings with ____. That helps me stay prepared for an emergency like a tornado. #FillInTheBlank

10 TIPS FOR EFFECTIVE TWEET CHATS

What's a Tweet Chat?

Tweet chats are planned virtual gatherings hosted in real time on Twitter. They're normally moderated, or guided, by one user to start a conversation on a certain topic. The chat is given a hashtag, such as #PrepareAthon, to make it easy for anyone to identify the chat and participate. Think about hosting a tweet chat to share your emergency preparedness expertise and build excitement around your PrepareAthon! activities. For a list of PrepareAthon! tweet chats, visit: [insert PrepareAthon tweet chat link]. Here's how to get started:

1. Choose a Topic

You may want to start with thinking about which hazard is most relevant to your area and would have the greatest impact on you and your community? Next, determine who you want to participate in the conversation. For example, you may want to invite your employees and customers to join the chat. Think about specific topic areas to focus on, like signing up for local alerts and warning or collecting important documents to keep in a safe place.

2. Know Your Audience

Is your intended audience active enough on Twitter to carry on a lively discussion? If so, think about preparedness questions they'd find interesting to best engage them. If your audience isn't active on Twitter, it may be best to participate in our national tweet chats rather than host your own.

3. Pick a Date and Time

What date and time is your target audience most likely to participate? If your audience works a 9–5 job, then lunchtime or the early to mid-evening may be the best time.

4. Register Your Chat with FEMA

Visit ready.gov/prepare for a list of upcoming national and regional tweet chats you can promote and participate in. If you're hosting your own chat, register your chat so we can list it on our website and help you promote it!

5. Promote Your Tweet Chat

Publicize your chat to increase participation. Try to publish details on your website and social media channels. Be sure to include: date, time, topics, and #PrepareAthon hashtag.

6. Set the Format and Moderate

Think of your tweet chat as a guided conversation with you as the guide. As moderator, you can help structure the discussion by asking specific questions about a topic. Number questions as Q1, Q2, etc. Ask participants to reply with answers using A1, A2, etc. For example:

- Q1: To prepare for a flood, what important documents should you have ready? #PrepareAthon.

Role of the Moderator

The role of the moderator is to guide the conversation. As the moderator, you should have specific tweets and topics available to post during any lulls in the chat.

Pick a Tool for Moderation

Use HootSuite, TweetDeck, or another Twitter dashboard that allows you to publish

- A1: I have my driver's license, Social Security card, birth certificate, and kids' ID records in a waterproof box! #PrepareAthon.

Each question gets roughly 15 minutes, and chats usually last one hour. Decide on your tweet chat topic and questions in advance so that you can promote them beforehand.

7. Use the #PrepareAthon Hashtag

If you host a tweet chat, use #PrepareAthon as part of your branding. Using this hashtag will help FEMA track conversations about the campaign. And FEMA may highlight your chat on its website or retweet portions of your chat.

8. Announce Chat Guidelines

Every tweet chat has its own rules. The start of a chat is a good time to establish guidelines and the chat format discussed above. For instance, you might say:

- This #PrepareAthon tweet chat is a time to discuss emergency preparedness. Please refrain from offensive language and product promotion.
- We have 4 questions: Q1-Q4. Answers questions using A1-A4. Don't forget to add #PrepareAthon to your tweets to be part of the chat.

9. Follow Up After the Chat

Thank everyone for their participation either through Twitter direct message (DM) or by @ mentions. Follow up with a summary of the conversation for those unable to join. And please share it with us @PrepareAthon.

10. Evaluate and Learn

Evaluate the success of your chat by the number of participants and tweets (include retweets, mentions, and favorites). Also, look at the total reach and impressions of your chat. At the end of your chat, ask: What would you like to see next time? Now, use that feedback in the next chat you host or participate in.

We want to hear what you have to say. Please share any results or feedback with FEMA at PrepareAthon@fema.dhs.gov.

Activities to Promote Chat

- Send invitations via Twitter direct message or email.
- Include the hashtag in your email signature block
- Ask Twitter followers to retweet the invite
- Advertise on other channels (e.g., Facebook, blog, website)
- Promote in traditional

SAMPLE FACEBOOK POSTS

Post #1: Be Smart. Take Part. Prepare. On April 7, register to participate in America's PrepareAthon! and provide details about the activities you're planning. Share the steps you are taking to get your community prepared. Visit www.ready.gov/prepare for more information!

Post #2: Save the Date! April 30, 2014 is the first national day of action for America's PrepareAthon! Join with communities across the nation in events, like drills, exercises & training, to learn what to do before, during and after disasters. For more information about America's PrepareAthon! visit: http://www.ready.gov/prepare. Get Prepared!

Post #3: Extra, extra - Read all about it! Registration for America's PrepareAthon! is now open. Sign up to include your family or community organization in this national action campaign to increase emergency preparedness and resilience. http://www.ready.gov/prepare

Post #4: Get ready for the America's PrepareAthon! National Day of Action on April 30. Visit http://www.ready.gov/prepare today to register and take action to prepare your community for the Spring hazards: tornadoes, wildfires, floods and hurricanes.

SAMPLE BLOG POST ** TEMPLATE **

Consider imbedding the links below into your post content.

##

Posted by: [INSERT NAME OF AUTHOR/ORGANIZATION]

Join us for the America's PrepareAthon! National Day of Action

Last year was an important reminder to all of us that disasters can strike anytime and anyplace. Nearly every region of the country experienced some form of extreme weather event including devastating tornadoes in Oklahoma, scorching wildfires near Yosemite National Park and destructive flooding in Colorado.

As with many life events, preparation is the key to success. When you prepare and practice for an emergency in advance of an event, it makes a real difference in your ability to take immediate and informed action, which, in turn, enables you to recover more quickly.

That's why thousands of individuals, organizations, schools, houses of worship and governments across the nation are actively participating in a new national campaign for action - America's PrepareAthon! (www.ready.gov/prepare) This year, [INSERT ORGANIZATION NAME] is supporting this action-based initiative to build a more resilient nation starting with the National Day of Action on April 30.

Can't participate on April 30? Preparing for disasters is a year-round activity. So pick a date two weeks before or two weeks after April 30 to be counted in the National Day of Action. And be sure to stay in touch and update your events which occur at this time and at different times of the year on the national calendar.

It's not a matter of if the next disaster will happen, but when. Start taking action, and prepare now! Simple steps such as having a discussion and/or conducting a quick drill can help determine what you need to do next to become more prepared. Be smart, take part and prepare for emergencies before they strike.

Second Interim Response

Press Office
U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

Talking Points

As of August 27, 2014

TOPLINE MESSAGES

- National Preparedness Month – observed every September – is a chance to remind Americans that all of us have a shared responsibility to prepare for emergencies can happen in our communities.

- Unfortunately, data show that roughly half of all Americans have not discussed, or developed an emergency plan their family about where to go and what to do in the event of a local disaster. (source: 2014 national survey conducted by FEMA).

- With these compelling and emotional new PSA's, we're encouraging families to take that first basic step. Sit down together and make a plan. It's that easy and it's free. And you can go to Ready.gov for more information on how to be prepared.

- To further encourage Americans to take action, the month will culminate with America's PreparAthon! a national grassroots day of action. On September 30, people in all 50 states will come together to take actions around the hazards their communities could face with drills, conversations, and exercises in their schools, workplaces, houses of worship and organizations.

- We hope more Americans will consider joining us for this national day of action. To learn more you can go to Ready.gov/Prepare.

If-Asked:

What's different about National Preparedness Month this year?

- This year, National Preparedness Month maintains its focus through public service announcements to encourage Americans to prepare for emergencies, but with a greater focus to drive audiences to take action and encouraging Americans to create a family emergency plan.

How well is the Ready Campaign working?

- In the 11 years since its launch, the Ready Campaign has established itself as a successful effort to encourage Americans to prepare for emergencies.
    - The national Ready Campaign has received more than $1 billion in donated media.
    - The Ready Campaign has helped to generate over 71 million unique visitors to Ready.gov.

Can you talk more about the ads?

- Created pro bono by New York-based ad agency Deutsch, a new series of ads depict the aftermath of a disaster and show two families; one set of parents who have safely arrived to a shelter with all of their children, and one set of parents who are frantically searching for theirs. Through these PSAs,

families are faced with what can happen when you don't have an emergency plan in place before a disaster or emergency strikes.

About the California earthquake

- The Napa, California earthquake serves as a reminder that many disasters can occur without notice. It underscores the need to prepare now before something happens.

- We have found that when people prepare and practice for an emergency in advance of an event, it helps their ability to take immediate and informed action. So, for an earthquake, for instance, it is important to know that during an earthquake, you should Drop, Cover and Hold On.

About Hurricane Sandy

- FEMA continues to work with the states in their recovery from Hurricane Sandy.
- Hurricane Sandy highlights the importance of being prepared.
- Survivors who experienced Hurricane Sandy highlight the importance of safeguarding important documents to help with the recovery process and having some extra cash in case the power is out and ATMs fail.
- Take time now to collect and protect your personal documents, including insurance, financial documents, and medical information.
- Take pictures to document your property. There are simple things that everyone can do to better prepare themselves, their families and their co-workers.

About Ferguson, Missouri

- FEMA hasn't had a direct involvement. However, its important to note that regardless of the situation, it's important to be prepared and have a family communications plan so that you and your family are better prepared for *any* type of situation.
- A family communication plan doesn't cost anything and takes very little time.

##

Press Office
U.S Department of Homeland Security
500 C Street S.W.
Washington, D.C. 20472

External Affairs Guidance

Last UPDATED on July 25, 2014 12:00 p.m.

THE 2014 NATIONAL PREPAREDNESS REPORT (NPR)

MEDIA GUIDANCE

- Please refer media calls to the FEMA HQ news desk 202-646-3272.

Additional FEMA External Affairs points of contact:

FEMA Strategic Communications: Andrew White, 202-786-9650
FEMA Public Affairs: Dan Watson, 202-646-4355
FEMA Intergovernmental Affairs: Robert Nadeau, 202-212-5193
FEMA Congressional Affairs: Dana Trytten, 202-212-1930
FEMA Private Sector: Lori Rivera, 202-646-2600

CONTENTS

This External Affairs Guidance contains the following:

- Key Messages
- Upcoming Key Rollout Dates
- Talking Points
- Methodology
- Frequently Asked Questions (FAQs)
- Stakeholder Advisory
- Appendix: Department/Agency Talking Points for Areas of Improvement

2014 National Preparedness Report (NPR) Key Messages

- The Administration remains committed to strengthening the security and resilience of the United States through systematic preparation for the threats and hazards that pose the greatest risk to security of the Nation.

- The National Preparedness Report (NPR) is an annual status report on the Nation's progress toward reaching the National Preparedness Goal of a secure and resilient nation.

- The report describes the Nation's level of preparedness for all hazards, including natural disasters, acts of terrorism, and other emergencies. This is the third annual NPR.

- In keeping with the Administration's commitment to an all-of-nation approach to building and sustaining national preparedness, the NPR was developed in coordination with Federal departments and agencies and in consultation with state, local, tribal and territorial governments and private and nonprofit sector partners.

- The NPR focuses on five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. These mission areas include 31 core capabilities needed to achieve the National Preparedness Goal. To achieve the National Preparedness Goal, the Nation must continue to build on the significant progress to date and address identified areas for improvement.

- The 2014 NPR identifies national areas of sustainment and progress made towards building a secure and resilient Nation and identifies areas for improvement. Additionally, the 2014 NPR provides updates on key findings from last year's NPR.

- This year's NPR identified seven key findings:

    - Major events, such as Hurricane Sandy and the severe 2012-2013 drought have served as catalysts for change in national preparedness programs, drawing clearer links between post-disaster recovery and pre-disaster mitigation activities.

    - Continued progress has resulted in capabilities maturing across multiple mission areas; they willrequire ongoing sustainment to meet expected future needs.

    - Cybersecurity, infrastructure systems, health and social services, and housing remain national areas for improvement. Long-term vulnerability reduction is a newly identified national area for improvement.

    - New national policy and planning initiatives are focusing efforts to address areas for improvement in preparedness.

- Budget uncertainties have created preparedness challenges at state and local levels of government, resulting in increased ingenuity, emphasis on preparedness innovations and whole community engagement.

- States and territories assessed their capabilities at similar levels as the previous NPR, with the highest self-assessment scores in the common core capabilities (i.e., Planning, Public Information and Warning, and Operational Coordination) and the Response mission area. States and territories reported the greatest annual progress in the operational coordination, planning, and intelligence and information sharing core capabilities.

- Tribal partners are now more systematically integrated into preparedness activities. However, opportunities remain for Federal agencies and tribal nations to increase engagement and expand training opportunities on relevant policies.

Rollout Schedule

Schedule	Responsibility	Actions
Friday, March 28	DHS	Deliver the 2014 National Preparedness Report to the White House.
Monday, August 4 Time TBD	FEMA EA-CAD arranges Committee staff briefs	Notification to staff of five committees and offer briefings: House and Senate Appropriations; Senate and House Authorizers; House T&I.
Wednesday, August 6 11:00 a.m.	FEMA-EA-CAD	CAD formally transmits report to Senate Homeland Security Committee and Speaker of the House per PKEMRA requirements. Informal transmission to House Authorizers and Appropriations Committees.
Wednesday, August 6 11:00 a.m.	PEO and FEMA EA	Notify interagency partners (policy, intergovernmental and public affairs staff) that the Report is coming out.
Wednesday, August 6 11:00 a.m.	Katie Fox	D/A Manning makes calls to NGA (Mary Fallin, OK; cc Thomas MacLellan), NEMA (Charlie English, cc Trina Sheets), IAEM (Bruce Lockwood, cc Martha Braddock). Additional stakeholder outreach to: Jim Featherstone, Chair, NAC, and Manager, Los Angeles Emergency Management Dept.
Wednesday,	FEMA	Shares NPR with Regional Operations for distribution

August 6 11:00 a.m.	PEO/Regional Ops	to RAs and senior leaders.
Wednesday, August 6 11:30 a.m.	FEMA EA Web Team	Website goes live/NPR and Fact Sheet posted (www.fema.gov/ppd8).
Wednesday, August 6 11:30 a.m.	FEMA Congressional Affairs	Send Congressional Advisory with the link to the National Preparedness Report on FEMA.gov to Congressional stakeholders.
Wednesday, August 6 12:00 p.m.	PEO	Sends stakeholder advisory with the link to the National Preparedness Report on FEMA.gov to interagency policy stakeholders.
Wednesday, August 6 12:00 p.m.	FEMA EA-IGA/ DHS IGA	Send Intergovernmental Advisory with the link to the National Preparedness Report on FEMA.gov to SLTT stakeholders.
Wednesday, August 6 12:00 p.m.	FEMA Law Enforcement Advisor/USFA	Send Intergovernmental Advisory with the link to the National Preparedness Report on FEMA.gov to law enforcement and fire stakeholders.
Wednesday, August 6 12:00 p.m.	Lori Rivera, FEMA EA- Private Sector	Send Private Sector Advisory with the link to the National Preparedness Report on FEMA.gov to private sector stakeholders (3,200+).
Wednesday, August 6 12:00 p.m.	DHS Private Sector Office	Notify private sector stakeholders and facilitate distribution through DHS component/office private sector POCs.
Wednesday, August 6 12:00 p.m.	Latisha Dennis, FEMA Office of Disability and Integration Coordination	Notify disability community stakeholders (1,500) and 28 interagency partners via e-mail.

Wednesday, August 6 12:00 p.m.	Misty Sutherland, cc: Angela Hill, DHS Center Faith-Based and Community Partnerships	Notify faith-based stakeholders (2,200 – including emergency preparedness, counter terrorism and immigration) and 12 interagency partners via e-mail.
Wednesday, August 6 12:00 p.m.	DHS Policy HSAC	Notify Homeland Security Advisory Council
Wednesday, August 6 12:00 p.m.	Lynda Williams, FEMA National Preparedness Directorate/Individual and Community Preparedness	Notify Citizen Corps e-alert subscribers (60,000); Partners and Affiliates
Wednesday, August 6 12:00 p.m.	Health and Human Services, Office of Assistant Secretary for Preparedness and Response (ASPR)	Notify 40 national associations representing public health, medical/health professions, senior citizens (including AARP) and traditionally underrepresented communities via e-mail.
Monday, August 4 12:00 p.m.	Caitlin McCarthy, PEO	Working with Prevention Leads, DHS I&A, and other partners to notify Criminal Intelligence Coordinating Council, Fusion Center Directors, The Interagency Threat Assessment and Coordination Group (state/local LE, fire and health reps,) intl. law enforcement associations (8) and 9 interagency counterparts via e-mail.
Monday, August 4 12:00 p.m.	Christy Magee, DHS/Office of Infrastructure Protection	Notify 18 CIKR Sectors Government Coordinating Councils and Sector Coordinating Councils, 11 CIKR industry associations, RCCC, SLTT GCC, Partnership for Critical Infrastructure Security, and interagency partners.
Tentatively Aug 6 afternoon conference calls	Katie Fox, FEMA National Preparedness Directorate Melissa Forbes,	Congressional Briefings on the National Preparedness Report

	FEMA National Preparedness Directorate/National Preparedness Assessment Division	

National Preparedness Report (NPR) 2014 Talking Points

- The Administration remains committed to strengthening the security and resilience of the United States through systematic preparation for the threats and hazards that pose the greatest risk to security of the Nation.

- The NPR is an annual status report on the Nation's progress toward reaching the National Preparedness Goal of a secure and resilient nation.

- The report describes the Nation's level of preparedness for all hazards, including natural disasters, acts of terrorism and other emergencies.

- The NPR focuses on five mission areas outlined in the National Preparedness Goal: Prevention, Protection, Mitigation, Response and Recovery. To achieve the National Preparedness Goal, the Nation must continue to build on the significant progress to date and address identified areas for improvement.

- This report marks the third iteration of the NPR, updating and expanding upon findings from the 2012 and 2013 NPRs. The 2014 NPR focuses on national accomplishments either achieved or reported on during 2013.

- This NPR includes results from the 2013 Threat and Hazard Identification and Risk Assessments (THIRAs) and State Preparedness Report (SPR) submissions from 56 U.S. states and territories. Through this annual cycle, participants updated target levels of performance specific to their jurisdiction for all 31 core capabilities and their ability to meet those unique targets. The 2014 NPR summarizes these results.

- Through the THIRA/SPR process, state and territory homeland security and emergency management personnel led multi-disciplinary, statewide/territory-wide efforts to evaluate risk and assess preparedness, engaging representatives from public health, law enforcement, fire service agencies, and non-governmental organizations.

- For the first time, the NPR provides mission area overviews that summarize emerging trends, provide examples of preparedness in action and resilience innovations, and highlight whole community achievements. These overviews are for preparedness professionals seeking best practices and an understanding of national progress and challenges.

- This year's NPR identifies five core capability areas for sustainment: interdiction and disruption, on-scene security and protection, operational communications, public and private services and resources, and public health and medical services. These represent relatively mature capabilities as demonstrated in assessments, exercises, and performance in real-world events, and require ongoing sustainment to meet expected future needs.

- The Nation also observed progress over the past year in previously identified national areas of improvement, including cybersecurity, infrastructure systems, health and social services, and housing. Several ongoing initiatives, including implementation of *Executive Order 13636 on Improving Critical Infrastructure Cybersecurity, Presidential Policy Directive 21 on Critical Infrastructure Security and Resilience*, and the *Hurricane Sandy Rebuilding Strategy* will enable continued progress in these areas for improvement.

- Cybersecurity and two Recovery capabilities—health and social services, and housing—have been areas for improvement for three consecutive years, highlighting the challenges of raising capability levels on a national scale.

- The Nation is integrating tribal partners more systematically into preparedness. However, opportunities remain for Federal agencies and tribal nations to increase engagement and expand training opportunities on relevant policies.

National Preparedness Report Methodology

The 2014 NPR reflects input and data from a range of whole community partners—including all levels of government, private and nonprofit sectors, faith-based organizations, communities and individuals. FEMA's approach to developing the report included the following activities:

- Reviewing THIRA submissions from U.S. states, territories, and tribes, as well as SPR submissions from the 56 U.S. states and territories;

- Conducting outreach to get input from preparedness-related professional organizations and associations;

- Conducting research to update key findings from previous NPRs and identifying new qualitative and quantitative preparedness data across all 31 core capabilities identified in the Goal;

- Evaluating results from established preparedness programs, including exercises and grants;

- Soliciting Federal departments and agencies for information on notable accomplishments and challenges in enhancing preparedness;

- Soliciting updates from Federal partners on their operational capability to meet the Goal and their progress in implementing the National Incident Management System; and

- Partnering with the U.S. Department of Homeland Security (DHS) Office of Infrastructure Protection to collect inputs from Federal partners on activities undertaken to strengthen infrastructure security and resilience.

- FEMA synthesized this information into high-level key findings for each core capability, representing observations on progress achieved since the 2013 NPR.

- FEMA applied consistent criteria in identifying national areas for sustainment and improvement. These criteria enabled an objective evaluation of key findings for each core capability and identification of overarching preparedness themes.

FAQs

****Not Intended for Distribution****

Frequently Asked Questions for the National Preparedness Report

What is the National Preparedness Report?

The *National Preparedness Report* (NPR) is an annual report that describes the Nation's level of preparedness for all hazards, including natural disasters and acts of terrorism. The NPR includes key findings for each of the 31 core capabilities in the *National Preparedness Goal* ("the Goal"). These core capabilities span five broad mission areas: Prevention, Protection, Mitigation, Response, and Recovery.

The Federal Emergency Management Agency (FEMA) prepares the NPR on behalf of the Department of Homeland Security (DHS) with substantial input from state, local, tribal, and territorial governments as well as the private and non-profit sectors, the general public, and organizations representing those with access and functional needs. The creation of the report also draws on inputs from and requires close coordination with U.S. Federal departments and agencies that have a role in national preparedness.

Is this a public report? Is this the first public preparedness report?

The 2014 NPR is the third iteration of an all-of-nation preparedness review. The NPR is an unclassified public report and is available at http://www.fema.gov/preparedness-1/national-preparedness-report.

Why prepare the National Preparedness Report?

The 2014 NPR serves as an update in evaluating preparedness progress made by the whole community across the Nation. In addition to addressing a Presidential Policy Directive 8 (PPD-8) requirement for an annual preparedness review, the NPR addresses several reporting

requirements from the *Post-Katrina Emergency Management Reform Act of 2006* (PKEMRA), including components of the *Federal Preparedness Report* and *State Preparedness Report* (SPR). The NPR illustrates the progress made toward building a secure and resilient nation while acknowledging that opportunities for improvement remain. The NPR identifies areas for sustainment and improvement that will be used to inform planning efforts, focus priorities for Federal grants, and enable informed collaboration among stakeholders working together to improve the Nation's preparedness.

How was the National Preparedness Report developed?

The 2014 NPR places a renewed emphasis on approachable language, clear visuals, and concise narratives that are of interest and useful to preparedness professionals and non-experts alike. Working with whole community partners, FEMA's approach to developing the report included the following activities:

- Reviewing THIRA submissions from U.S. states, territories, and tribes, as well as SPR submissions from 56 U.S. states and territories;
- Conducting outreach to get input from preparedness-related professional organizations and associations;
- Conducting research to update key findings from previous NPRs and identifying new qualitative and quantitative preparedness data across all 31 core capabilities identified in the Goal;
- Applying a set of criteria from assessments, exercises, funding, and long-term trends influencing preparedness to determine national areas for improvement and sustainment;
- Soliciting Federal departments and agencies for information on notable accomplishments and challenges in enhancing preparedness;
- Soliciting updates from Federal partners on their operational capability to meet the Goal and their progress in implementing the National Incident Management System (NIMS); and
- Partnering with the U.S. Department of Homeland Security (DHS) Office of Infrastructure Protection (IP) to collect inputs from Federal partners on activities undertaken to strengthen infrastructure security and resilience.

Through these activities, the NPR's key findings are based on a comprehensive review of more than 1,000 sources identifying overarching trends in preparedness progress. State and territory homeland security and emergency management agencies, tribal nations, law enforcement, fire service agencies, public health and medical organizations (including emergency medical services, hospitals, and healthcare organizations), and non-governmental organizations, along with Federal partners, were all engaged in developing the NPR.

What should we know about the State Preparedness Report (SPR) results?

- The SPR provides a snapshot of preparedness capabilities nationwide, allows states and territories to meet their annual reporting requirement under Section 652 of PKEMRA, and provides whole community preparedness perspectives. It yields a consistent dataset that addresses each core capability using an identical methodology across capabilities. This level of standardization is rare and provides the NPR with a unifying thread throughout the narrative.

- While the NPR contains SPR results for every capability, they represent only one of many sources used in the NPR. The NPR contains analysis from many data sources.

- While developing their SPRs, states and territories involve diverse whole community partners to increase the accuracy of their capability assessment. These whole community partners are subject matter experts across mission areas, and include local emergency management agencies, law enforcement, the intelligence community, fire, emergency medical services (EMS), and public health professionals, among others. In addition, tribal partners and non-governmental organizations, such as the American Red Cross, contribute to the development of SPR assessments.

- In 2013, the states followed the updated *Comprehensive Preparedness Guide (CPG) 201: Threat and Hazard Identification and Risk Assessment (THIRA) Second Edition*, to set customized capability targets for each of the 31 core capabilities. The updated CPG incorporates capability estimation as step four of the THIRA process. Under step four, jurisdictions determine the resources required to achieve their capability targets and successfully manage their risks.

- For each core capability, states and territories used a standardized, descriptive five-point scale to indicate how close they were to meeting their THIRA targets in each of five areas: planning, organization, equipment, training, and exercises.

- States and territories also assigned a priority ranking (high, medium, or low) to indicate each core capability's relative importance to their jurisdiction's preparedness activities.

- For each identified capability gap, states and territories indicated their perspective on the degree to which they expected to fill the gap themselves or rely on Federal capabilities. These responses help identify mismatches in perception about appropriate roles at different levels of government. State, territorial, and Federal officials may not always agree on the perceived roles, but in an era of budget uncertainties, these results may be used to start productive conversations about expectations and innovative partnership models to fill critical gaps.

How will findings from the National Preparedness Report affect the State Preparedness Report?

The NPR demands a consistent and repeatable assessment methodology to identify preparedness trends. As a result, the SPR will seek to maintain a consistent approach in subsequent years. While maintaining a core methodology, findings from the NPR may prompt additional and targeted queries, which may be most conveniently conducted through the SPR due to its widespread and informed user base.

Is the State Preparedness Report the main source used to develop the National Preparedness Report?

The SPR was just one of a wide range of sources used to produce the NPR. The NPR reflects more than 1,000 sources that contribute to the analysis of the core capabilities identified in the National Preparedness Goal. FEMA synthesized this information into high-level key findings for each core capability, representing observations on progress achieved since the 2013 NPR.

How can states use the State Preparedness Report results?

During the last several years, FEMA released a series of comprehensive preparedness guides (CPGs) and assessment tools (THIRA/SPR Unified Reporting Tool). Grant guidance mandates the use of these guides and tools to provide all levels of government standardized assessment criteria necessary to identify threats and hazards, set capability targets, assess current capabilities against those targets, and identify gaps. States can use the results of the SPR to improve their preparedness programs. Examples include using them to:

- Maximize the effectiveness of grant funding for preparedness programs and better demonstrate a return on investment;
- Initiate regional planning to improve strategic goals and clarify program objectives;
- Update Homeland Security Strategies;
- Encourage local, regional, tribal, and state resource sharing; and
- Shape their Multi-year Training and Exercise Plan and the training and exercises provided in the plan.

Does the National Preparedness Report consider preparedness reports or other information from tribes?

FEMA considers open source reporting and publicly accessible information from across the whole community to develop the NPR, including tribal information. Tribes that receive Federal preparedness assistance were also required to complete a THIRA for the first time in 2013. This information was incorporated into the NPR. State Administrative Agencies (SAAs) also engaged tribal communities in the development of their SPRs. Tribes are not required to complete the SPR, but are encouraged to do so in order to assess their preparedness capabilities. The tools and guidance are scalable to any jurisdiction that is interested in using the SPR to assess their capabilities.

Why was the data call for the National Preparedness Report issued jointly with the DHS Office of Infrastructure Protection's (DHS IP) National Critical Infrastructure Protection Annual Report (NAR)?

For the first time, FEMA issued a joint data call with DHS IP to collect Federal inputs for the NPR and identify 2013 activities taken to strengthen infrastructure security and resilience. The purpose of the joint data call was to increase the efficiency of Federal data calls involving preparedness topics and improve information-sharing among Federal partners. DHS IP uses sector-specific infrastructure data for the NAR, and FEMA also uses the data to inform the NPR.

How are national areas for improvement and sustainment identified?

Similar to the 2013 NPR, the 2014 NPR's areas for improvement and sustainment are based on a comprehensive review of hundreds of sources to identify overarching trends in preparedness progress. While FEMA took the lead in developing the NPR, the information and data in the report reflect participation from the full range of whole community partners. DHS collaborated with Federal partners to identify quantitative and qualitative performance and assessment data for each of the 31 core capabilities identified in the Goal. Criteria for selecting areas for improvement and sustainment remained similar to criteria from the 2013 NPR, including core capability key findings, state preparedness data, exercise and funding information, and linkages to long-term drivers of emergency management like demographic shifts and technology innovations. Over time, FEMA expects the NPR will also identify new areas for improvement, as the whole community makes progress in addressing improvement needs raised in previous NPRs.

Does the NPR identify any new areas for improvement this year?

The 2014 NPR identifies long-term vulnerability reduction as a new area for improvement using a repeatable methodology. Major events, such as Hurricane Sandy and the severe 2012–2013 drought, have drawn clearer links between post-disaster recovery and pre-disaster mitigation activities. Recovery efforts are not seeking simply to restore communities to their pre-disaster states. Rather, collaborative partnerships are increasingly tying recovery activities to initiatives that strengthen resilience and reduce long-term vulnerability reduction. These activities are designed to help communities mitigate the effects of future disasters.

Additionally, in June 2013, the President released a *Climate Action Plan* outlining initiatives to reduce vulnerability and enhance resilience to the effects of climate change, followed by *Executive Order 13653: Preparing the United States for the Impacts of Climate Change*. These policies emphasize a need to modernize Federal programs to support resilient investment; to share data and tools on climate change preparedness; and to facilitate collaboration among Federal, state, local, tribal, territorial, private-sector, and nonprofit-sector partners. As part of the Executive Order, the *State, Local, and Tribal Leaders Task Force on Climate Preparedness and Resilience* is advising the Federal Government on ways to support communities in reducing long-term vulnerability and preparing for the impacts of climate change

Is FEMA doing anything to identify capability gaps and resource requirements at the national level?

Both PPD-8 and PKEMRA require FEMA to assess the Nation's capabilities and overall ability to meet preparedness priorities. FEMA accomplishes this mission through the implementation of PPD-8. Each year, as required by PKEMRA, states and territories are required to submit an SPR. Since 2011, the SPR has assessed capabilities and identified gaps across all 31 core capabilities called out in the Goal.

FEMA also surveys Federal departments and agencies to solicit annual reports, performance measures, program accomplishments, results from exercises and operations, training outcomes, and preparedness grant funding. Additionally, Federal partners annually provide FEMA with updates on their operational capability to meet the Goal and their progress in implementing NIMS.

The NPR provides a national summary of this information. The NPR, which DHS delivers to the President annually, assesses the progress whole community partners have made in achieving the core capabilities in the Goal. The NPR uses qualitative and quantitative data from the whole community to identify areas of national strength and remaining preparedness gaps.

Is the Federal government prepared to fill the capability gaps identified by states in the 2013 State Preparedness Report and reported in the 2014 National Preparedness Report?

FEMA will work to determine whether capability gaps identified would be best addressed at the Federal, state, or local level. The 2013 SPR required each state and territory to indicate their opinion on expected roles for filling capability gaps. For each core capability, states and territories identified whether they expected to fill gaps themselves or thought the Federal government is responsible for addressing the gap. The SPRs provide the foundation for discussion between Federal, state, local, tribal, and territorial partners as to the most efficient and effective means to fill the identified gaps.

- These perceptions about responsibility for filling gaps and gaps help identify discrepancies among levels of government about appropriate roles. The states have a responsibility for identifying how to fill those gaps. In some cases, the Federal government has a role in filling capability gaps, too.

- State and Federal officials may differ on perceived roles, but recognize that in an era of budget uncertainties, all levels of government must seek cost-effective ways to address known gaps.

- Any level of government can use the expected role results to start productive conversations about expectations and innovative partnership models to fill critical gaps.

How does the National Health Security Preparedness Index (NHSPI) relate to the National Preparedness Report?

A coalition of public and private sector stakeholders released the *National Health Security Preparedness Index* (NHSPI) (www.nhspi.org) in December 2013. Using available state-level data from an array of sources, the NHSPI focuses on measuring and improving health security, an area within the all-hazards approach used in national preparedness planning under PPD-8 and reported on through the NPR. While the NPR covers all 31 core capabilities across the five mission areas, the goal of the NHSPI is to capture whole community assessment measures that influence the health security of our Nation as defined in the National Health Security Strategy.

The NHSPI includes indicators that fall under a number of the 31 core capabilities, including public health and medical services; fatality management services; community resilience; health and social services; and the common core capabilities of planning, public information and warning, and operational coordination. Both the NPR and NHSPI demonstrate that the core capabilities in the Goal are critical elements in building and sustaining a resilient nation.

When will the National Preparedness Report data be updated?

The NPR data will be reviewed and updated annually to support the yearly PPD-8 requirement. This effort aligns with the ongoing activities under PPD-8.

How will we sustain capabilities in this process? Are grants the only way to address opportunities for improvement in preparedness?

Building and sustaining capabilities is a key objective of the National Preparedness System in order to achieve the National Preparedness Goal of a secure and resilient Nation. Achieving the Goal will require continued participation and resource support from all levels of government. Not all capabilities can be addressed in a given funding cycle, nor can funding be expected to flow from any one source. Officials must prioritize the achievement of capabilities to most effectively ensure security and resilience while understanding the risks of not addressing identified gaps.

Grant programs are one of many tools to use in that process, but certainly not the only one available to whole community partners. All levels of government, private and nonprofit sectors, faith-based organizations, access and functional needs communities and individuals comprise the whole community of preparedness partners. Strategies for sustaining preparedness capabilities include Federal grants, as well as investments through state, local, tribal and territorial budgets; private sector investments in business continuity and preparedness; a commitment from individuals and the communities in which they live to increase their preparedness for all hazards; and mutual aid from regional communities and organizations as well as through the private and nonprofit sectors.

How can we address areas for improvement in preparedness? How is it being measured?

The NPR identifies cybersecurity, infrastructure systems, long-term vulnerability reduction, housing, and health and social services capabilities as national areas for improvement. Whole community partners will address these and other areas for improvement using a mix of Federal assistance, state and local funding, private sector investment, resource sharing through mutual aid, and individual commitment to personal preparedness. This approach recognizes the shared responsibilities across the whole community for strengthening the resilience communities nationwide—government alone cannot prevent, protect against, mitigate, respond to, or recover from all hazards without significant contributions from the private sector, non-governmental organizations, and individuals.

As a Nation, we will continue to assess our capabilities through an evolving process that incorporates a range of repeatable evaluation procedures such as the NPR, SPR, annual performance measurement processes undertaken by various Federal agencies, discipline-specific preparedness assessment initiatives, risk assessments, analyses of gaps in critical infrastructure sectors, and assessments of fusion center capabilities.

Why have cybersecurity, health and social services, and housing been areas for improvement for three consecutive years? What is being done to improve these capabilities?

Across all mission areas, the 2014 *National Preparedness Report* presents evidence of growing preparedness capacity nationwide, including new assets, technologies, and guidance. Despite these advances, cybersecurity, health and social services, and recovery have appeared in all three NPRs as national areas for improvement. These issues demonstrate that no quick solutions exist for addressing complex, national challenges.

Rather, achieving meaningful preparedness improvement requires sustained efforts across the whole community that combine near-term, interim solutions, and long-term strategies. New national policy initiatives are focusing energy on and bringing unity of effort to national areas for improvement, including *Executive Order 13636: Improving Critical Infrastructure Cybersecurity*, the resulting *Framework for Improving Critical Infrastructure Cybersecurity* and the corresponding C-Cubed Voluntary Program to support critical infrastructure' usage and increased participation in DHS and cross sector cybersecurity risk management efforts; as well as the *National Disaster Recovery Framework* and the completed *Recovery Federal Interagency Operational Plan* that describes how the Federal Government delivers core capabilities for the Recovery mission area. These efforts establish the planning foundations upon which to build capability and manage risk nationally.

How will the Federal government use the data from the National Preparedness Report?

The NPR identifies national trends in preparedness across all 31 core capabilities needed to achieve the Goal. By summarizing progress and challenges in achieving the Goal, the NPR helps inform the President's budget and prioritize resources and activities to sustain mature capabilities and build areas for improvement.

The Federal government, working with the whole community, will use the data from the NPR to prioritize the achievement of capabilities to most effectively ensure security and resilience in establishing program priorities, providing technical assistance, and allocating resources needed for priority issues.

How can the whole community use the results of the National Preparedness Report?

The NPR has been redesigned based on stakeholder feedback to place a renewed emphasis on clear visuals, approachable language, and concise narratives that are of interest and useful to preparedness professionals and non-experts alike. The newly introduced Mission Area Overview sections are intended for preparedness professionals seeking lessons learned and best practices from other jurisdictions, as well as an understanding of national progress and challenges. The whole community can also use the identified national areas for improvement to benchmark their preparedness, establish priorities, and inform the allocation of resources. To facilitate this effort, program guidance for the FY 2014 Homeland Security Grant Program notes that grantees should consider the areas for improvement from the NPR in identifying and prioritizing their proposed grant projects.

What is the Federal government doing to engage with tribal nations and integrate them into preparedness?

On January 29, 2013, President Obama signed the *Disaster Relief Appropriations Act* (Public Law 113-2) into law, which included the *Sandy Recovery Improvement Act*. This law provides tribes with the option to request disaster declarations directly from the Federal Government, which is a significant change recognizing tribal sovereignty. The President issued the first major disaster declaration to the Eastern Band of Cherokee Indians in response to a March 1, 2013 request to provide relief from severe storms, which caused flooding and landslides that damaged local roads and bridges. In 2013, the President issued six major disaster declarations directly for tribal governments. FEMA has initiated consultation on a preliminary draft of the Tribal Declarations Pilot Guidance that describes the process that tribal governments will use to request declarations, and the criteria FEMA will use to make recommendations to the President on whether to authorize disaster assistance to tribal governments. FEMA is developing an extensive outreach effort for this tribal consultation.

What are the benefits of the National Preparedness Report?

The NPR plays a key role in reinforcing a common approach to preparedness and helping the Nation evaluate and understand the progress made in building and sustaining capabilities over time. The ability of future NPRs to summarize preparedness progress will continue to improve over time as implementation activities related to PPD-8 continue. Ongoing development of the National Preparedness System will integrate current preparedness efforts and create consistent, reliable approaches to support decision making, resource allocation, and assessment.

How can I become involved in evaluating national preparedness through future National Preparedness Reports?

The NPR reflects preparedness contributions from the full spectrum of whole community partners: Federal, state, local, tribal, and territorial governments; the private sector; non-governmental organizations; faith-based and community partnerships; the access and functional needs community; and individuals. All of these stakeholders have a role to play in helping the Nation better understand the progress made over time in building and sustaining core capabilities.

Whole community partners can contribute to future evaluations of national preparedness by participating in planning, exercises, and the after-action planning development that follows. Findings from real-world incident responses—as well as exercises—are a valuable performance-based tool for understanding areas for sustainment and areas for improvement in national preparedness. Whole community partners should engage in the yearly SPR process to ensure that the SPR continues to represent a comprehensive and validated snapshot of national preparedness capability. This engagement will, among other benefits, provide state, territorial, tribal, and local stakeholders a clear way to improve future NPRs.

In addition, private sector organizations can continue to engage in annual assessment and reporting on critical infrastructure protection and resilience, which helps the Nation understand progress across all critical infrastructure sectors. Non-governmental, faith-based, disability, access and functional needs, and community organizations can document and share their accomplishments to highlight the critical role they play across the core capabilities.

STAKEHOLDER ADVISORY

Today, FEMA and its partners released the 2014 National Preparedness Report (NPR). The NPR is an annual status report on the Nation's progress toward reaching the National Preparedness Goal of a secure and resilient nation.

Overall, the NPR found the Nation continues to make progress building preparedness in key areas and identifies several areas of sustainment. The report also identified areas for national improvement in building resilience and reducing long-term vulnerability.

The report was developed to meet the requirements of *Presidential Policy Directive 8/PPD-8: National Preparedness*. PPD-8 is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats and hazards that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters. The NPR also addresses several reporting requirements from the Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA), including components of the Federal Preparedness Report and State Preparedness Report (SPR).

The NPR identifies areas of sustainment and progress made across 31 core capabilities towards building a secure and resilient nation while identifying opportunities for improvement. Key overarching findings from the 2014 NPR include:

- Major events, such as Hurricane Sandy and the severe 2012-2013 drought, have served as catalysts for change in national preparedness programs, drawing clearer links between post-disaster recovery and pre-disaster mitigation activities.

- Continued progress has resulted in several relatively mature capabilities across multiple mission areas that require ongoing sustainment to meet expected future needs.

- Cybersecurity, infrastructure systems, health and social services, and housing remained national areas for improvement. Long-term vulnerability reduction is a newly identified national area for improvement.

- New national policy and planning initiatives are focusing efforts to address areas for improvement in preparedness.

- Budget uncertainties have created challenges for preparedness initiatives at state and local levels of government, resulting in increased emphasis on preparedness innovations and whole community engagement.

- States and territories assessed their capabilities at similar levels as 2012, with the highest self-assessment scores in the common core capabilities and the Response mission area. States and territories also reported the most annual progress in the operational coordination, planning, and intelligence and information sharing core capabilities.

- The Nation is integrating tribal partners more systematically into preparedness. However, opportunities remain for Federal agencies and tribal nations to increase engagement and expand training opportunities on relevant policies.

FEMA facilitated the development of the NPR in close coordination with leaders of Federal departments and agencies, and the report reflects input from state, local, tribal and territorial governments, and private and nonprofit sector partners. The report also integrates data from the annual Threat and Hazard Identification and Risk Assessment process and State Preparedness Reports from the 56 states and territories. FEMA also conducted research to identify any recent independent evaluations, surveys, and other data related to the core capabilities.

For a copy of the full report go to: www.fema.gov/ppd8

Appendix: Department/Agency Talking Points for Areas of Improvement

2014 National Preparedness Report:
Talking Points to Address Areas for Improvement

Key Finding: *Major events, such as Hurricane Sandy and the severe 2012–2013 drought, have served as catalysts for change in resilience programs, drawing clearer links between post-disaster recovery and pre-disaster mitigation activities.*

Area for Improvement: The Nation has begun to embrace a new approach to recovery in the wake of recent disasters. Recovery efforts are not seeking simply to restore communities to their pre-disaster states; rather, collaborative partnerships are increasingly tying recovery activities to initiatives that strengthen resilience, defined as the ability to adapt to changing conditions and to withstand and rapidly recover from disruption due to emergencies.

Talking Points

HUD:

- HUD has incorporated the recommendations of the *Hurricane Sandy Rebuilding Strategy* into its Sandy efforts, such as adding language for Community Development Block Grant Disaster Recovery funding for infrastructure requiring grantees to use comprehensive, science-based, and forward-looking risk analysis for project selection and design.
- HUD initiated and sponsored an innovative design competition (Rebuild by Design) for the Sandy impacted region to bring international expertise and ideas for resilient rebuilding post-Sandy.
- HUD is leading the Sandy Program Management Office efforts to track the implementation of all of the Sandy Rebuilding Strategy recommendations and ensure efforts by all Federal departments and agencies are coordinated and tracked.
- HUD has established a "Resilience Council" comprised of senior department officials and reporting to the Secretary to incorporate resilience into all of HUD programs, not just disaster recovery efforts.
- HUD is using its work with other departments and agencies (e.g., Partnership for Sustainable Communities and Strong Cities, Strong Communities Initiative) to leverage pre-disaster resilience efforts.
- HUD is supporting interagency efforts, such as the Climate Council on Preparedness and Adaptation, Mitigation Framework Leadership Group, Recovery Support Function Leadership Group, and Federal Interagency Floodplain Management Task Force to drive coordination among Federal departments and agencies and state, local, and tribal partners.

USDA:

- In December 2013, the U.S. Department of Agriculture (USDA) Natural Resources Conservation Service (NRCS) selected landowner applicants who want to enroll

floodplains impacted by Hurricane Sandy as easements. This selection could put approximately 400 acres in perpetual easements to help protect against future floods. Landowners in Connecticut, New Jersey, and New York were selected.

- Agriculture Secretary Vilsack announced the creation of Regional Hubs for Risk Adaptation and Mitigation to Climate Change at seven locations. These "climate hubs" will address risks such as fires, invasive pests, floods, and droughts on a regional basis.
- The recently established regional climate hubs will translate science and research into information to help farmers, ranchers, and forest landowners mitigate and adapt to changing climate by adjusting their resource management.
- The challenges of climate change are being felt by agriculture across the Nation, but nowhere as much as in the drought-stricken areas of the West.
- NRCS conservationists have been instrumental in assisting farmers, ranchers, and non-industrial forest landowners cope with drought by implementing conservation practices to address soil health, water use, and water quality. These conservation measures also build drought resiliency into agricultural operations over the long-term.
- On February 14, 2014, Secretary Vilsack joined President Obama in Fresno, California to announce that USDA will provide additional assistance to help farmers, ranchers, and residents affected by severe drought in California. Funding includes:
    - $100 million in livestock disaster assistance for California producers. Producers will be able to sign up for the livestock disaster programs for losses in 2012, 2013, and 2014.
    - $15 million in targeted conservation assistance to help farmers and ranchers conserve scarce water resources, reduce wind erosion on drought-impacted fields, and improve livestock access to water, including $5 million in additional assistance to California and $10 million for drought-impacted areas in Texas, Oklahoma, Nebraska, Colorado, and New Mexico.
    - $5 million in targeted Emergency Watershed Protection Program assistance in California to protect vulnerable soils. The Emergency Watershed Protection program helps communities address watershed impairments, such as stabilizing stream banks and replanting upland sites stripped of vegetation that are due to natural occurrences.
    - $60 million is available to food banks in the State of California to help families that might be economically impacted by the drought. USDA is providing help to food banks through the Emergency Food Assistance Program.
    - USDA is working with the California Department of Education to expand the number of Summer Food Service Program meal sites in California's drought stricken areas to close to 600 for the summer of 2014.
    - $3 million in Emergency Water Assistance Grants for rural communities experiencing water shortages.

<u>FEMA Recovery:</u>

- About two-thirds of the continental United States was affected by drought in 2012, costing the agricultural sector $30 billion and contributing to $1 billion in losses from

wildfires. The 2012 drought highlighted how critical pre-disaster planning and mitigation is helping communities recover and prevent the worst impacts.

- FEMA has supported a coordinated national response to drought since the White House's call for an "all hands on deck approach" beginning in 2012.
- FEMA was a primary advisor to USDA in leveraging the National Disaster Recovery Framework (NDRF) between 2012 and 2013. The NDRF outlines how the Federal government aides in the recovery of communities following a disaster. The activation for drought demonstrated the usefulness and flexibility of the NDRF when applied to non-Stafford Act events.
- Coordination continues among Federal partners now that NDRF activities have transitioned to the National Drought Resilience Partnership.
- FEMA Region 9 is maintaining situational awareness about potential impacts of the drought throughout California. FEMA has also identified a senior official to attend weekly meetings at California's State Operations Center in an effort to help coordinate any Federal assistance.

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Key Finding: *Cybersecurity, Infrastructure Systems, and several recovery-focused capabilities remained national areas for improvement. Long-term Vulnerability Reduction is a newly identified national area for improvement.*

Area for Improvement: Cybersecurity: The Nation continues to address lessons learned from the first-ever cyber-focused National Level Exercise conducted in 2012, strengthen national policy for cybersecurity, and adapt to growing interconnectedness between cyber and physical infrastructure. Development of a well-trained cybersecurity workforce, however, remains an ongoing challenge, with an estimated shortage of trained personnel in the tens of thousands. State Preparedness Report results reflect the absence of this expertise. States and territories have consistently identified Cybersecurity as among their weakest capabilities since the 2011 statewide self-assessment process, while more states and territories highlighted cyber attacks as threats of concern in their 2013 Threat and Hazard Identification and Risk Assessment submissions.

Talking Points

DHS/NPPD-CS&C:

- DHS plays a prominent role in the National Initiative for Cybersecurity Education initiative to expand the initiative's focus from a Federal to a nationwide awareness effort to build an agile, competent, robust cybersecurity workforce for the Nation. DHS plays this role with its partners through:
    - Enhancing public awareness of cybersecurity and responsible use of the Internet through National Cyber Security Awareness Month each October and the Department's year-round Stop.Think.Connect. Campaign as well as making cybersecurity a popular educational and career pursuit for older students
    - Expanding the workforce through education programs encompassing K-12, higher education, and vocational programs related to cybersecurity to provide a pipeline of skilled workers for private sector and government. DHS programs under this track include the Centers for Academic Excellence in Information Assurance and the Scholarship for Service Program.
    - Evolving the profession to include defining cybersecurity jobs and skills and competencies required. New strategies to ensure employers attract, recruit, and retain skilled employees to accomplish cybersecurity missions. This component area recently moved from OPM to DHS to expand the scope from Federal to state, local, tribal, and industry needs.
- DHS's Critical Infrastructure Cybersecurity Community (C-Cubed) Voluntary Program has consolidated all existing Department resources to support cybersecurity risk management, to include workforce development, training, education, awareness, and self-assessment tools, and has made those publically available on its website at: www.us-cert.gov/ccubedvp.
- The National Centers of Academic Excellence Programs—co-sponsored by DHS and the NSA—includes the National Centers of Academic Excellence in Information Assurance Education (CAE/IAE), CAE-Research (CAE-R*),* and the recently established two-year CAE (CAE2Y) programs. Currently, there are 182 CAEs in 43 states, DC, and Puerto Rico. Of those, 32 are community colleges.
- The Federal Virtual Training Environment (FedVTE) provides more than 40,000 government employees with simultaneous, on-demand access to cybersecurity role-based training for IT security and hands-on labs (without per-seat license fees). The content library currently holds more than 800 hours of captured classroom training and more than 75 hands-on labs.
- The National Federal Cybersecurity Training Events (FedCTE) program delivers free, live training, labs, and Communications Integration Center (NCCIC) works to reduce the likelihoodcompetitions both in-person and severity of cyber and communications incidents that may significantly compromise the security and resilience of the Nation's critical infrastructure and government systems. The NCCIC also works to build cyber preparedness across federal, state, local, tribal, and territorial (SLTT) stakeholders through a range of efforts:

- Since NLE2012, NCCIC has increased relationships with FEMA and has participated jointly with FEMA in several exercise efforts. NCCIC continues to foster FEMA collaboration to better integrate cyber and physical response.
- As a result of the Presidential Policy Directive 21 (PPD-21) published in February 2013, the NCCIC and the DHS National Infrastructure Coordinating Center (NICC) have increased partnerships and collaboration to strengthen the security and resiliency the Nation's critical infrastructure against both cyber and physical threats. The NICC and the NCCIC are now both collocated in the same Arlington facilitya virtual world for enhanced coordination efforts.
- In September 2013, the NCCIC held a three-day functional exercise with many interagency and private sector partners, to include the DHS National Operations Center, NICC, and FEMA's National Watch Center. The functional exercise enhanced collaborative efforts for multipleFederal cybersecurity and physical incidents, several that had cross-sector implications. Additionally, the NCCIC and FEMA exercise planners collaboratedIT professionals. The FedCTE program also produces the Federal Executive Cybersecurity Seminar which prepares Senior Federal leaders to engage confidently on developing a cybersecurity-focused tabletop exercise for the DHS Secretary that occurred in May 2014. Both FEMA and NCCIC leadership were present at that TTX and provided perspectives on cyber and physical response measures that would occur.
- In FY 2013, the NCCIC's Operational Planning, Exercise, and Training Integration Unit (OPETIU) conducted 87 cybersecurity exercises with and/or for international, federal, SLTT, and critical infrastructure sector stakeholders.

- Since NLE 12, NCCIC OPETIU has developed multiple Incident Manager's Cyber Operations Playbooks for federal, SLTT, and critical infrastructure sector stakeholders. The Playbooks provide a framework for individual organizations or sectors to guide operational and tactical level decision-making leading issues. The FedCTE program trains up to and during a cyber-induced incident. .500 students per quarter.

<u>FEMA:</u>

- There have been many developments since National Level Exercise 2012 to improve Federal government preparedness and response to a major cyber incident.

<u>FEMA/SPR:</u>

- In Cybersecurity, only 17 percent of states and territories assigned themselves a four or five rating on a five-point scale (indicating full or nearly-full capability), making Cybersecurity the lowest-rated core capability.
- Forty-five percent of states and territories indicated that Cybersecurity was among their three core capabilities in the greatest danger of decrease, making it the most frequently selected core capability.
- States cited several planning needs more frequently in Cybersecurity than they did for any other core capability. These included the need to assess compliance with governing regulations and standards; to develop functional annexes; to incorporate mutual aid into

plans; to have local jurisdictions develop plans; to involve additional governmental agencies and jurisdictions in plans; and to validate plans in exercises or incidents.

DOE:

- The Cybersecurity Risk Information Sharing Pilot provides near-real-time cyber threat information sharing. A device on a utilities network sends information to the Cybersecurity Risk Information Sharing Pilot analysis center, through the Electricity Sector Information Sharing and Analysis Center, which sends alerts and mitigation measures to participating companies.
- DOE provides both technical and executive level threat briefings to update industry with the latest cyber and physical threats to the Energy Sector.
- The Cybersecurity Capability Maturity Model is a scalable framework that can be used to develop capabilities and measure performance across an organization. The Cybersecurity Capability Maturity Model program has been expanded to include the oil and natural gas and electricity subsectors. To date, over 100 utilities have requested the Cybersecurity Capability Maturity Model toolkit, covering an estimated 69 million consumers.
- DOE has developed and deployed new technology as part of the Cybersecurity for Energy Delivery Systems program. These technologies include more secure supervisory control, data acquisition systems, and advanced intrusion detection systems
- In collaboration with DHS, the Federal Energy Regulatory Commission, the Electricity Sector Information Sharing and Analysis Center, and industry, the Department of Energy is leveraging governmental and non-governmental resources to create a suite of deliverables including the Destructive Malware Cyber Operations Playbook for the Energy Sector.
- DOE participates in several incident response exercises each year. DOE hosted an executive-level electricity subsector tabletop exercise in 2013 called Poison Apple.

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Area for Improvement: Infrastructure Systems: Sandy underscored how an initial loss in electrical power can cascade to affect other infrastructure systems. In response, the Nation has invested billions of dollars to modernize the electric grid and increase its reliability and resilience. Challenges remain in addressing aging infrastructure.

Talking Points

DHS/IP:

- A number of drivers influence critical infrastructure operating conditions, including aging infrastructure and impacts from extreme weather or climate change.
- IP assists critical infrastructure partners across sectors to identify and devise approaches to address infrastructure vulnerabilities. For example, IP is partnering with the Energy Sector to examine methods to improve the reliability and resilience of the electrical grid. These improvements are intended to increase the ability of the systems to withstand disruptions from events within the range of normal operating conditions and to recover more quickly from extreme, unanticipated incidents.
- The Regional Resiliency Assessment Program is an IP-coordinated effort involving organizations from Federal, state and local governments, and the private sector that focuses on building regional capability, knowledge, and relationships so that key partners are positioned to improve regional critical infrastructure system resilience.
    - Critical infrastructure owners and operators host voluntary facility vulnerability assessments and surveys that can identify important parts of a facility or system that are accessible, exposed to nearby threats, subject to natural hazards, and/or otherwise vulnerable due to age or poor upkeep.
    - On more than one occasion, a Regional Resiliency Assessment Program has foreshadowed real-world events. For example, the 2012-2013 Regional Pipelines Regional Resiliency Assessment Program project was in the midst of assessing East Coast fuel supply vulnerabilities and resilience as Hurricane Sandy devastated parts of the Northeast and brought this topic area to the forefront of national discussion.
    - The Regional Resiliency Assessment Program was in a prime position to incorporate infrastructure-related lessons from the event and identify corrective actions and policies that could mitigate impacts from future events.
    - The Regional Resiliency Assessment Program captures data that is used for analyzing regionally significant, cascading disruption impacts. This analysis can help determine potential disruption impacts over time and across sectors.

USACE:

- As the lead for Infrastructure Systems Recovery Support Function (RSF) under the National Disaster Recovery Framework, USACE has deployed experts following major disasters to work with other key Federal agencies to address long-term recovery challenges.

- Under FEMA's leadership, USACE coordinates with other Federal agencies to determine what authorities and funds may be available to address infrastructure system related challenges.
- Recently, USACE and DOE officials met in Washington, DC to discuss ways to use research and development initiatives to improve energy reliability and resilience. For example, USACE has partnered with the Department of Energy to determine how innovative micro-grid approaches that have been developed for DOD could be utilized in communities to provide reliability and resilience to critical public facilities.

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Area for Improvement: Health and Social Services: The Nation continues to promote expanded access to survivor medical records across jurisdictional boundaries, which supports disaster recovery. Use of electronic health records has increased significantly since 2008, with more than 50 percent of hospitals using them as of 2012. Despite this progress, systematic approaches for measuring community health following a disaster are still under development. Fewer states and territories identified this recovery-focused capability as an area of strength in the 2013 State Preparedness Report, placing it in the bottom third of all capabilities.

Talking Points

HHS:

- The Office of the Assistant Secretary for Preparedness and Response (ASPR) is committed to incorporating recovery into preparedness and response, which is one of the goals of the National Health Security Strategy. ASPR invested in building a Division of Recovery to lead recovery efforts in disasters in order to fulfill its responsibilities under the National Disaster Recovery Framework. ASPR has also included health-care recovery capability in the Hospital Preparedness Program grant requirements. The Centers for Disease Control and Prevention Public Health Emergency Preparedness cooperative agreement also has a community recovery capability.
- HHS is committed to further advancing recovery by promoting the resilience, independence, health (including behavioral health), and well-being of the whole community.
- With support from HHS, HUD, the U.S. Department of Veterans Affairs, and the Robert Wood Johnson Foundation, an Institute of Medicine committee is conducting a consensus

study and will issue a report due March 2015 on how to improve short, intermediate, and long-term health outcomes in communities impacted by a catastrophic incident. The committee will identify key activities, recovery practices, and novel programs that impact health outcomes in a community recovering from a disaster and develop recommendations for their implementation.

- ASPR is funding research grants to support long-term recovery and resilience in communities impacted by Hurricane Sandy. The nine two-year grants total more than $5 million, and ASPR is making $3.6 million available to support additional research requirements and resources.
- Over the next two years, research will focus on physical and behavioral health aspects of recovery, including community resilience; risk communication; the use of social media; health system response; health care access; evacuation and policy decision making; and mental health.

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Area for Improvement: The Housing core capability illustrates the gradual maturing of the Recovery mission area since the release of the National Disaster Recovery Framework in 2011, which defines how Federal agencies organize to support recovery efforts. For example, the Federal Government has begun efforts to coordinate plans, policies, and resources across the numerous agencies involved in housing, but efforts are still in their early stages. For the third year in a row, states and territories assessed Housing among their lowest-rated capabilities.

Talking Points

HUD:

- HUD is working through the Recovery Support Function Leadership Group and the National Disaster Recovery Framework structure to coordinate housing efforts. Specific activities include:
    - The promotion of program toolkits;
    - The use of immediate repairs enabling people to stay in their homes instead of relocating to hotels;
    - Coordinating foreclosure prevention policies among federal entities for government-backed loans.

FEMA/SPR:

- Forty-six percent of states and territories indicated that they believe housing to be entirely or mostly a federal responsibility, the second highest percentage out of all the core capabilities.

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Area for Improvement: Long-term Vulnerability Reduction: FEMA began to implement portions of the *Biggert-Waters Flood Insurance Reform Act of 2012* (Public Law 112-141) to phase out subsidized insurance policies. Some policyholders are raising concerns about these rate changes. Meanwhile, the flood insurance program is $24 billion in debt.

Talking Points

FIMA:

- On March 21, 2014, President Obama signed the *Homeowner Flood Insurance Affordability Act of 2014* (Public Law 113-89) into law.
- This law repeals and modifies certain provisions of the *Biggert-Waters Flood Insurance Reform Act* (Public Law 112-141), which was enacted in 2012, and makes additional program changes to other aspects of the program not covered by that Act. Many provisions of the *Biggert-Waters Flood Insurance Reform Act* (BW-12) remain and are still being implemented.
- The new law lowers the recent rate increases on some policies, prevents some future rate increases, and implements a surcharge on all policyholders. The Act also repeals certain rate increases that have already gone into effect and provides for refunds to those policyholders. The Act also authorizes additional resources for the National Academy of Sciences to complete the affordability study.
- FEMA looks forward to working with Congress, the private Write Your Own insurance companies, and other stakeholders to implement these congressionally mandated reforms and to working toward our shared goals of helping families maintain affordable flood insurance, ensuring the financial stability of the National Flood Insurance Program, and reducing the risks and consequences of flooding nationwide.
- It is not possible for changes to happen immediately. While the new law requires some changes to be made retroactively, other changes require establishment of new programs, processes, and procedures.
- For certain flood insurance policies affected by the Pre-Flood Insurance Rate Map subsidy elimination required by BW-12, the new law mandates refunds of the excess premiums that those policyholders were charged pursuant to the requirements of BW-12. Refunds will not affect all subsidized policyholders who received rate increases as directed by Congress in BW-12, only policyholders for whom the rate increases under

BW-12 were revoked by the new law. Refunds will affect only a small percentage of the overall National Flood Insurance Program policy base.

- The new law requires gradual rate increases to properties now receiving artificially low (or subsidized) rates instead of immediate increases to full-risk rates required in certain cases under BW-12.
- FEMA is required to increase premiums for most subsidized properties by no less than 5 percent annually until the class premium reaches its full-risk rate. It is important to note that close to 80 percent of National Flood Insurance Program policyholders paid a full-risk rate prior to either BW-12 or the *Homeowner Flood Insurance Affordability Act*, and are minimally impacted by either law.
- With limited exceptions, flood insurance premiums cannot increase more than 18 percent annually.
- The new law repeals a provision of BW-12 that required FEMA, upon the effective date of a new or updated Flood Insurance Rate Map, to phase in premium increases over five years by 20 percent a year to reflect the current risk of flood to a property, effectively eliminating FEMA's ability to grandfather properties into lower risk classes.
- The *Homeowner Flood Insurance Affordability Act* requires the Technical Mapping Advisory Council to review the new national flood mapping program authorized under the 2012 and 2014 flood insurance reform laws. The law requires the FEMA Administrator to certify in writing to Congress that FEMA is utilizing "technically credible" data and mapping approaches. The law also requires FEMA to submit the Technical Mapping Advisory Council review report to Congress.
- The new law requires FEMA to prepare a draft affordability framework, which is due to Congress 18 months after completion of the affordability study required by BW-12. The Affordability Study is underway by the National Academies of Sciences, and the affordability framework will include proposals and proposed regulations for ensuring flood insurance affordability among low-income populations.

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Area for Improvement: The Nation continues to promote expanded access to survivor medical records across jurisdictional boundaries, which supports disaster recovery. However, use of electronic health records (EHR) remains limited. In addition, systematic approaches for measuring community health following a disaster are still under development. Fewer states and territories identified this recovery-focused capability as an area of strength in the 2013 SPR, placing it in the bottom third of all capabilities.

Talking Points

FEMA/SPR:

- From 2012 to 2013, the percentage of four and five ratings on a five-point scale decreased by five percent in Health and Social Services. This decrease was the second largest decrease out of all of the core capabilities.

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Key Finding: *States and territories assessed their capabilities at similar levels as the previous NPR with the highest self-assessment scores in the common core capabilities and the Response mission area. States and territories also reported the most annual progress in the Operational Coordination, Planning, and Intelligence and Information Sharing core capabilities.*

Area for Improvement: States and territories rated themselves lowest in Cybersecurity again in 2013, despite 82 percent identifying this core capability as a high priority. In post-assessment questions, participants reported making the most progress in the past year in Operational Coordination, Planning, and Intelligence and Information Sharing, whereas Cybersecurity, Long-term Vulnerability Reduction, and Housing face the greatest danger of capability decline.

Talking Points

FEMA/SPR:

- Of the 29 states and territories that discussed recent advances in Operational Coordination, 19 cited real-world events and exercises as providing opportunities to validate their capabilities. For example, the State of West Virginia used the 2013 Boy Scouts of America National Jamboree, with more than 50,000 attendees, to provide training on coordinating local, state, and Federal agency support.
- Out of 30 states and territories that discussed recent advances in Planning, 17 cited completing or revising one of their plans. For example, the State of North Dakota's revision of its State Multi-Hazard Mitigation plan is nearly complete.
- Out of 24 states and territories that discussed recent advances in Intelligence and Information Sharing, ten cited real-world events and exercises as providing opportunities to validate their capabilities. For example, North Carolina's National Guard's Joint Task Force shared intelligence and information with multiple agencies at the 2012 Democratic National Convention in Charlotte.
- Forty-five percent of states and territories selected Cybersecurity as one of the three core capabilities in the greatest danger of capability decrease, making Cybersecurity the most selected response.

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Key Finding: *The Nation is integrating tribal partners more systematically into preparedness. However, challenges remain for Federal agencies and tribal nations to increase engagement and expand training opportunities on relevant policies.*

Area for Improvement: Despite these improvements, serious challenges remain for tribal and Federal partners to implement these new policies successfully. Tribal nations have little direct experience with the formal process for requesting disaster declarations and the associated administrative requirements, which can delay disaster aid. Similarly, Federal agencies have limited capacity to engage with and train 566 additional partners, which represent a 10-fold increase from the previous 56 states and territories.

Talking Points

FEMA/Intergovernmental & Tribal Affairs:

- President Obama signed the *Disaster Relief Appropriations Act* (Public Law 113-2) into law, which included the *Sandy Recovery Improvement Act*. The law provides tribes with the option to request disaster declarations directly from the Federal Government, a significant change recognizing tribal sovereignty.
- The President issued the first major disaster declaration to the Eastern Band of Cherokee Indians in response to a March 1, 2013 request to provide relief from severe storms, which caused flooding and landslides that damaged local roads and bridges. The President issued six major disaster declarations for tribal governments directly in 2013.
- FEMA has initiated consultation on a preliminary draft of the Tribal Declarations Pilot Guidance that describes the process that tribal governments will use to request declarations and the criteria FEMA will use to make recommendations to the President on whether to authorize disaster assistance to tribal governments. FEMA is developing an extensive outreach effort for this tribal consultation.
- On October 25, 2013, Administrator Fugate transmitted the proposed *Tribal Consultation Policy* to all federally recognized tribes, which provided a five-month comment period for tribes to review and submit their input on the proposed policy. The proposed policy provides guidance to program components on how to engage in consultation and collaboration with tribal officials.
- FEMA's 2010 Tribal Policy was renewed on December 30, 2013 under current internal policy guidelines. In the policy, FEMA commits to engaging and supporting tribal communities in emergency management and preparedness.
- FEMA created the Tribal Integration Group to serve as an internal coordinating body for tribal-related engagement and issues across FEMA programs and engage tribal governments in FEMA's processes, procedures, and outreach. The Group ensures that the

agency is undertaking tribal consultation and assesses long term resource and organizational plans for implementing a stronger relationship with tribal nations.

- In 2013, the FEMA Office of External Affairs established the position of National Tribal Affairs Advisor (NTAA). This position is a key advisor to FEMA leadership and leads the new Tribal Branch in Intergovernmental Affairs. The NTAA will ensure that program components maintain awareness and sensitivity to tribal issues in the development of policies and other actions, and ensure that tribes are consulted on FEMA actions that have tribal implications. The NTAA will implement the Tribal Policy and oversee FEMA adherence to the *Tribal Consultation Policy*. The NTAA is the lead with Indian Country nationally and supports the Regional Tribal Liaisons.
- The National Advisory Council (NAC) recently closed an open application period for new appointees and will now have three tribal members. In addition to the FEMA Administrator's selection, the elected and non-elected Tribal Government Official positions are being appointed. This action will bring a greater tribal voice to the NAC to ensure effective and ongoing coordination of Federal preparedness, protection, response, recovery, and mitigation for all hazards.

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Key Finding: *Technical and outreach deficiencies challenge the effectiveness of IPAWS to alert the public during a disaster.*

Area for Improvement: Despite these improvements, an April 2013 U.S. Government Accountability Office (GAO) report noted several barriers to state and local adoption and use of the Integrated Public Alert and Warning System (IPAWS), including limited guidance on integrating IPAWS with existing state and local alerting systems, the potential for over-alerting due to challenges in geographically targeting Wireless Emergency Alerts only to the affected areas, and the risk of individuals ignoring IPAWS alerts.

Talking Points

FEMA/IPAWS:

- FEMA's Integrated Public Alert and Warning System (IPAWS) program management office published an IPAWS System Toolkit for Alerting Authorities to help alerting authorities adopt the system and educate the American people.
- Online training courses – including "IS-247a: IPAWS System," "IS-251: IPAWS System for Alerting Authorities," and "IS-248: IPAWS and the American Public"– create opportunities for alerting authorities and the public to learn about the IPAWS System.

- The IPAWS program management office is participating in the Communications Security Reliability and Interoperability Council to promote the need for IPAWS testing. The Council has recommended the FCC change current rules prohibiting state and local testing.
- The Council has also recommended the FCC change current rules limiting the message length to 90 characters.
- The IPAWS program management office has requested the FCC give a waiver of rules prohibiting the non-emergency broadcast of an alert attention signal to allow broadcasters to air Wireless Emergency Alerts to the public.
- To increase public outreach on the IPAWS System's capabilities, FEMA created Public Safety Announcements for Wireless Emergency Alerts to draw attention to and teach the public about the importance of Wireless Emergency Alerts.
- By engaging state and local alerting authorities in the National IPAWS System tests, FEMA, the FCC, and Emergency Alert System participants were able to baseline the system and identify areas for improvement.
- On behalf of state and local public safety officials, the IPAWS program management office is promoting improved geo-targeting. As of February 2013, all cell carriers support improved geo-targeting.

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Key Finding: *The response to Hurricane Sandy illustrated challenges in implementing incident management systems during events that span large geographical areas.*

Area for Improvement: In contrast, an after-action report on FEMA's response to Sandy highlighted coordination and incident management procedures as areas for improvement. Specifically, FEMA experienced challenges implementing the organizational and staffing models it uses for geographically large events.

Talking Points

FEMA:

- During Sandy, the high volume of senior-level engagement presented challenges, since the existing National Response Framework and National Disaster Recovery Framework do not offer guidance on formal mechanisms for senior leader communications or coordination with operations centers. Similarly, Federal partners also experienced challenges with accurately, clearly, and quickly communicating senior leaders' decisions to those responsible for implementing them and to those affected by them.

    - FEMA's Office of Response and Recovery is developing courses of action for senior leadership on how best to document the relationship between forward deployed FEMA senior officials, Federal Coordinating Officers, and the National Response Coordination Center.
    - FEMA's National Exercise Division supported the National Security Council staff in conducting a Principals' Level Exercise for Cabinet members to review their roles, responsibilities, and authorities within the National Response Framework, the National Disaster Recovery Framework, and the National Continuity Policy. Conducted before the 2013 hurricane season, the exercise examined issues identified during previous incidents, including Hurricane Sandy.
    - Incident management, response, and recovery capabilities were also components of the Capstone Exercise 2014. The Capstone Exercise tested how the Nation implements National Frameworks and associated plans to deliver core capabilities. It also enabled Federal stakeholders to demonstrate operational coordination and information sharing capabilities with the private sector and other non-traditional partners, and encouraged senior-level participation.
- During Sandy, the process for issuing mission assignments—which are work orders that FEMA issues to another Federal department or agency directing completion of a specified task—was complex and often time-consuming.
    - FEMA's Office of the Chief Counsel issued a memorandum of law on the mission assignment process. FEMA then finalized mission assignment standard operating procedures to reflect the recommendations from the legal memorandum.
    - Follow-on FEMA guidance since Sandy has clarified the process, reducing the time needed to execute mission assignments. FEMA also revised its process for reviewing pre-scripted mission assignments, which are developed before disasters to expedite delivery of resources.
    - In accordance with the *Sandy Recovery Improvement Act*, FEMA shares information related to mission assignments with the public, including the following: state; disaster number; agency; request for assistance; obligations; and date obligated. This information is posted daily on FEMA's website to enhance transparency.
- FEMA launched a year-long pilot program to evaluate the benefits of restructuring the existing National and Regional Incident Management Assistance Teams, which provide Federal assistance to state, local, tribal, or territorial governments in disaster response. Sixty team members completed a revised 12-week training program in July. The restructured teams expanded to include 32 positions and improve the Federal capability to support response, recovery, and mitigation efforts following major incidents or disasters. In addition, FEMA released an Incident Management Assistance Teams Interim Directive, clarifying the roles and responsibilities of the Regional Administrator and National Incident Management Assistance Teams Pilot Team Leader for all Level I events.

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Key Finding: *While awareness programs have increased, malicious actors continue to acquire dangerous bomb-making supplies from common chemicals and dual-use products.*

Area for Improvement: Despite this growing awareness, malicious actors continue to acquire bomb-making materials.

Talking Points

NPPD/OBP:

- The vast majority of IED incidents in the United States involve dual-use materials. "Dual-use" commercial products are readily available and include explosives precursor chemicals or possess explosive properties. Recent high-profile examples include the April 2013 Boston Marathon bombings and May 2010 attempted vehicle bombing in Times Square, New York City.
- The wide availability of dual-use materials through commercial sources is a challenge.
- The United States has primarily adopted an awareness- and suspicious activity reporting-based strategy to prevent illicit acquisition of dual-use materials. Reaching private sector businesses that handle or sell dual-use products and members of the public is crucial to success.
- DHS's Office for Bombing Prevention (OBP) developed the Bomb-Making Materials Awareness Program in 2006 to promote awareness and suspicious activity reporting for dual-use materials among the private sector. The program reached more than 5,000 public and private sector partners in 2013, and more than 29,000 since its inception.
- DHS also provides free online courses and resources to enhance awareness of bomb-making acquisition and mitigation steps, including OBP's TRIP*wire* information sharing website, dedicated to IED threats and preparedness. The website includes both public information and detailed information for registered private sector, law enforcement, and emergency services professionals. As of February 2014, TRIP*wire* had more than 17,000 active registered users.
- DHS remains focused on enhancing security and control over high-risk explosives precursor chemicals through regulatory measures consistent with Public Law 110-161.

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Key Finding: *Technological developments in 3D printing and unmanned aircraft systems are outpacing screening capabilities and surveillance regulations.*

Area for Improvement: The law requires firearms to contain at least 3.7 ounces of steel, but technological advancements such as 3D printing make the law difficult to enforce.

Talking Points

TSA:

- In collaboration with interagency partners, TSA has included 3D printed threats in the evaluation of security screening technologies. Efforts are on-going to enhance detection of 3D printed threat objects.

ATF:

- ATF routinely collaborates with the firearms industry and law enforcement to monitor new technologies and current manufacturing trends that could potentially impact the safety of the public.
- ATF's regulatory and enforcement functions are clearly defined by laws and regulations governing the manufacturing of firearms. ATF enforces Federal firearms laws, which currently do not limit the technology or processes that may be used to produce firearms. However, ATF enforces existing statutes and investigates any cases in which technological advances allow individuals to avoid complying with these laws.
- ATF works to stay ahead of illegal firearms activity and novel firearms trafficking schemes while fully respecting the individual rights of citizens.
- There are no restrictions on an individual manufacturing a firearm for personal use, provided it does not meet the *National Firearms Act* classification.
- Any individual who manufactures firearms for sale or is engaged in business is required to obtain a federal firearms license.
- The *Undetectable Firearms Act* (Public Law 100-649), which was reauthorized in 2013, prohibits undetectable firearms and defines detectable firearms as containing at least 3.7 ounces of steel. A person or manufacturer cannot produce, import, sell, ship, deliver, possess, transfer, or receive a firearm that is not detectable by metal detectors and x-ray machines as prescribed in 18 USC 922 (p).

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Key Finding: *Technological developments in 3D printing and unmanned aircraft systems are outpacing screening capabilities and surveillance regulations.*

Area for Improvement: Furthermore, emerging public- and private-sector interest in using unmanned aircraft systems (UAS) also presents safety concerns and regulatory challenges, given their affordability and surveillance potential when outfitted with cameras, license plate readers, or thermal imaging devices.

Currently, no Federal regulations explicitly address the privacy implications of UAS-enabled surveillance.

Talking Points

DOT:

- Unmanned Aircraft Systems come in a variety of shapes and sizes to serve diverse purposes.
- Safe integration of unmanned aircraft into non-military airspace operations requires a better understanding of operational issues such as training, operational specifications, and technological considerations.
- The FAA's role is to maintain the safety and efficiency of the Nation's aviation system.
- In 2012, the FAA established the Unmanned Aircraft Systems Integration Office to oversee and coordinate unmanned aircraft systems research and development.
- The FAA has authorized limited use for implementing public interest missions such as firefighting, search and rescue, and law enforcement.
- Public entities that want to fly an unmanned aircraft system must obtain a Certificate of Waiver or Authorization. Applicants make the request to the FAA, which evaluates the operation to see if it can be conducted safely.
- On December 30, 2013, the FAA chose six testing sites around the country to research and evaluate the operations and safety of non-military use of unmanned aircraft systems.
- Commercial operations are authorized on a case-by-case basis. A commercial flight requires a certified aircraft, a licensed pilot, and operating approval. To date, one operation has met these criteria and authorization was limited to the Arctic.

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Key Finding: *The Federal Government and state governments are increasing cybersecurity training and education for employees to improve the capability of personnel to meet cybersecurity challenges.*

Area for Improvement: While cybersecurity collaboration and information-sharing activities are increasing, developing a well-trained cybersecurity workforce remains an ongoing challenge. A 2013 report[1] estimates that the United States workforce needs 20,000–40,000 more cyber experts than are available. Federal, state, and local partners created training courses to help build cyber skills within the current workforce. DHS, FEMA, and DOE developed training focused on best practices in the workplace, combating cybercrime, and cybersecurity emergency management for government and private-sector partners.

Talking Points

DHS/CS&C**:**

- Through programs such as the National Initiative for Cybersecurity Education and the internally-focused Cyber Workforce Initiative, DHS—along with its public and private sector partners—is implementing best practices to identify, acquire, grow and retain both entry-level and experienced cybersecurity professionals.
- In January 2011, DHS introduced the Secretary's Honors Program for Cyber. This initiative is geared toward acquiring and growing highly skilled, entry-level cybersecurity employees.
    - In 2011, DHS hired 24 participants of the honors program.
- DHS supports Centers of Academic Excellence around the country to cultivate a growing number of professionals with expertise in various disciplines, including cybersecurity.
- To spur interest among students, DHS employs a number of programs, including lesson plans, in the K-12 levels of education. At the high school and college levels, the Department uses competitions to promote the cybersecurity career field and give students some hands-on experience.
    - These programs include the Cyber Security Awareness Volunteer Education program (K-12), Cyber Patriots (high school-level), the National Collegiate Cyber Defense Competition, and the Collegiate Cyber Defense Competition to provide students interested in cybersecurity a natural progression.

Subject-Matter Experts
DHS/NPPD-CS&C

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[1] Cyber Security Census," presentation by Semper Secure, 2013, http://www.sempersecure.org/images/pdfs/cyber_security_census_report.pdf.

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Key Finding: *The majority of imports enter the United States through trusted trading partners that meet a standard set of security requirements. Balancing supply chain security with the efficient movement of goods remains a challenge at some points of entry.*

Area for Improvement:

Talking Points

DHS/PLCY:

- The DHS/CBP-TSA collaborative "Air Cargo Advance Screening" pilot published a formal strategy in May 2012 and *Federal Register Notices* in October 2012 and April 2013 formalizing and expanding the pilot on air cargo pre-loading data submission timelines. Our international partners now consider Air Cargo Advance Screening to be a model for public-private programs and regulatory development, with the World Customs Organization and trade partners closely following its progress.
- Under the U.S./Canada *Beyond the Border Action Plan*, the United States and Canada developed a streamlined set of required data elements for advance security screening of cargo for all modes of transport with the goal of enhancing efficient cargo screening on a regional basis.
- CBP and TSA are currently working to identify commonalities between their "Trusted Trader" programs, specifically the security requirements in CBP's Customs-Trade Partnership Against Terrorism (C-TPAT) and TSA's Certified Cargo Screening Program air cargo Standard Security Programs. TSA and CBP are analyzing the compatibility between TSA's air carrier inspections and CBP's C-TPAT validation process with the intent of conducting validations in conjunction with inspection visit where possible. Such an alignment of efforts aims to reduce redundancies, increase efficiency between agencies, and maximize resources.
- Under the National Cargo Security Program (NCSP) recognition process, TSA assesses whether a foreign government's air cargo security program is commensurate with current U.S. standards for air cargo security. NCSP recognition enables TSA to leverage the host government's oversight capabilities to verify air carrier screening operations and data. As of May 2013, TSA had recognized the NCSPs of 35 countries.
- Under the *Beyond the Border Action Plan*, CBP and the Canada Border Services Agency (CBSA) launched a pilot extending Free and Secure Trade (FAST) benefits at the Sarnia, Ontario border crossing into Canada to members of the Canada-based Partners in Protection (PIP) program and the U.S.-based Customs-Trade Partnership Against Terrorism (C-TPAT) program.
- CBP and CBSA also initiated harmonization of the C-TPAT and PIP programs, including mutual recognition of each country's onsite validations of participating companies. CBP,

members of the trade community, and representatives from the Food and Drug Administration (FDA), Consumer Product Safety Commission (CPSC), and TSA have collaborated to create the design for an integrated trusted trader program that is inclusive of supply chain security and trade compliance.

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Key Finding: *Emerging tools to assess resilience increasingly incorporate similar types of data. However, wide variations remain in how these tools use the data types, leading to inconsistencies in assessment results.*

Area for Improvement: While common data categories have emerged, wide variations remain in how resilience assessments use these data categories, with different tools using different variables, weighting schemes, and aggregation methods. Variations across assessment tools can produce conflicting results that complicate comparisons across jurisdictions and create uncertainty for communities about their resilience levels. To mitigate these challenges, the National Academy of Sciences recommended developing a national resilience scorecard that uses a consistent methodology nationally, while preserving the ability for communities to tailor it to their specific needs.

Talking Points

FEMA:

- Stakeholders continue to use and refine existing tools for measuring resilience. Example approaches include Baseline Resilience Indicators for Communities; Communities Advancing Resilience Toolkit; Resilience Capacity Index; PEOPLES Resilience Framework; Coastal Resilience Index; and the Community Resilience System.
- In addition, national policy is increasingly highlighting the importance of resilience. For example, the Quadrennial Homeland Security Review highlights preparedness and resilience as a critical mission for homeland security. Similarly, Presidential Policy Directive 21 focused on critical infrastructure security and resilience.
- New projects are exploring important factors that influence resilience in select communities nationally, such as the Resilient Cities initiative sponsored by the Rockefeller Foundation.
- Over time, stakeholders will continue to implement emerging policy, develop additional assessment approaches, identify new data sources, and refine existing measures. Together, these actions will strengthen the Nation's ability to measure resilience using consistent approaches that meet the needs of individual communities.

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Key Finding: *As part of ongoing reform, FEMA continued updating flood maps and began transitioning policies under the National Flood Insurance Program toward non-subsidized rates that reflect true flood risk.*

Area for Improvement: Nearly 22,000 communities participate in the National Flood Insurance Program, representing about 5.6 million policies and $1.2 trillion in coverage. Although this program saves policyholders from an estimated $1.6 billion in losses annually, this FEMA-administered program faces fiscal challenges. Specific concerns include $24 billion in debt from previous catastrophic flooding events and the program's rate structure, which allows approximately 20 percent of policyholders to pay rates subsidized by the Federal Government. Despite collecting about $3.5 billion in annual premiums, FEMA faces a $1.5 billion shortfall annually due to subsidized policies.

Talking Points

FIMA:

- On March 21, 2014, President Obama signed the *Homeowner Flood Insurance Affordability Act of 2014* (Public Law 113-89) into law.
- This law repeals and modifies certain provisions of the *Biggert-Waters Flood Insurance Reform Act* (Public Law 112-141), which was enacted in 2012, and makes additional program changes to other aspects of the program not covered by that Act. Many provisions of the *Biggert-Waters Flood Insurance Reform Act* (BW-12) remain and are still being implemented.
- The new law lowers the recent rate increases on some policies, prevents some future rate increases, and implements a surcharge on all policyholders. The Act also repeals certain rate increases that have already gone into effect and provides for refunds to those policyholders. The Act also authorizes additional resources for the National Academy of Sciences to complete the affordability study.
- FEMA looks forward to working with Congress, the private Write Your Own insurance companies, and other stakeholders to implement these congressionally mandated reforms and to working toward our shared goals of helping families maintain affordable flood insurance, ensuring the financial stability of the National Flood Insurance Program, and reducing the risks and consequences of flooding nationwide.
- It is not possible for changes to happen immediately. While the new law requires some changes to be made retroactively, other changes require establishment of new programs, processes, and procedures.
- For certain flood insurance policies affected by the Pre-Flood Insurance Rate Map subsidy elimination required by BW-12, the new law mandates refunds of the excess

premiums that those policyholders were charged pursuant to the requirements of BW-12. Refunds will not affect all subsidized policyholders who received rate increases as directed by Congress in BW-12, only policyholders for whom the rate increases under BW-12 were revoked by the new law. Refunds will affect only a small percentage of the overall National Flood Insurance Program policy base.

- The new law requires gradual rate increases to properties now receiving artificially low (or subsidized) rates instead of immediate increases to full-risk rates required in certain cases under BW-12.
- FEMA is required to increase premiums for most subsidized properties by no less than 5 percent annually until the class premium reaches its full-risk rate. It is important to note that close to 80 percent of National Flood Insurance Program policyholders paid a full-risk rate prior to either BW-12 or the *Homeowner Flood Insurance Affordability Act*, and are minimally impacted by either law.
- With limited exceptions, flood insurance premiums cannot increase more than 18 percent annually.
- The new law repeals a provision of BW-12 that required FEMA, upon the effective date of a new or updated Flood Insurance Rate Map, to phase in premium increases over five years by 20 percent a year to reflect the current risk of flood to a property, effectively eliminating FEMA's ability to grandfather properties into lower risk classes.
- The *Homeowner Flood Insurance Affordability Act* requires the Technical Mapping Advisory Council to review the new national flood mapping program authorized under the 2012 and 2014 flood insurance reform laws. The law requires the FEMA Administrator to certify in writing to Congress that FEMA is utilizing "technically credible" data and mapping approaches. The law also requires FEMA to submit the Technical Mapping Advisory Council review report to Congress.
- The new law requires FEMA to prepare a draft affordability framework, which is due to Congress 18 months after completion of the affordability study required by BW-12. The Affordability Study is underway by the National Academies of Sciences, and the affordability framework will include proposals and proposed regulations for ensuring flood insurance affordability among low-income populations.

Subject-Matter Expert
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Key Finding: *Sandy operations illustrated that response and recovery personnel may lack the necessary experience, equipment, and training to safely clean up damaged homes and businesses after a disaster.*

Area for Improvement: Additionally, the response to and ongoing recovery efforts from Sandy suggest that workers may lack the necessary experience, equipment, and training to safely clean up hazardous sites.

Talking Points

DOL/OSHA:

- Response worker safety is essential to managing the challenges of complex disasters and meeting survivor needs. Response worker safety and health is covered by the National Response Framework Worker Safety and Health Support Annex, which is coordinated by the U.S. Department of Labor's (DOL) Occupational Health and Safety Administration (OSHA).
- Under the Annex, OSHA provides technical assistance and support to protect response workers such as: identification and control of health and safety hazards; development of health and safety plans; worker exposure monitoring, sampling, and analysis; personal protective equipment selection; and emergency worker decontamination.
- OSHA has increased outreach to and education of local, state, and Federal response partners through briefings about the technical assistance and support resources available under the National Response Framework Worker Safety and Health Support Annex.
- During Sandy, response and recovery workers included thousands of day laborers and volunteers who did not have access to training or required personal protective equipment. OSHA coordinated with FEMA and the command/coordination centers to ensure worker protection.
- Workers encountered safety and health hazards during the Sandy response, cleanup, and recovery. OSHA identified the most common hazards – such as downed electrical wires and carbon monoxide – and provided outreach and education to thousands of workers and employers on effective practices to mitigate these hazards.
- OSHA conducted more than 1,600 briefings to more than 42,000 workers as well as more than 3,200 field interventions impacting more than 21,000 workers, removing 7,800 from danger.
- OSHA efforts impacted more than 63,000 workers involved in the Sandy cleanup and recovery.
- Under the *Disaster Relief Appropriations Act of 2013*, OSHA provided $1.2 million in training grants to nonprofit community and day-labor organizations to train and educate more than 5,600 workers engaged in the Sandy recovery and cleanup.

NIH/NIEHS:

- The National Institute of Environmental Health Sciences (NIEHS) Superfund Worker Education and Training Program is part of the U.S. Department of Health and Human Services (HHS) in the National Institutes of Health (NIH).
- In conjunction with DOL/OSHA, the NIEHS activated and mobilized its network of worker education and training resources to support response and cleanup activities from Sandy to assure safe work practices and high levels of worker protection during the cleanup process.
- In New York and New Jersey, the NIEHS Worker Education and Training Program supports a network of safety and health training organizations. Over the past five years,

these organizations have provided more than 9,000 courses for more than 155,000 workers on a wide variety of safety and health topics in New York and New Jersey.
- The primary focus has been Hazardous Waste Operations and Emergency Response. In New Jersey alone, nearly 14,000 workers have received training. The awardees have the capacity to provide training on disaster response, incident command systems, lead, and asbestos, among others.
- In order to protect the health and safety of those cleaning up the aftermath of Sandy, NIEHS Worker Education and Training Program grantees have been developing curricula on safety and health related to mucking, gutting, and mold remediation. In addition, NIEHS developed train-the-trainer courses to train bilingual trainers.
- Training requests started in January 2013, and as of June 30, 2013, nearly 2,000 people have been trained by NIEHS awardees, with nearly 2,500 contact hours.

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Key Finding: *Planning and exercises strengthened capabilities to meet evacuation support, sheltering, and feeding needs, but also revealed remaining challenges for mass care coordination in a large-scale incident.*

Area for Improvement: The 2013 National Mass Care Exercise provided a unique opportunity to validate these templates, as well as other mass care plans, in conjunction with the 2013 Florida Statewide Hurricanes Exercise. While validating planning templates for feeding and sheltering, the exercise revealed that states must be able to quickly request and integrate personnel from other states, nongovernmental organizations, and Federal agencies to expand mass care capabilities and meet the requirements of a large event. The exercise also identified the need for additional planning to address resource prioritization following multiple incidents and to ensure continuity from response to recovery.

Talking Points

FEMA/Mass Care:

- The National Mass Care Strategy, launched in 2012, includes a strong focus on the annual National Mass Care Exercise, which provides a unique opportunity to validate multi-agency state plan templates and task force guidance as well as other mass care plans.

- The National Mass Care Exercise provides:
    - A forum to validate and revise the activity-specific multi-agency mass care/emergency assistance plan templates and multi-agency task force guidance based on lessons learned from the exercise.
    - Socialization of the State Mass Care Coordinator and Mass Care Task Force concepts.
    - Hands on training to visiting state representatives.
    - Opportunities to develop a network of subject matter experts throughout the country that enhance the national mass care capacity and capability.
    - Identification of shortfalls and limiting factors to address in future planning, training, and exercises.
- State Mass Care Coordinators are key to successful mass care exercises by serving as task force leads, task force members, and evaluators during the exercise. The experience equips them with the knowledge they need to implement the task force model in their home state after the exercise.
- The State of Florida hosted the National Mass Care Exercise in 2012 and 2013 and is currently planning the 2014 exercise as part of the state's annual hurricane exercise. During this year's exercise, shelter, feeding, distribution of emergency supplies, and reunification task forces will be activated to test work group documents and provide feedback for updated versions.
- Several State Mass Care Coordinators who have participated in previous exercises have asked to host future National Mass Care Exercises in their states. This growing participation and willingness to contribute significant time and resources to the exercise reflects an increasing attention to mass care planning and an understanding of the importance of developing a mass care community of practitioners.

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Key Finding: *States have made significant progress implementing wireless Enhanced 9-1-1, but existing 9-1-1 funding structures may be inadequate for facilitating the transition to Next Generation 9-1-1.*

Area for Improvement: In response to an FCC public notice on the development of Next Generation 9-1-1, states and telecommunication providers asserted that existing state 9-1-1 funding mechanisms are insufficient to fund the initial transition and the ongoing costs of these new capabilities.

Talking Points

FCC:

- The FCC does not have funding authority over 9-1-1 or Next Generation 9-1-1. However, the FCC has applied its 9-1-1 experience to help identify cost efficiencies and funding solutions to facilitate Next Generation 9-1-1 deployment.
- Since 2009, the *FCC Annual 9-1-1 Fee Report* has expanded data-gathering and reporting on state Next Generation 9-1-1 expenditures
- A key objective of the fee report is to enable public scrutiny of state 9-1-1 fees and charges being diverted for other purposes. Since the FCC began publishing the fee report, the number of states diverting fees for non-9-1-1 purposes has gone down each year.
- Since 2012, the fee report has also reported data on states using 9-1-1 fees to support Next Generation 9-1-1 services.
- The *2013 FCC Legal and Regulatory Framework Report* to Congress identified NG9-1-1 funding challenges and recommends funding reform at the state and Federal levels.
- The report recommended that Congress develop incentives for states to broaden the funding base to reflect the benefits derived from Next Generation 9-1-1 service and encourage states to provide funding.
- The FCC recommends that grants and other appropriate Federal benefits require that funds collected for 9-1-1/ Next Generation 9-1-1 funding be used only for 9-1-1 or Next Generation 9-1-1 purposes.

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Key Finding: *Most emergency management agencies have invested in geospatial analysts to support situational assessment, but have limited capabilities to identify patterns in disaster impacts during a response.*

Area for Improvement: Two national surveys in 2013 confirmed that a majority of state emergency management agencies are using geospatial data and social media to improve situational awareness during a disaster response. In one survey, 90 percent reported having between one and five geospatial staff members available to support response operations, an improvement from 77 percent in 2005. However, more than half of states lack the capability to analyze imagery data and instead rely on Federal or other state or county agencies for support. Slightly more than half of the states cited insufficient staff expertise to conduct such analysis. Additionally, while 58 percent of states expressed interest in crowd-sourced data and volunteered geographic information (i.e., geographic data that individuals provide voluntarily), only 18 percent currently use this information during disasters. States identified data reliability (78 percent) and data quality (66 percent) as the two primary reasons for the low use of crowd-sourced data and volunteered geographic information.

Talking Points

FEMA/Response/GIS:

- FEMA is realizing internal and public service benefits from using geospatial information and tools.
- In response to Sandy, geospatial damage assessments identified areas of inaccessibility for more than 44,000 disaster assistance applicants. FEMA Recovery's Individual Assistance program was able to use this information to process approximately $130 million in expedited rental assistance.
- This enabled disaster survivors to obtain rental assistance before a human inspection process was completed. A subsequent audit found that housing units deemed to be "Eligible for Rent Inaccessible" through the use of geospatial capabilities carried an accuracy rate of 99 percent or better.
- Geospatial technology can assist the inspection process by providing evidence and justification for expedited individual and public assistance.
- FEMA also improved mission effectiveness through an innovative application that allowed the public to access information and imagery of their residence over the Internet.[2] Through this tool, survivors can see their property immediately following an event.
- Geospatial capabilities can be used to expedite debris estimation and identify areas with extensive catastrophic impacts. These capabilities also help track the progress of debris removal. Monitoring debris removal consumes an estimated 20-30 percent of the total cost of debris operations.

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Key Finding: *Most states use social media to enhance situational awareness, but have limited data collection and analytic capabilities to support large-scale events.*

Area for Improvement: The majority of states monitoring social media do so manually rather than using advanced analytic products to identify and aggregate useful information more quickly. As a result, less than 25 percent of states believe they can apply their analytic processes to large-scale events. States indicated that the primary barrier to greater use of social media is a lack of dedicated personnel. A national forum of whole community emergency management practitioners identified a broader set of factors limiting the adoption of social media and crowd-sourced information, including their uncertainty about accuracy, fear of liability, inability to translate research into operational decision-making, and policy limitations on gathering and managing such data.

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[2] FEMA Brief, "Geospatial Support to Hurricane Sandy," 21 February 2013.

Talking Points

FEMA:

- To address issues raised in its 2013 national social media survey, the National Emergency Management Association has initiated a follow-on project on social media and emergency management focused on five main areas:
    - Developing a continuum of goals for emergency management's use of social media.
    - Developing and distributing a model social media governing policy.
    - Creating a template for a standard operating procedure to process social media information for follow-up action.
    - Developing Volunteer Support Team concepts.
    - Assessing support needs listed in the survey results.

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Key Finding: *Interdependencies among essential infrastructure sectors leave these systems vulnerable to cascading effects that impede response and recovery efforts.*

Area for Improvement: Sandy demonstrated that infrastructure systems are vulnerable to cascading effects that impede response efforts. Interdependencies involving the energy sector are particularly relevant because they affect other critical lifeline functions, including communications, transportation, and water/wastewater systems. Extensive power outages during Sandy affected response and recovery timelines for all critical lifeline functions. Power failures exacerbated fuel distribution challenges that limited the mobility of power-restoration crews and other responders. Additionally, power outages and diminished backup capacity at wastewater treatment plants forced the discharge of billions of gallons of raw and partially treated sewage as flooding overwhelmed facilities up and down the Atlantic coast.

Talking Points

DOE:

- DOE hosts representatives from other agencies and the private sector, including the electricity, oil, and natural gas industries, in the Energy Response Center as participants in an Energy Response Team.
- DOE held three orientation sessions to familiarize energy stakeholders with existing Emergency Support Function #12 processes and procedures.

- In coordination with partners, DOE developed a process model of the liquid fuels industry to better understand the complexity of the entire system as well as identify key players and components.
- DOE is using this model to streamline communication flows with the fuels industry and identify potential choke points in the system.
- DOE is engaging with industry members to determine information collection requirements for damage assessment and to determine which mechanisms will be the most useful, rapid, and cost-effective for collecting the information.

DHS/NPPD-IP:

- The updated *National Infrastructure Protection Plan*, *NIPP 2013: Partnering for Critical Infrastructure Security and Resilience*, identifies certain "lifeline functions," on which all sectors rely. The National Infrastructure Protection Plan encourages critical infrastructure partners to identify the essential functions and resources that impact their businesses and communities to support preparedness planning and capability development.
- The industry-established Electricity Sub-Sector Coordinating Council is working to improve the reliability and resilience of the Electricity Subsector, including physical and cyber security infrastructure, as well as emergency preparedness.
- Several Regional Resiliency Assessment Programs focus on critical lifeline functions at the recommendation of regional representatives and align with national trends and topics of concern. One assessment focused on critical utilities provision to a large metropolitan area and identified critical failure points within the regional water and power systems. The final report provided options for improving resilience and creating greater redundancy in the event of disruptions.
- The NPPD Office of Cyber and Infrastructure Analysis has developed the capability to model and analyze electric power transmission networks to assess impacts of disruptions to the electric grid and cascading impacts on other sectors.
- IP, in coordination with its partners, is leading an outreach campaign to raise awareness of threats in the Electricity Subsector. This campaign increases awareness of available tools, resources, and best practices for enhancing information sharing, physical security, and resilience.
- IP and DOE participate in joint public and private sector exercises focused on the security and resilience of the electric grid such as the GridEx II exercise, which is an industry-wide grid security exercise. Led by the North American Electric Reliability Corporation, GridEx II took place in November 2013.

USACE:

- In cooperation with USACE, EPA has taken the lead to host a series of workshops and webinars that provide an opportunity for Water and Wastewater Treatment operators to share best practices for improving the reliability and resilience of their facilities, taking into consideration the cascading effects of a major disaster. For example, the 2013 Workshop in Fairfax, VA provided an opportunity for water and wastewater operators in the National Capital Region to share improvements made since Hurricane Isabel.

- USACE has also developed an Emergency Power Facility Assessment Tool that allows for critical facility owners perform a self-assessment to help determine emergency generator requirements. The data collected can assist facility owners in making decisions on how to provide backup power or can be used following a disaster to expedite the installation of an emergency generator.

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Key Finding: *Federal and state partners have established new investment strategies to share responsibility for enhancing infrastructure resilience and to help overcome funding uncertainties.*

Area for Improvement: Together, cost-sharing investment strategies provide additional options for local communities, states, and regions to address long-term gaps in investment for aging infrastructure, which the American Society of Civil Engineers estimates will widen in the coming years. Close regional coordination is needed to ensure that large-scale infrastructure projects are both efficient and cost-effective in mitigating risk. In fact, collaboration among local, state, and Federal agencies is a new requirement under the Hurricane Sandy Rebuilding Strategy that helps to ensure that large-scale infrastructure projects are designed to mitigate the effects of severe weather and enhance regional resilience.

Talking Points

DOE:

- DOE and HUD are providing technical assistance in Sandy impacted states to help identify critical infrastructure needs and design plans and pilot projects for financing resilient energy infrastructure to help address grid system challenges. This initiative includes utilizing market development approaches to commercialize resilient energy infrastructure through capital markets.
- DOE and HUD are supporting the New Jersey Governor's Office on a plan to expand energy resilient systems throughout the state to protect the operations of critical

infrastructure. This assistance includes evaluating and developing pilot projects, financing, and development tools that will lead to cost-effective investments in resilient energy infrastructure.

- HUD and DOE are working to ensure that Federal funding is available to support an energy financing program designed to use private sector investments in energy reliability, distributed generation, and reduced energy consumption for critical infrastructure assets and community facilities.
- In New York, DOE and HUD are providing funding and technical assistance to support the planning and implementation of resilient energy communities using microgrid and other distributed generation and storage technologies through the Green Bank Resilience Retrofit Fund. The fund focuses on financing energy resilience-oriented activities that target critical infrastructure facilities, including distributed and clean energy generation assets, such as combined heat and power, microgrids, solar and energy storage.
- The fund is being structured by New York to help align public spending at the Federal, state, and local government level and to attract additional private funding for Sandy-affected infrastructure projects across multiple infrastructure sectors, including water, transportation, and energy.

DHS/NPPD-IP:

- Increases in natural hazards are leading to greater exposure and damage of both new and existing infrastructure. The cost from damage is escalating as resilience of aging infrastructure decreases and the severity of these events increases. Science and engineering solutions can partially respond by informing the design and manufacture of infrastructure to improve resilience against multiple hazards.
- Not all resilience interventions are expensive, and it is cost effective to pursue disaster risk reduction when making other investments, such as infrastructure planning.
- The *National Infrastructure Protection Plan 2013* includes a call to action to develop incentives that advance infrastructure resilience.
- As a part of the Hurricane Sandy Rebuilding Task Force, IP partnered with other Federal agencies to develop the *Infrastructure Resilience Guidelines* to guide sound Federal infrastructure investment following a disaster—whether by direct investment or through the grants process.
- The Guidelines encourage the adoption of core approaches to facilitate planning for and investment in more resilient infrastructure. These approaches include incorporating changing climate and development patterns, making risk-based decisions, and evaluating approaches and techniques throughout the lifecycle of the infrastructure.

USACE:

- USACE has established a Coastal Task Force and is collaborating with local, state and Federal agencies to implement short term and long term strategies to reduce risks in coastal areas in nine eastern states. This includes work to stabilize and repair damages caused by Sandy to Authorized Coastal Storm Damage Reduction projects.
- USACE is also working with intergovernmental partners to restore the Authorized Coastal Storm Damage Reduction projects to authorized elevations, and will continue to study and

construct Hurricane Storm Damage Reduction projects that have been authorized, but not constructed.

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Key Finding: *Wider use of electronic health records (EHR) and of health information exchanges is increasing the resilience of health networks, but social service providers have not yet adopted similar technologies to the same extent.*

Area for Improvement: While health information exchanges better enable medical service providers to meet the immediate and long-term recovery needs of disaster survivors, many social service networks do not use interoperable electronic records. Providers that usually lack this capability include those in the child-care industry, small behavioral health programs, the Supplemental Nutrition Assistance Program, and voluntary social services programs. Consequently, despite clear progress by providers in adopting electronic health records technology since 2008, room for improvement remains.

Talking Points

HHS:

- The Administration for Children and Families' (ACF) Office of Human Services Emergency Preparedness and Response (OHSEPR) is in the process of developing a first-ever electronic case record for the ACF Immediate Disaster Case Management Program. The electronic case record, which is scheduled to go live in summer 2014, supports improved immediate disaster case management service delivery to disaster survivor clients and will provide real-time data for Federal and state decision-makers on human services needs in the population served by the program.
- ACF's OHSEPR has partnered with the ACF Office of Child Care and Office of Head Start to create program-specific Information Collection Tools for child care and Head Start in disasters. When finalized, the tools will enable improvements in clarity, operational usefulness, and consistency of data regarding impacts of disasters to child care providers and Head Start Centers.

- HHS is working with Federal partners to identify additional opportunities to improve coordination of social services activities. ASPR funded grants may also identify additional opportunities for improvements.

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Key Finding: *Integrating efforts to meet the diverse housing needs of urban and rural populations over the temporary, interim, and long-term recovery periods remains a challenge.*

Area for Improvement: However, rules frequently vary among these programs, including program eligibility requirements, thresholds for program activation, restrictions on how funds can be spent, and assistance recipients. As a result, Federal efforts to support housing solutions for urban and rural populations are not always well coordinated over the temporary, interim, and long-term periods. Additionally, accessibility requirements in existing laws, such as the *Rehabilitation Act* (Public Law 93-112) and the *Americans with Disabilities Act* (Public Law 101-336), are not always properly integrated into disaster housing assistance programs or community reconstruction projects.

Similar initiatives to revise disaster housing policy date back to 2006, but the integration necessary to meet response and recovery housing needs for disaster survivors has been difficult to achieve. Additionally, while some state and local governments have formed disaster housing task forces to coordinate recovery assistance, many states continue to lack familiarity with and training for housing support.

Talking Points

FEMA/Recovery:

- Following Hurricane Sandy, a wide variety of housing needs were present over a geographically diverse area. Working through the Housing Recovery Support Function, Federal resources and activities were delivered to local, state, and tribal governments to rehabilitate and reconstruct housing as well as develop new permanent housing.
- FEMA, in conjunction with state and local partners, implemented the Sheltering and Temporary Essential Power (STEP) Program. The program funds efforts to help restore power, heat, and hot water to residences. As of March 22, 2013, the STEP program completed repair of 11,773 residential units in New York City; 623 residential units in Nassau County; and 183 residential units in Suffolk County.
- To assist families who are still struggling to locate housing after being displaced by Sandy, FEMA and HUD reinstituted the Disaster Housing Assistance Program. This

unique rental assistance program helps families find intermediate housing as they rebuild their lives and provides temporary rental payments directly to landlords.

- FEMA also approved multiple extensions of the Transitional Sheltering Assistance program, which allows eligible survivors from Hurricane Sandy who cannot return to their homes to stay in participating hotels.

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FEMA

Talking Points

Debris Removal: Eligibility of Force Account Labor Straight-Time Costs under the Public Assistance Program for Hurricane Sandy

July 2014

- This rule finalizes, without change, the Interim Final Rule that published in the Federal Register on November 9, 2012 (77 FR 67285).

- The interim final rule published in November of 2012 allowed the reimbursement of straight or regular time salaries and benefits of a grantee's or subgrantee's permanently employed personnel for debris removal work due to Hurricane Sandy performed under the Stafford Act's Major Disaster Assistance Programs (section 403 and 502) or Emergency Assistance Programs (section 407). The reimbursement was restricted to 30 consecutive calendar days.

- This provision provides an incentive to applicants to maximize the use of their force account labor, thus lessening the need to secure and oversee contract labor, and encouraging them to allot 100 percent of the work time of their regular staff to Hurricane Sandy debris removal, thereby contributing to a quicker and more efficient recovery.

- Since the publication of the interim final rule, FEMA has been working closely with grantees and subgrantees to provide them with the necessary reimbursement as outlined in the Interim Final Rule. This Final Rule simply codifies the Interim Final Rule as a permanent record in the Code of Federal Regulations.

- With the passage of the Sandy Recovery Improvement Act, FEMA was given the authority to allow for the reimbursement of straight time force account labor for debris removal operations as a pilot program until the agency could promulgate regulations.

- In June of 2013 FEMA announced, as one of several new provisions that under a pilot program FEMA would reimburse for the costs of straight time debris removal work. Since that time, FEMA has offered and provided assistance under this pilot program to various disasters across the country.

From:	Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CARMEYIA.GILLIS.DHS.GOV>
To:	"FEMA-Recovery-Request-Management </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Fema-recovery-request-management.fema2.dhs.gov0bc>"
CC:	"Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"
Subject:	RE: Recoupment TPs that need a run through recovery
Date:	2014/03/11 12:07:58
Priority:	Normal
Type:	Note

+ Dan (Press Secretary)

From: Gillis, Carmeyia
Sent: Tuesday, March 11, 2014 12:05 PM
To: FEMA-Recovery-Request-Management
Cc: Travis, Alexandra
Subject: FW: Recoupment TPs that need a run through recovery
Importance: High

Please review and revise if needed, If at all possible, please reply back today. Many thanks, Carmeyia

TOPLINE MESSAGE:

- At FEMA, we are committed to being responsible stewards of taxpayer dollars. We have made excellent progress in reducing improper payments, and continue to work diligently to put protections in place that will safeguard against waste, fraud and abuse and reduce further the percentage of improper payments below its current rate of 1%, while maintaining a fair and transparent process for recovering these payments.

TALKING POINTS:

- A January 2011, DHS Office of Inspector General management advisory reinforced that FEMA and other federal agencies are required by law to recoup incorrectly paid funds. These may have been paid correctly based on the information available at the time and later new information came to light, or they may have been paid in error.

- We have made progress in reducing improper payments. We continue to work diligently to put protections in place that will safeguard against waste, fraud and abuse and reduce further the percentage of improper payments below its current rate of 1%, while maintaining a fair and transparent process for recovering these payments.

- Following every federally declared disaster, as a standard part of our processes, FEMA conducts audits of disaster assistance payments to individuals, ensuring taxpayer dollars were provided appropriately and in an amount meeting the eligible needs of the applicant.

- Should FEMA's review find that there potentially was fraud, FEMA sends the case to the DHS Office of Inspector General for further investigation. Recoup actions on the case are suspended pending a determination from the OIG on whether they will proceed with prosecution of the case.

- Upon discovery of a potential improper payment, with no indication of fraud, FEMA will mail a Notice of Debt letter to the disaster survivor with details about why they are receiving such a letter and their choices, including how they may appeal, or request a compromise of their debt and/or a payment plan.

- The letter FEMA sends will explain that the applicant has received funds from FEMA that need to be repaid. The letter also explains why the applicant has to pay back the money and spells out the applicant's rights and options.

- FEMA is committed to working with all applicants identified for recoupment to ensure they have a complete understanding of the determination made in their case and the various options available to them to resolve this debt. If an individual has immediate questions about their case, they may contact FEMA's Recoupment Helpline at 1-800-816-1122 or TTY at 1-800-462-7585 for persons who are deaf, hard of hearing or those with speech disabilities, between the hours of 9:00 a.m. and 8:00 p.m. EST, Monday through Friday.

- Individuals who receive a Notice of Debt may choose one of the following options:
  - Make payments of the debt.
  - Request a copy of their FEMA records for inspection or review and/or file an appeal within 60 days.

- If applicants choose to file an appeal, they may also submit a written request for an oral hearing as part of that appeal. Cases which raise issues of truth, veracity or other appealable concerns and cannot be resolved using documentary evidence will be granted an oral hearing.

- FEMA will make a decision on an applicant's appeal and send them a follow-up letter explaining the basis of the decision along with a description of the next steps in the process.

- If applicants choose not to file an appeal or they file an appeal and it is denied, applicants will have the opportunity to request a payment plan and/or a compromise of the debt based on inability to pay.

- FEMA's current improper payment rate for the Individuals and Households Program is less than 1 percent.

- Since 2007, FEMA has worked diligently to develop new processes to improve the identification, reduction, and recovery of improper payments disbursed to federal disaster assistance applicants.

-

- FEMA has focused on the increased prevention of improper payments by developing new information management procedures in our National Processing Service Centers (NPSCs). The NPSCs have worked with the Office of Chief Information Officer to improve the National Emergency Management Information System (NEMIS) software used to process applications for disaster assistance. These actions include:

    - Using identity and occupancy verification checks to prevent automated payments to applicants who may have used a fraudulent name, SSN or address;
    - Flagging "high risk" addresses such as check cashing stores, mail drops, cemeteries, and jails to block them from receiving automated payments;
    - Blocking duplicative rental assistance payments for overlapping months or payments over the IHP maximum;
    - Stopping duplicative registrations over the Internet to prevent duplicate payments to the same applicant;
    - Improving the NEMIS business rules to prevent duplicate payments to applicants at the same address; and
    - Adding a NEMIS direct assistance module to track individuals in mobile homes or travel trailers in order to prevent the provision of financial rental assistance to applicants who were already housed by FEMA.

- FEMA has focused on the increased prevention of improper payments by instituting organizational changes which have further contributed to the decreased error rate:

    - IHP Assistance Group - FEMA established the IHP Assistance Group in 2008 at the NPSCs to provide clear, consistent and timely guidance regarding IHP policies and case processing procedures in order to reduce case processing errors, improve operational efficiency and overall delivery of service.
    - Specialized Processing Groups - The NPSCs have established specialized teams of employees referred to as Specialized Processing Groups dedicated to the processing of some of the more difficult cases, such as appeals and recoupment's.
    - Quality Control Enhancements - The NPSCs have expanded the Quality Control group to include reviews of special projects and new case processing procedures. This has enabled the NPSCs to rapidly identify problems with projects and new processing guidelines and take remedial action as necessary.
    - Audit Group – The NPSCs have established an Audit Group responsible for performing internal audits and analysis on the efficiency and effectiveness of the manner in which IHP is administered by the NPSC enterprise.

- Re-Credentialing Training - The NPSCs have updated their IHP credentialing training curriculum to include changes in IHP policy and case processing procedures. In 2009, all NPSC staff involved in manual case processing received re-credentialing training and refresher courses in 2012.

Sender:	Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CARMEYIA.GILLIS.DHS.GOV>
Recipient:	"FEMA-Recovery-Request-Management </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Fema-recovery-request-management.fema2.dhs.gov0bc>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"
Sent Date:	2014/03/11 12:07:52
Delivered Date:	2014/03/11 12:07:58

External Affairs Guidance

Last UPDATED on May 20, 2013, 5:00 P.M.

Fiscal Year (FY) 2013 Preparedness Grants Program Funding Opportunity Announcement (FOA) Release

MEDIA GUIDANCE

- Please refer media calls to the U.S. Department of Homeland Security's (DHS) Office of Public Affairs – 202-282-8010.

ADDITIONAL FEMA EXTERNAL AFFAIRS POINTS OF CONTACT

FEMA Strategic Communications:

- Andrew White 202-646-3183
- Mayra Lopez-de-Victoria 202-646-2694
- Alexandra Kirin 202-646-4526

DHS Partners:

- United State Coast Guard (USCG): Chris O'Neil 202-372-4635
- Transit Security Administration (TSA): Sterling Payne 571-227-2058
- Customs and Border Protection (CBP): Juan Rivera 202-344-3157, Paul McFadin (202) 344-3043

This External Affairs Guidance contains the following:

- Materials Overview
- Upcoming Key Roll-Out Dates
- Background
- Talking Points
- Historical Funding numbers by state/Urban Areas (UA), including drawdown information for UAs falling off Urban Areas Security Initiative (UASI) list (attachment)

EXTERNAL DOCUMENTS

Communication materials for *External Distribution* (attached separately and available for posting at *http://www.fema.gov/grants*) for the following DHS preparedness grant programs:

- Funding Opportunity Announcements
    - Homeland Security Grant Program (HSGP) including:
        - State Homeland Security Program (SHSP)

    - Urban Areas Security Initiative (UASI)
    - Operation Stonegarden (OPSG)
- Emergency Management Performance Grants (EMPG) Program
- Tribal Homeland Security Grant Program (THSGP)
- Nonprofit Security Grant Program (NSGP)
- Intercity Passenger Rail (IPR) Program - Amtrak
- Port Security Grant Program (PSGP)
- Transit Security Grant Program (TSGP)
- National Special Security Event (NSSE)

In addition to FOAs for the above mentioned DHS preparedness grant programs, the following materials will be made available:

- Press Release
- Fact Sheets (for each program)
- Information Bulletin

INTERNAL DOCUMENTS

Communication materials for *Internal Use Only* (attached separately):

- External Affairs Guidance (EAG) Internal Only
- Specific talking points for Brian Kamoie/Chris Logan only regarding unfunded Urban Areas.

KEY ROLL-OUT DATES AND ASSIGNMENTS

DATE	DHS LEAD OFFICE (Name)	ACTION ITEM	COMPLETE
Thursday, May 9, 2013 2:00 p.m. EDT	**FEMA-GPD Briefing** Dave Kaufman Chris Logan	OMB/NSS Briefing	**Yes**
Monday, May 13, 2013 10 a.m. EDT	**FEMA-GPD Briefing** Jay Harper Chris Rizzuto Brian Kamoie Chris Logan	House Appropriations Committee	**Yes**
Monday, May 13, 2013 12:30 p.m. EDT	**FEMA-GPD Briefing** Jay Harper Chris Rizzuto Brian Kamoie Chris Logan	Senate Appropriations Committee	**Yes**
Monday, May 20, 2013 10:30a.m. EDT	**FEMA-GPD Briefing** Jay Harper Chris Rizzuto Brian Kamoie	Briefing for the Senate Committee on Homeland Security and Governmental Affairs	

	Chris Logan Matt Bower		
Monday, May 20, 2013 10:30 a.m. EDT	**FEMA-GPD Briefing** Jay Harper Chris Rizzuto **Brian Kamoie** **Chris Logan** **Matt Bower**	Briefing for the House Committee on Homeland Security	
Monday, May 20, 2013 1:00 p.m. EDT	**FEMA-DHS IGA** **GPD Leadership** Phil McNamara Stephanie Tennyson Chris Logan Brian Kamoie Bob Nadeau Kyle Combs	Notification calls to significantly affected UASI jurisdictions and States (UAs/States coming off contact first): **Urban Areas falling off UASI list**: Riverside, CA; Orlando, FL; Indianapolis, IN; New Orleans, LA; Kansas City, MO; Las Vegas, NV; Portland, OR; and San Antonio, TX **Urban Areas coming on the UASI list:** Sacramento, CA and Pittsburgh, PA **States with UA falling off list:** California; Florida; Indiana; Louisiana; Missouri; Nevada; Oregon; and Texas **States with UA coming on the list:** California and Pennsylvania **UA with no change in funding:** Washington, DC; Houston, Texas; and Newark, NJ **States with UA that have no change in funding:** Texas and New Jersey	
Monday, May 20, 2013 2 p.m.	**FEMA-GPD** Sara Bryant Carolyn Dunn	FOA In-Service for GPD and Regional staff	
Tuesday, May 21, 2013 10 a.m.	**FEMA-GPD** **Leadership** **Brian Kamoie** **Chris Logan**	**Congressional Briefing** **House Committee on Transportation and Infrastructure**	

Tuesday, May 21, 2013 TBD	**DHS-GPD** Carolyn Dunn	Grants materials distributed internally to GPD program analysts	
Tuesday, May 21, 2013 TBD	**FEMA-EA** Stephanie Tennyson	Notification to include materials for all FEMA Regional EAOs	
Tuesday, May 21, 2013 No later than 11a.m.	**FEMA-GPD-PAD** Matt Harmon Jonathan Leonard	FEMA to post all materials to www.FEMA.gov	
Tuesday, May 21, 2013 No later than 11 a.m.	**DHS-OLA** Jay Harper	DHS\OLA Initiates Congress-wide advisories on the rollout guidance announcement	
Tuesday, May 21, 2013 No later than 11a.m.	**FEMA-GPD-CAD** Chris Rizzuto	FEMA\CAD pushes out DHS advisory	
Tuesday, May 21, 2013 No later than 11:30 a.m.	**DHS-IGA** Phil McNamara	DHS initiates Intergovernmental Advisory on the rollout announcement	
Tuesday, May 21, 2013 No later than 11:30 a.m.	**FEMA-GPD-IGA** Kyle Combs **GPD** Carolyn Dunn	FEMA\IGA pushes out DHS advisory to include the Information Bulletin to stakeholder lists concurrent with DHS IGA advisory	
Tuesday, May 21, 2013 11:30 a.m.	**DHS-FEMA-IGA** Phil McNamara Kyle Combs	Send Save-the-Date advisories to HSA/SSA and SLTT stakeholders for Wednesday informational call	
Tuesday, May 21, 2013 Noon	**DHS-OPA** Nicole Stickel **FEMA-PAD** Brett McMillan Matt Harmon	DHS to distribute press release FEMA to cross post at website and forward to news media	
Tuesday, May 21, 2013 Afternoon 12:30 p.m.	**DHS Homeland Security Advisory Council**	Faith-Based Council to notify their contacts.	
Tuesday, May 21, 2013 Afternoon 12:30 p.m.	**DHS-FEMA-FAITH-BASED AND COMMUNITY INITIATIVES** Terry Monrad	Faith-Based staff to notify their state liaison contacts. Faith-Based determines notifications	

Tuesday, May 21, 2013 12:30 p. m.	**FEMA Private Sector** Jeannie Moore	FEMA's Private Sector Office to notify their contacts. PS determines notifications	
Tuesday, May 21, 2013 12:30 p.m.	**FEMA Office of Disabilities and Integration** Marcie Roth	ODIC staff to notify their stakeholders. ODIC determines notifications	
Tuesday, May 21, 2013 Afternoon 1 p.m.	**FEMA PAD** Alice Carr	Internal Communication materials distributed to FEMA	
Wednesday May 22, 2013 2 p.m.	**FEMA-DHS IGA GPD Leadership** Phil McNamara Chris Logan Brian Kamoie	Informational Conference Call to HSA/SAA	
Wednesday, May 22, 2013 4 p.m.	**FEMA-DHS-IGA GPD Leadership** Phil McNamara Stephanie Tennyson Chris Logan Brian Kamoie	Informational Conference Call(s) to SLTT (Tribes, Ports, Transits, etc…)	

KEY MESSAGES, PRIORITIES, AND CHANGES FOR FY 2013 FOR MAY 21, 2013 AND AFTER

Key Messages

1. The Administration remains committed to strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation.

2. As highlighted by the effective response to the tragic events in Boston, the ability of federal, state and local resources to come together in a shared response is key. Grantees must integrate preparedness activities across disciplines, agencies, levels of government, private sector, organizations and other partners, to strengthen our ability to respond across jurisdictions, regions and the nation.

3. The FY 2013 Funding Opportunity Announcements (FOAs) play an important role in the implementation of the National Preparedness System (NPS) by supporting the building, sustainment and delivery of core capabilities across the prevention, protection, mitigation, response and recovery mission areas, which are necessary to prepare for incidents that pose the greatest risk to the nation's security.

4. The FY 2013 FOAs include strong governance integration as a priority. Disparate governance structures must be integrated and refined to ensure resources are targeted to support the most critical needs of a community based on risk-driven, capabilities-based planning. Strong and inclusive governance systems better ensure that disparate funding streams are coordinated and applied for maximum impact.

5. Each grant program reflects the Department's intent to build, sustain, and improve an integrated network of national capabilities across all levels of government and the whole community to maximize the impact of preparedness grant funding in achieving the National Preparedness Goal (NPG).

Priorities:

In FY 2013, the *Program Overview and Priorities and Program Objectives* sections in the FOAs were updated, across all grant programs, to reflect the Department's focus around the NPS implementation and a whole community approach to supporting core capabilities across prevention, protection, mitigation, response, and recovery mission areas.

Additionally, the Homeland Security Grant Program i.e., State Homeland Security Program (SHSP) and Urban Areas Security Initiative (UASI)] objectives were expanded to include five priorities:

1. Implementation of the NPS and a whole community approach to Homeland Security and Emergency Management;
2. Building and Sustaining Law Enforcement Terrorism Prevention Capabilities;
3. Maturation and Enhancement of State and Major Urban Area Fusion Centers;
4. Innovation and Sustained Support for the National Campaign for Preparedness; and
5. Improve Immediate Emergency Victim Care at Mass Casualty Events.

Overarching FY 2013 Changes:

The two new program priorities – Innovation and Sustained Support for the National Campaign for Preparedness, and Improve Immediate Emergency Victim Care at Mass Casualty Events – were included in the FY 2013 HSGP FOA.

- Innovation and Sustained Support for the National Campaign for Preparedness
  Promote preparedness approaches that empower and actively support citizen preparedness drills, exercises and community days of action such as the Great Shakeout, as well as preparedness initiatives for local schools and campuses, educational institutions, faith based organizations and private businesses.

- Improve Immediate Emergency Victim Care at Mass Casualty Events
  Support efforts to improve mass casualty care capabilities by improving coordination and engaging in mass casualty planning, training and exercises among law enforcement, fire, emergency medical service (EMS) providers, and

local healthcare delivery and trauma systems; and establishing protocols on the medical principles of tactical emergency casualty care and conduct training of responders.

The *Other Critical Information* section was updated to include standard language around National Preparedness, National Incident Management System (NIMS) Implementation, Threat and Hazard Identification and Risk Assessment (THIRA)/Capability Estimation, and Citizen Corps Reporting.

- To ensure resources are targeted to support the most critical needs of a community based on risk-driven, capabilities-based planning, the THIRA is prominently noted in most programs, and expands to the Capability Estimation process as a requirement in the larger HSGP portfolio.

- The THIRA is a tool that allows a jurisdiction to understand its threats and hazards and how the impacts of these threats and hazards may vary according to time of occurrence, season, location and other community factors. The THIRA results in clearly defined capability targets that jurisdictions will rely on to make informed funding decisions with FEMA grants.

- The National Incident Management System (NIMS) identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location or complexity. NIMS provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation.

- The mission of Citizen Corps is to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues and disasters of all kinds.

Funding-Related Key Messages:

- The FY 2013 DHS preparedness grant programs provide over $1.5 billion in funding to state, local, tribal and territorial governments as well as transportation authorities and nonprofit organizations to improve the nation's readiness in preventing, protecting against, responding to, recovering from and mitigating terrorist attacks, major disasters and other emergencies.

- The tragic events in Boston Marathon bombings underscore the importance of coordinated preparedness capabilities among cross-jurisdictional agencies. Boston's preparedness efforts, including its focus on training and exercises, enhanced preparedness and response capabilities in Boston and served to prepare the city for complex, mass casualty scenarios.

- In FY 2013, Congress increased grant funding by approximately $120 million above the FY 2012 level after mandated sequester reductions and rescissions were taken.

- On March 25, 2013, the President signed the *Department of Homeland Security Appropriations Act, 2013* (Public Law 113-6) that provided almost $1.18 billion in state and local preparedness grant programs. In addition, the Act provided almost $642 million for Assistance to Firefighter Grants (AFG) and $332 million for the EMPG Program.

- In addition to designating funding for specific grant programs, the *Department of Homeland Security Appropriations Act, 2013* gave the Secretary of Homeland Security approximately $180 million (post sequester) to allocate across designated preparedness grant programs at her discretion.

- The FY 2013 funding level for the SHSP program is 20.6 percent higher than the FY 12 level. The FY 2013 UASI funding level is 13.9 percent higher than FY 2012.

- As in past cycles, the Secretary allocated the greatest amount of the discretionary funding to States and high risk urban areas. The highest risk cities in the United States continue to face the most significant threats, and the FY 2013 preparedness grant programs continue to focus limited resources on adapting and responding to those evolving threats.

- In FY 2013, the top 11 urban areas will receive 89 percent of the total available FY 2013 UASI funding. The remaining 14 urban areas will share 11 percent of the overall available FY 2013 UASI funding. In a change from FY 2012, these 14 urban areas are divided into two groups and each urban area within the group will receive the same amount of FY 2013 UASI funding. The urban areas in these groups exhibit similar risk profiles, and will therefore receive similar funding levels.

- In FY 2013, in response to Congressional direction, UASI will provide funding to enhance regional preparedness and capabilities in 25 high-threat, high-density areas.

- Dedicated funding is also provided to law enforcement throughout the country to prepare for, prevent and respond to pre-operational activities and other crimes that are precursors or indicators of terrorist activity.

- The FOAs also incorporate the input of DHS' state, local, tribal and territorial, and private sector partners. This includes the execution of specific steps, undertaken by DHS, to improve the ability of state and local partners to apply for and utilize grant funding.

- Grantees are encouraged in the FY 2013 FOAs to ensure their preparedness activities are coordinated across disciplines, agencies, and levels of government to strengthen governance and response.

RISK MESSAGING

Risk-Based Allocations:

- The FY2013 FOAs will continue to focus on the nation's highest risk areas, including those cities that face the most significant threats.

- For the first time in FY 2013, Congress directed DHS to limit the number of eligible urban areas under the FY 2013 UASI to 25.

- Consistent with past years, the final allocations for the FY UASI and SHSP are informed by a comprehensive risk methodology based on threat, vulnerability and consequence factors. Risk data is gathered from publicly available data sources, as well as from components within the Department of Homeland Security.

- Per the requirements of the 9/11 Act, FEMA collects the risk data for the top 100 most populous Metropolitan Statistical Areas (MSAs), and shares the information with each MSA as part of the annual risk validation process. The risk data consists of threat, vulnerability and consequence information which are used to produce a relative ranking of all 100 MSAs.

- In March 2013, FEMA hosted a series of webinars aimed at providing additional transparency to the UASI and SHSP risk methodologies. Over 200 -state and local grantees participated in the webinars.

- Any state or urban area that is interested in reviewing its specific risk profile should contact FEMA's Grant Programs Directorate (GPD) for a jurisdiction specific discussion.

- While the 9/11 Act provides the Secretary of Homeland Security with broad discretion regarding final eligibility and allocation decisions, allocations are risk based and the results of the risk review are used to inform the Department's final allocation decisions for UASI and SHSP.

- The 9/11 Commission recommended that homeland security funds be allocated "based strictly on an assessment of risks and vulnerabilities" to "supplement state and local resources based on the risks or vulnerabilities that merit additional support."

Risk and Threat

- DHS grant programs are flexible by design and will be used to help to address evolving threats.

- The risk formula used to determine FY 2013 grant allocations continues to take into account threats from domestic violent extremists, as well as international terrorist

groups, and those individuals inspired by terrorists abroad. In addition, the threat analysis is refined to reflect the range of threats to urban areas.

- DHS has continued to emphasize and prioritize law enforcement terrorism prevention activities throughout the FY 2013 grants that directly support state, local and tribal law enforcement efforts to understand, recognize, prepare for, prevent and respond to pre-operational activity and other crimes that are precursors or indicators of terrorist activity.

- Such activities include ongoing support for fusion centers, implementation of the Nationwide SAR Initiative (NSI) and "If You See Something, Say Something™" campaign, increased information sharing with public and private sector partners, efforts to counter violent extremism and personnel costs associated with a law enforcement response to specific threats or incidents.

- All cities have some degree of risk. That is why Congress created the State Homeland Security Grant Program, which establishes a minimum level of homeland security funding for all states to build preparedness capabilities at the local level. DHS has distributed more than $19 billion in Homeland Security Grants since 2002 (Note: this figure represents the total amount for all grant programs that may have been a subset of the Homeland Security Grant Program in a particular year(s) including Metropolitan Medical Response System, Citizen Corps, Law Enforcement Terrorism Prevention Program and Operation Stonegarden).

- In FY 2013 and beyond, the Department will continue to work to identify, assess, and mitigate risks across the full threat spectrum, and the complex threat environment facing communities across the nation.

APPLICATION SUBMISSION INFORMATION

- Completed applications for all grant programs must be submitted no later than **11:59 PM EDT, June 24, 2013.**
- Eligible applicants must apply for funding through the grants.gov portal, accessible on the Internet at *http://www.grants.gov*. When applicants apply through *http://www.grants.gov*, the Standard Form (SF) 424 in the initial grants.gov application will need to be submitted.
- The SF 424 will be retrieved by the Non-Disaster (ND) Grants system, which will automatically populate the relevant data fields within the application. Because FEMA will need to conduct an initial eligibility review of the application prior to the submission deadline, grantees are encouraged to initiate and complete the SF 424 submission within grants.gov by no later than **June 17, 2013** for all programs.
- Upon completion of the initial review, FEMA will determine whether an application will proceed further in the application process. Once a decision has been reached applicants will be notified to complete their submission by fulfilling additional

requirements (e.g., budget, Investment Justification (IJ), Work Plan, etc.) by no later than **June 24, 2013** for all programs.

- All applications must be completed and only final submissions made through the Non-Disaster Grants system (located at *https://portal.fema.gov*) will be accepted. Applicants are encouraged to begin their ND Grants registration at the time of solicitation to ensure they have adequate time to start and complete the process.
- If applicants need assistance registering for the ND Grants system, they can contact ndgrants@fema.gov or (800) 865-4076.
- Guidance and application kits from previous years, as well as other information about the above mentioned programs, are posted at *http://www.fema.gov/grants*.

HOMELAND SECURITY GRANT PROGRAM (HSGP)

The FY 2013 HSGP is comprised of three related grant programs: SHSP, UASI, and OPSG. These programs provide funds to build, sustain, and deliver core capabilities at the state and local levels and to implement the goals and objectives included in state and urban areas homeland security strategies. HSGP is the Department's primary funding mechanism for building and sustaining the core capabilities identified in the National Preparedness Goal through the National Preparedness System (NPS).

Core capabilities are essential for the execution of critical tasks for each of the five mission areas outlined in the Goal. Delivering core capabilities requires the combined effort of the whole community, rather than the exclusive effort of any single organization or level of government. The HSGP allowable costs support efforts to build and sustain core capabilities across the prevention, protection, mitigation, response and recovery mission areas.

Funding Allocations Based on Risk:

- Based on ongoing intelligence analysis and threat assessments, DHS continues to focus SHSP, UASI, and OPSG funds based upon risk.
- Risk is evaluated at the Federal level using an analytical model developed by DHS in conjunction with other Federal entities.
- Risk is defined as the product of three principal variables: threat, vulnerability, and consequence.
- The risk model is used to allocate HSGP funds and is informed by the risk relative to cities and states/territories to include the potential risk of terrorism to people, critical infrastructure, and economic security. In FY 2013, the threat analysis takes into account threats from homegrown violent extremists as well as international terrorist groups and those individuals inspired by terrorists abroad. In addition, the threat analysis is refined to reflect the range of threats to urban areas.
- The vulnerability and consequence components used in the risk formula remain the same as in FY 2012, and have been updated with the latest available data.

- The Metropolitan Statistical Area (MSA) validation process occurs annually, providing states and urban areas with an opportunity to review and provide comment on the risk data that will be used in the calculation of their SHSP and UASI risk score.

The following are descriptions of each HSGP component program along with FY 2013 allocations, as applicable:

SHSP: In FY 2013, SHSP provides $**354,644,123** to support the implementation of state homeland security strategies to address the identified planning, organization, equipment, training and exercise needs to prevent, protect against, mitigate, respond to and recover from acts of terrorism and other catastrophic events. Per the *Homeland Security Act of 2002* (Public Law 107–296), title XX, § 2006, as amended by the 9/11 Act, title I, §101, Aug. 3, 2007, 121 Stat. 280, 6 U.S.C. § 607, States are required to ensure that at least 25 percent (25 percent) of the combined HSGP funds allocated under SHSP and UASI are dedicated towards law enforcement terrorism prevention activities (LETPA). The LETPA allocation can be from SHSP, UASI or both.

UASI: In FY 2013, the UASI program provides $**558,745,566** to address the unique planning, organization, equipment, training and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to and recover from acts of terrorism. Per the *Homeland Security Act of 2002* (Public Law 107–296), title XX, § 2006, as amended by the 9/11 Act, title I, §101, Aug. 3, 2007, 121 Stat. 280, 6 U.S.C. § 607, states are required to ensure that at least 25 percent (25 percent) of the combined HSGP funds allocated under SHSP and UASI are dedicated towards LETPA. The LETPA allocation can be from SHSP, UASI or both.

In FY 2013, in response to Congressional direction, UASI will provide funding to enhance regional preparedness and capabilities in 25 high-threat, high-density areas.

OPSG: The FY 2013, OPSG program provides **$55,000,000** to enhance cooperation and coordination among local, tribal, territorial, state and Federal law enforcement agencies in a joint mission to secure the United States' borders along routes of ingress from international borders to include travel corridors in states bordering Mexico and Canada, as well as states, tribes and territories with international water borders.

Key Program Changes:

- For SHSP and UASI, the calculation of LETPA was modified based on each state and UA's allocated amount rather than appropriated amount as mandated by the 9/11 Act, due to discretionary allocations made by the Secretary of Homeland Security.

EMERGENCY MANAGEMENT PERFORMANCE GRANTS (EMPG) PROGRAM

Program Overview:

In FY 2013, the EMPG Program provides **$332,456,012** to assist state, local and tribal governments in preparing for all hazards, as authorized by the *Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended* (42 U.S.C. 5121 et seq.). Title VI of the *Stafford Act* authorizes FEMA to make grants for the purpose of providing a system of emergency preparedness for the protection of life and property in the United States from hazards and to vest responsibility for emergency preparedness jointly in the Federal government and the states and their political subdivisions. The Federal government, through the EMPG Program, provides necessary direction, coordination and guidance, and provides necessary assistance, as authorized in this title so that a comprehensive emergency preparedness system exists for all hazards.

Key Program Changes:

- In FY 2013, EMPG Program Priorities and Objectives were updated to reflect the Department's focus around National Preparedness System (NPS) implementation and Whole Community approach to supporting core capabilities across the five mission areas of prevention, protection, mitigation, response and recovery based on allowable costs.

- The Other Critical Information section was updated to include standard language around National Preparedness, National Incident Management System (NIMS) Implementation, and Threat and Hazard Identification and Risk Assessment (THIRA)/Capability Estimation.

- All reference to Central Contractor Registration (CCR), were revised to reflect the change to the new System for Award Management (SAM).

TRIBAL HOMELAND SECURITY GRANT PROGRAM (THSGP)

Program Overview:

In FY 2013, THSGP provides up to **$10,000,000** to directly eligible tribes to help strengthen the nation against risks associated with potential terrorist attacks. The intent of the FY 2013 THSGP is to competitively award funding to assist eligible tribes in obtaining the resources required to support the NPG's associated mission areas and core capabilities as they apply to tribal lands.

In order to be eligible to receive THSGP funding, grantees must be considered "directly eligible Tribes as well as federally recognized Tribes."

A directly eligible Tribe includes any Indian Tribe located in the continental United States that operates a law enforcement or emergency response agency with a capacity to respond to law enforcement or emergency services calls. For additional details on directly eligible tribes, please refer to the FOA.

In FY 2013, applicants must self-certify as to whether they meet the eligibility requirements. Self-certification will be provided on the THSGP Eligibility Certification Form as part of completing the application Investment Justification (IJ).

Key Program Changes:

- FY 2013 THSGP awardees will be required to complete and submit a THIRA, and the FOA authorizes the use of grant funds to support THIRA development. Knowledge of risks enables tribal communities to make informed decisions about how to manage risk and develop needed capabilities.
- By considering these elements of risk which often change, as well as the impact of successful mitigation initiatives, as defined in the National Preparedness System, a tribe can understand how to best manage or reduce its exposure to risk.

NONPROFIT SECURITY GRANT PROGRAM (NSGP)

Program Overview:

In FY 2013, NSGP provides **$10,000,000** in funding support for target hardening and other physical security enhancements for nonprofit organizations that are at high risk of terrorist attack and located within one of the specific UASI-eligible UAs. While this funding is provided specifically to high-risk nonprofit organizations under the *Consolidated Appropriations Act, 2012, Division D* (Public Law 112-74), the program seeks to integrate nonprofit preparedness activities with broader state and local preparedness efforts. It is also designed to promote coordination and collaboration in emergency preparedness activities among public and private community representatives, as well as state and local government agencies.

Key Program Changes:

- There are no significant changes to the FY 2013 NSGP Program.

INTERCITY PASSENGER RAIL (IPR) PROGRAM - AMTRAK

Program Overview:

In FY 2013, the IPR Program provides **$9,490,500** to Amtrak to develop security enhancements for eligible intercity passenger rail operations. The purpose of the FY 2013

IPR Program is to create a sustainable, risk-based effort to protect critical surface transportation infrastructure and the traveling public from acts of terrorism, major disasters, and other emergencies within the Amtrak rail system.

Key Program Changes:

- There are no significant changes to the FY 2013 IPR Program.

PORT SECURITY GRANT PROGRAM (PSGP)

Program Overview:

In FY 2013, PSGP provides $**93,207,313** for transportation infrastructure security activities to implement Area Maritime Transportation Security Plans and facility security plans among port authorities, facility operators, and state and local government agencies required to provide port security services. The purpose of the FY 2013 PSGP is to support increased port-wide risk management; enhanced domain awareness; training and exercises; expansion of port recovery and resiliency capabilities; and further capabilities to prevent, detect, respond to, and recover from attacks involving improvised explosive devices (IEDs) and other non-conventional weapons.

Key Program Changes:

- Grantees will now compete for funding within two Port Groupings rather than four.

TRANSIT SECURITY GRANT PROGRAM (TSGP)

Program Overview:

In FY 2013, TSGP provides $**83,716,813** to the nation's high-threat urban areas for enhancement of security measures at critical transit infrastructure including bus, ferry and rail systems. The purpose of the FY 13 TSGP is to create a sustainable, risk-based effort to protect critical surface transportation infrastructure and the traveling public from acts of terrorism, major disasters and other emergencies**.**

Key Program Changes:

- There are no significant changes to the FY 2013 TSGP Program

NATIONAL SPECIAL SECURITY EVENT GRANT PROGRAM (NSSE)

Program Overview:

In FY 2013, NSSE provides jurisdictions that host an NSSE occurring prior to September 30, 2014 up to **$4,619,706.** The funding made available under this FOA will reimburse the actual costs to state and local governments for providing emergency management, public safety and security at events, as determined by the Administrator of the Federal Emergency Management Agency, related to the presence of a NSSE.

The mission of the NSSE Grant Program is to provide supplemental Federal assistance to reimburse state and local governments for certain actual costs associated with providing emergency management, public safety, and security during the preparation and conduct of an NSSE.

Key Program Changes:

- There are no significant changes to the FY 2013 NSSE Program.

EXAMPLES OF GRANT FUNDING IN ACTION

- **Boston -** The Forward Looking Infrared Imaging (FLIR) that the Massachusetts State Police Helicopter used to ascertain the condition of the Boston Marathon bombing suspect was purchased with HSGP funding.

- **Massachusetts -** The Statewide Information Sharing System (SWISS) Project, sponsored by the Massachusetts Executive Office of Public Safety and Security (EOPSS) and the five Massachusetts Regional Homeland Security Councils, is a data warehousing initiative designed to improve the exchange of critical information among state and local law enforcement, public safety, and homeland security agencies. SWISS electronically exchanges, stores, and facilitates the analysis of data maintained by public safety and law enforcement agencies throughout the Commonwealth. The main objective of the SWISS project is to promote seamless and timely public safety information sharing across the various local, regional, and state public safety agencies.

- **Boston –**Through Joint Counterterrorism Awareness Workshops (JCTAWS), FEMA, the National Counterterrorism Center (NCTC), and the FBI bring together stakeholders from law enforcement, incident management, and the private sector in cities across the country to engage in scenario-based reviews of their complex-attack prevention and response capabilities. These workshops revolve around a 24-hour scenario in which multiple, coordinated assaults occur, similar to the November 2008 terrorist attacks in Mumbai, India. Throughout the exercise, participants jointly evaluate whether the city's existing plans, procedures and capabilities are adequate to manage a coordinated, multi-site complex-attack and identify existing programs or resources they can use to close any gaps.

- In March 2011, a JCTAWS was held in Boston involving more than 200 stakeholders from law enforcement, incident management, and the private sector focused on the integrated response to a complex attack in the Boston metropolitan area. The Boston Police Department incorporated several key lessons learned into their policies and operations.

- Over the past year, FEMA's National Protection and Programs (NPPD) Directorate and the DHS Office of Bombing Prevention (OBP) worked with authorities in the greater Boston area on surveillance detection and counter-Improvised Explosive Device (IED) training in support of multiple special events including the Boston 4th of July Celebrations, Bi-Centennial of the War of 1812, Boston New Year's Eve, and the 2013 Boston Marathon. In addition, in 2009, OBP worked with State and local security partners to conduct a Multi-Jurisdiction Improvised Explosive Device Security Planning (MJIEDSP) workshop in Boston to assist with the development of an IED security plan integrating assets and capabilities from multiple areas and emergency service sectors. Participants included representatives from the Massachusetts State Police, FBI, Boston Police Department, Boston Fire Department, Boston Emergency Management Agency, and the Massachusetts Bay Transportation Authority.

- As part of FEMA's Regional Catastrophic Preparedness Grant Program, the Metro Boston Homeland Security Region in 2012 exercised a Regional Catastrophic Coordination Plan designed to augment existing operations plans by facilitating communication, situational awareness, and functional area coordination across the region in a catastrophic event. The region also developed a Regional IED Annex using DHS grant funding in 2010, creating coordinated response protocols for State and local agencies to respond to a catastrophic IED incident and codified the structure of explosive ordnance teams within the region when collaborating on a multiple IED scenarios.

- With UASI and PSGP grant funds, the Massachusetts State Police Marine Section and Underwater Recovery Team conduct daily maritime homeland security missions that assist in protecting the City of Boston from terror threats originating in Boston Harbor and surrounding waters. The Marine Section routinely supports security operations for Logan International Airport and the Underwater Recovery Team supports security missions related to liquefied natural gas tankers, cruise ships and other significant vessels. These missions are essential to enhancing maritime security.

- **The Los Angeles Radio Interoperable Communications (RIC) project** is one of the nation's largest and most ambitious communications interoperability projects in existence with total project funding exceeding $160 million. When the system is fully functional, LARIC's will serve 34,000 users in over 80 jurisdictions throughout the LA City and County metropolitan areas. The LARIC's system promotes interagency coordination and response throughout the region using a communications network designed for law enforcement, the fire service, regional emergency medical services and emergency management agencies, as well as Los Angeles City and County elected officials. Since fiscal year (FY) 2006, the California State Homeland Security Grant Program (SHSGP)

and Urban Areas Security Initiatives (UASI) program provided funding totaling $33 million. These homeland security funds augment an additional $133 million for LARIC's that was made available through the Broadband Technologies Opportunities Program (BTOP), which is a separate interoperability program funded by the U.S. Department of Commerce. Utilizing BTOP and DHS funding, LARIC's will be able to field a robust voice and data radio communications system using a combination of digital land mobile radios, voice over IP (internet protocol, referred to as VOIP), and an array of communication systems to carry large amounts of data, with an equal capacity to manage interdependent voice communications networks. When the system is fully functional LARIC's will provide public safety coverage for over 10 million residents.

- **Port Authority of New York/New Jersey - New York City Police Department -** New York City Police Department (NYPD) was awarded $10,781,518 for the purchase of a twin-engine helicopter. NYPD took delivery of the helicopter in June 2012 and it is now operational. Without a local U.S. Coast Guard aviation base, the NYPD serves as the primary aviation response unit for the region. By providing daily aerial patrols, deterrence, surveillance and emergency response, the NYPD plays a key role in maritime domain awareness and provides a platform for efficient command and control functions. This investment has enabled NYPD to increase their airborne operations capacity by 25 percent.

- **Connecticut Department of Emergency Management & Homeland Security - West Shore Fire District -** In FY 2011, the West Shore Fire District in West Haven, Connecticut received $180,000 in PSGP funding for a 23-foot Type Five Fire/Rescue Boat. This unique vessel is equipped with a 500 gallon per minute fire pump. The greatest asset of the vessel is that it can be driven directly into Long Island Sound from a West Shore Fire Station only 400 feet away from the water. It can also be driven into shallow waters that no other vessel can reach on its three landing gear style wheels. West Shore formerly trailered its small boat and launched it across a sandy beachfront ramp which resulted in many delayed responses. The new boat takes approximately three minutes to enter the water from the station, effectively cutting response time by 75 percent. Placed into service on July 1, 2012 the new fire/rescue boat has already participated in four responses on Long Island Sound, including the rescue of a stranded jet skier one mile from shore. The new boat also ranged 15 miles to the Housatonic River to search for a missing fisherman demonstrating a truly regional asset FEMA has funded.

- **Iowa Emergency Management Agency (EMA) –** Iowa EMA developed numerous capabilities, with the aid of HSGP funding, throughout the state that have been used to assist in mitigating the damage caused by disasters. They responded to numerous events throughout the state, with several Incident Management Teams (IMT) and other resources from across the state and the country. In May 2012, the Duty Officer received a call from Jackson County, IA EMA requesting cave rescue capability, they deployed their Urban Search and Rescue Team (USAR) to rescue two cave explorers who had become trapped in the Maquoketa Caves, while spelunking. This rescue was beyond the capabilities of the local responders, and required the technical expertise of the USAR to remove enough rock and earth, without causing a cave-in, to extricate the cavers safely. After several

hours of painstaking work in confined areas, the joint efforts of the USAR and local responders resulted in both spelunkers being rescued.

- **Amtrak K-9 Teams** - Since FY 2007, Amtrak has used or obligated almost $12,000,000 in TSGP grant funding to more than triple the number of K-9 teams and to develop a 24-hour intelligence sharing capability that previously did not exist. These operational capabilities have provided risk-based planning for visible unpredictable deterrence activities to prevent IED incidents.

- **Hardening efforts -** Amtrak also has used or obligated $14,500,000 since FY 2007 to harden bridges, tunnels, and other key critical infrastructure. Hardening efforts have included Laser Intrusion Detection Systems (LIDS), communication and alarm systems, CCTV, bollards and fencing. These efforts are aimed at deterrence of Improvised Explosive Device and Vehicle Born Improvised Explosive Device incidents.

- **San Diego Unified Port District Harbor Police Department -** The San Diego Unified Port District Harbor Police Department has purchased three all-hazard patrol boats through PSGP. These all-hazard vessels have improved the technological capability to protect critical port infrastructure including public cruise-ship and cargo terminals, commercial shipping and recreational vessels during potential terrorist, manmade or natural disaster incidents. Allowing the Harbor Police to "stay on the water" for longer durations, these vessels are deployed twenty-four hours a day, three hundred sixty-five days a year providing the entire port area with coverage while enhancing maritime domain awareness.

- **Chicago Area transit systems -** Chicago Area transit systems, specifically Metra and Chicago Transit Authority (CTA) in conjunction with Chicago Police Department (CPD), have been able to maintain an increased police/security presence within the major stations and onboard trains because of TSGP funding. Metra has been able to update its security monitoring system supporting major rail stations and rail yards. Chicago Police Department's receiving OPack (Operations Package) funding has allowed for creating of needed VIPR (Visible Intermodal Prevention and Response) and Canine Detection Teams to deter possible attacks at major bus and rail stations. Moreover, through TSGP, PACE Bus, Metra, CTA/CPD, and Northern Indiana Commuter Train District (NICTD) have been able to complete essential training for early detection and deterring of terrorism.

- **New York City Police Department Domain Awareness System -** FY 2006-2009: The NYPD is implementing a security program known as the Domain Awareness System to protect high-profile targets in New York City. The NYPD works closely with public sector and private-sector stakeholders to deploy surveillance assets in Lower and Midtown Manhattan that are connected to a fiber optic network that streams video and data in real time to a central law enforcement coordination center. The NYPD utilizes video analytics and other software to flag suspicious activity, to guard against chemical, biological, radiological, nuclear, and high yield explosives (CBRNE) attacks, and to correlate data. Over 1,300 closed-circuit television cameras and mobile- and fixed-license plate readers have been connected to the network. When fully implemented, the system

will help protect every bridge and tunnel coming into and leaving Manhattan. UASI funds directly support these equipment and systems purchases. Investment 2006 to 2009: Counter-Terror Investigation and Law Enforcement Capability: $151,037,291.

- **Intercepting a Suspicious Trailer Headed to Times Square: Multiple Fusion Centers** - On October 8, 2010, an advisory was sent out by the NYPD concerning a suspicious tractor trailer whose driver reportedly diverted its route to Times Square in New York City in exchange for $10,000. The deployed the DHS Intelligence Officer (IO) in New York informed several fusion centers in the affected area. Subsequently, the Rhode Island Fusion Center discovered that the original owner of the truck was a California native and asked the Northern California Regional Intelligence Center (NCRIC) to run a background check based on the owner's information. Within two hours of the advisory's release, information from these two fusion centers was used to coordinate with the Connecticut Intelligence Center, which enabled Connecticut State Police to locate the tractor trailer before it reached its reported target in New York City. The Connecticut State Police searched the vehicle and questioned the driver and passenger.

OPSG Border Funding Success

Pinal County, Arizona
A multi-agency operation headed by Arizona Department of Public Safety (DPS) netted over $6 million-worth of marijuana in four days. The operation, which yielded over 7,500 pounds of marijuana, was supported with Border Guardian funding and included the following agencies: DPS, Bureau of Land Management (BLM), Maricopa County Sheriff's Office (MCSO), Pinal County Sheriff's Office (PCSO), U.S. Immigration and Customs Enforcement and U.S. Customs and Border Protection. Casa Grande and Eloy police departments also participated in the operation, which was concentrated in Pinal County.Intelligence gathered and shared between the various agencies led to 110 arrests, nine stolen vehicles recovered, the seizure of firearms.

San Diego, CA A multi-agency operation devised to disrupt and ultimately destroy gangs involved in cross-border crimes like drug and human smuggling resulted in the arrest of 282 people. Dubbed "Operation Allied Shield," the venture involved 480 local, state and federal law enforcement officers and blanketed the county, included deputies with the Sheriff's Department, several police agencies from Carlsbad to Chula Vista as well as the California Highway Patrol, the Border Patrol, U.S. Immigration and Customs Enforcement, the Bureau of Alcohol, Tobacco, Firearms and Explosives, and the U.S. Marshal's Service

Grant Program Overview

Homeland Security Grant Program (HSGP)

- **Since 2002, over $9.5 billion has been awarded** to State Homeland Security Program, $7.4 billion to Urban Areas Security Initiative (UASI), and over $326 million has gone to Operation Stonegarden (OPSG).

Operation Stonegarden (OPSG)

Since the inception, (FY 2006 – FY 2012) of the Operation Stonegarden Grant Program (OPSG), DHS has made available $326 million in funding to designated localities. These funds enhance and strengthen cooperation and coordination between state, local and tribal and territorial law enforcement agencies in joint missions, and in conjunction with lead operational oversight provided by U.S. Customs Border Protection (CBP) Border Patrol (BP) to secure routes of egress from international borders to include travel corridors in states bordering Mexico and Canada, as well as states and territories with international water borders.

The OPSG Programs operational impact and flexible framework provides a true force-multiplier of law enforcement personnel, equipment and technology collectively building a greater capability in the prevention of, protects against, and in responding to, border security issues while encouraging local operational objectives required for border security. All Operations are border centric, intelligence driven, and goal oriented in the reduction and/or elimination of threat, risk and vulnerability along our nations' borders. Those measurable outcomes include but are not limited to:

- Participating Counties (cooperation/coordination) - 121
- Additional Law Enforcement Workdays (force-multiplier) - 110,853 work days*
- Milles Patrolled - 12.3 Million*
- Vehicle Stops - 577,752*
- Citations Issued - 241,040*
- Seizures (weapons, narcotics, contraband, misc.) - 8,974*
- Cases - 25,931*
- Penal Code Violations - 31,899*
- Turnover to Federal Authorities - 14,246*

*These statistics were collected from the reports submitted by participating agencies.

Tribal Homeland Security Grant Program (THSGP)

- **Since 2008, over $29 million** has been awarded to Tribal governments.

Transit Security Grant Program (TSGP)

- **Since FY 2006, the TSGP has provided almost $1.8 billion**, in 237 awards to states and transit agencies operating in the largest urban areas. One of the top priorities of the TSGP since FY 2006 is operational deterrence activities. Examples of operational activities supported by TSGP funds include:
  - Over $46 million for public awareness, including "If you see something, say something" and similar campaigns
  - Over $124 million for training of law enforcement anti-terrorism efforts
  - Over $17 million for drills and exercises to improve response capabilities
  - Law enforcement job creation for anti-terrorism transit activities
  - Operational Packages (OPack) that create additional law enforcement capabilities such as Visible Intermodal Prevention and Response (VIPR), Explosive Detection Canine, and Anti-Terrorism Teams. To date, OPack funding has yielded:

- Over $26.7 million for K-9 Teams, 61 officers. In FY 2012, there were no additional teams/officers added as the funding was for maintenance and sustainment. In FY 2012, total funding for Canine Teams was $1,114,049.
- Over $19 million for Mobile Screening Teams, 17 teams with 70 officers. In FY 2012, there were no additional teams/officers added as the funding was for maintenance and sustainment. In FY 2012, total funding for Mobile Screening Teams was $6,020,000.
- Over $31 million for Anti-Terrorism Teams, 77 teams with 304 officers. In FY 2012, there were no additional teams/officers added as the funding was for maintenance and sustainment. In FY 2012, total funding for Anti-Terrorism Teams was $9,206,141.

Intercity Passenger Rail (IPR) Program

- **Since FY 2007, the IPR Program has made available more than $124 million** to protect critical surface transportation infrastructure and the traveling public from acts of terrorism and to increase the resilience of the Amtrak rail system.

Nonprofit Security Grant Program (NSGP)

- **Since FY 2007, NSGP has made available almost $99 million** for target hardening activities to religious, medical, educational, and other nonprofit organizations that were at high risk of terrorist attack and located within one of the specific eligible UASI designated areas. Since this program's inception, over 1300 non-profit organizations have received funding to secure and target harden facilities deemed at increased risk of a terrorist attack.

Port Security Grant Program (PSGP)

- **Since 2006, PSGP has awarded over $2 billion** to promote sustainable, risk-based efforts to protect critical port infrastructure from terrorism, particularly attacks using explosives and nonconventional threats, that could cause major disruption to commerce.
- This program contributed more than $360 million to procure various all-hazard response, rescue and patrol vessels. These vessels are used for security patrols and greatly increase law enforcement presence along the nation's most critical waterways.
- Prior to 2007, there was limited water patrolling capability in major port jurisdictions, relying heavily on limited U.S. Coast Guard resources. Now, these all-hazards vessels with improved technological and CBRNE capability are able to protect critical port infrastructure, including cruise-ship and cargo terminals, commercial shipping and recreational vessels, and waterside facilities during potential terrorist attacks and man-made/natural disasters.

Credentialing:

- Since 2006, PSGP has provided more than $144 Million for Transportation Worker Identification Credential (TWIC) projects.
- Prior to 2007, there were limited funding resources for ports to invest in TWIC projects. Now, some of the nation's largest port authorities are able to enhance security by ensuring that unauthorized individuals do not have access to critical infrastructure.

- All seven of the PSGP's Group 1 ports and 41 of 47 Group 2 ports now have TWIC capabilities and/or continue to increase TWIC capabilities with funding from the PSGP.

Training and Exercise:

- Training and exercise is essential for proper utility of modern equipment and has become a priority of PSGP. As equipment needs are met among individual ports, requests for training and exercise projects have significantly increased.
- Prior to 2007, PSGP had not funded any projects specifically for training and exercise.
- Since 2007, ports have received more than $36 million in funds for training and exercise. Port areas now ensure that appropriate capabilities exist among staff and managers and regularly test these capabilities through emergency exercises and drills.

Security Planning and Continuity

- PSGP has contributed almost $42 million for ports to develop Port-Wide Risk Management Plans, Security Plans, and Business Continuity/Resumption of Trade Plans.
- Each plan outlines existing security gaps and vulnerabilities and identifies mitigating activities designed to close those gaps and vulnerabilities.
- The Nation's most critical ports are now able to better target appropriate resources and address security gaps. They are also able to prioritize future projects that have the strongest potential to mitigate identified security risks.

Emergency Management Performance Grants (EMPG)

- **Since 2002, FEMA has provided more than $2.6 billion** to support emergency management at the State, local and territory levels.

National Special Security Event Grant Program (NSSE)

- **Since 2011, NSSE has provided almost $15 million** to support jurisdictions hosting National Special Security Events.

AMERICA'S PrepareAthon!™
BE SMART. TAKE PART. PREPARE.

Talking Points

These suggested talking points are designed to help you communicate consistently with various audiences about America's PrepareAthon![SM]

General Talking Points

- Being prepared for disasters is a shared responsibility. It takes the whole community working together to effectively prepare for, respond to, and recover from the destructive forces of nature and other emergencies and disasters.
- America's PrepareAthon! is a national community-based campaign for action to increase emergency preparedness and resilience.
- The first America's PrepareAthon! national day of action will occur on April 30 this year. Individuals, families, organizations and communities will have the opportunity to take part in a range of preparedness activities.
- This spring, the focus of America's PrepareAthon! will be on learning protective actions, mitigation measures and community plans for emergencies such as tornados, flood, hurricane and wildfires.
- Although a national focus on preparedness will occur twice yearly through national days of action individuals, communities and organizations are encouraged to engage in activities year round and register their preparedness events and activities so that all efforts can recognized.
- The Ready Campaign establishes four universal building blocks of preparedness − Be Informed, Make a Plan, Build a Kit and Get Involved − and raises awareness about the importance of preparing. America's PrepareAthon! builds on this foundation and provides a focused national call to action for individuals and organizations to take simple, specific actions to increase their preparedness for a potential local disaster.
- America's PrepareAthon! provides preparedness guides and resources to help workplaces, schools, houses of worship, community-based organizations, and the whole community practice specific preparedness activities necessary to stay safe before, during, and after an emergency or disaster.
- When Americans prepare and practice for an emergency in advance of the event, it makes a real difference in their ability to take immediate and informed action, which, in turn, enables them to recover more quickly. Participation in drills, exercises, and trainings help to establish brain patterns that support quick and effective action during an emergency.
- America's PrepareAthon! provides instructions for educational discussions, simple drills, and exercises for a range of disasters that will help people:
  - understand which disasters could happen in their community;
  - know what to do to be safe and mitigate damage;
  - take action to increase their preparedness; and
  - participate in community resilience planning.
- America's PrepareAthon! is modeled on the success of The Great ShakeOut earthquake drills, which have moved millions of people to practice what to do during an earthquake and improve preparedness. The Great ShakeOut will continue to be the day of action for earthquake preparedness associated with America's PrepareAthon!

Workplace-Specific Talking Points

- The continuity of commerce and community services is a cornerstone of community resilience.
- An estimated 25 percent of all businesses affected by a major disaster never re-open.
- Twice a year, your business has an opportunity to join other businesses in workplace drills and exercises that can strengthen your company and its workforce against disasters.
- America's PrepareAthon! provides step-by-step instructions on drills and activities that are easy to implement. America's PrepareAthon! provides resources to help businesses assess their continuity of operations plan and develop a corrective action plan for identified gaps.
- Participating in America's PrepareAthon! will help reduce a disaster's devastating impacts, including injury and disability, financial loss, loss of life, and property damage.

School-Specific Talking Points

- Children comprise approximately 25 percent of our Nation's population and they play an important role in disaster preparedness.
- America's youth are highly effective messengers to reach and influence parents, other adults and their peers.
- Youth who are trained in preparedness are more resilient in actual disasters.
- Ensuring that school children are safe is an essential component of community preparedness.

AMERICA'S PrepareAthon!™
BE SMART. TAKE PART. PREPARE.

Background Statistics

The following data illustrate the state of preparedness and serve as the basis for America's PrepareAthon!

1. Between 1980 and 2010, the United States experienced 24 earthquakes, 392 storms, and 132 floods (Prevention Web).[1]
2. In 2011, deadly weather killed more than a thousand people across the country, causing more than $53 billion in property damage (Prevention Web).[2]
3. In 2012, there were more than 450 weather-related fatalities and nearly 2,600 injuries (National Oceanic and Atmospheric Administration).[3]
4. A recent report by the National Academies found annual federal spending on disasters jumped from $20.9 million in 1953 to a staggering $1.4 billion in 2009.[4] This spending increase comes at a time when many individuals believe there is an increased chance of a disaster affecting them in the future, yet most still remain unprepared for them.[5]
5. Despite an increase in weather-related disasters, nearly 70 percent of Americans have not participated in a preparedness drill or exercise, aside from a fire drill, at their workplace, school or home in the past two years.[6]
6. The 2012 Federal Emergency Management Agency (FEMA) National Survey found that only 39 percent of individuals reported having a household emergency plan, which included instructions for household members about where to go and what to do in the event of a disaster.[7]
7. Groups of people who most American would presume to be more prepared for a disaster, such as health care workers, lack preparedness efforts at home, according to a study of U.S. health care workers, which found that 75 percent were either "minimally prepared" or "not prepared."[8]

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[1] United States of America – Disaster Statistics: 1980-2010. *Prevention Web*, http://www.preventionweb.net/english/countries/statistics/?cid=185.

[2] United States of America – Disaster Statistics: 1980-2010. *Prevention Web*, http://www.preventionweb.net/english/countries/statistics/?cid=185.

[3] National Severe Weather Preparedness Week 2013 Talking Points. *National Oceanic and Atmospheric Administration*, http://www.nws.noaa.gov/com/weatherreadynation/files/Talking Points Template_Severe_Weather Preparedness Week.pdf.

[4] Disaster resilience: A national imperative. National Academies, 2012, http://nas-sites.org/resilience/disaster-resilience-report/.

[5] 2012 FEMA National Survey Report, www.ready.gov/prepare.

[6] Ibid.

[7] Ibid.

[8] Sivan Kohn, et al. Personal disaster preparedness: An integrative review of the literature. *Disaster Medicine and Public Health Preparedness* 6, no. 3 (2012): 217–31.

8. A 2011 FEMA study on disaster and earthquake preparedness recommended that a focus be placed on outreach efforts that are "locally relevant and hazard-specific."[9]
9. Drills, exercises, and trainings are key tools that help the brain acquire that enable individuals to better overcome shock and support crisis response.[10]
10. An increase in awareness of the disasters most relevant to their community is shown to prompt people to take preparedness actions.[11]
11. Collective action promotes and provides opportunities for peer-to-peer discussions within and across community networks. Peer-to-peer discussions about disaster preparedness have been shown to be linked to motivation to act.[12]
12. Community members such as businesses, schools, local governments, faith-based organizations, and community-based organizations working together better ensure communities are able to build capacity in education, engagement, and self-sufficiency to survive on their own following a disaster, before outside help is able to arrive.[13]
13. An estimated 25 percent of all businesses affected by a major disaster never re-open.[14]
14. The workplace, schools, and volunteer organizations that support community preparedness, safety, or emergency response are effective channels for preparedness outreach.[15]
15. A recent media analysis showed FEMA was portrayed as a go-to resource for tips and information about preparedness and as an agency taking action by coordinating with other organizations and governments.[16]

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[9] FEMA. 2011 FEMA Central States Disaster and Earthquake Preparedness Survey Report. July 2012, http://www.fema.gov/library/viewRecord.do?id=6403.

[10] Koichi Shiwaku and Rajib Shaw. Proactive co-learning: A new paradigm in disaster education. *Disaster Prevention and Management* 17, no. 2 (2008): 183–198.

[11] David M. Simpson and Sandra E. Sephton. Citizen participation, social support, and disaster preparedness: Promoting self-protection action in risk prone environments. Working Paper No. 53-P, Texas A&M University: Hazard Reduction and Recovery Center, 1998.

[12] Summary report on awareness to action: A workshop on motivating the public to prepare. Federal Emergency Management Agency and American Red Cross, February 2013, http://www.fema.gov/library/viewRecord.do?id=7124.

[13] Anita Chandra, et al. Building community resilience to disasters: A way forward to enhance national health security. 2011, http://www.rand.org/pubs/technical_reports/TR915.html.

[14] Insurance Information Institute. http://www.iii.org/press_releases/insurance-lessons-learned-from-sandy-steps-to-keep-your-business-running-following-a-disaster.html

[15] Preparedness in America, Research Insights to Increase Individual, Organizational, and Community Action, September 2013, www.ready.gov/prepare.

[16] Gallup Poll (Unreleased Report, 2012).

Updated Talking Points for IPAWS-WEA As Background

FEMA External Affairs
2-2014

- Wireless Emergency Alerts or WEAs are emergency alerts and warnings sent from local emergency officials, the National Weather Service, or AMBER Alert officials to capable cellular phones the local area of an emergency. Your cell phone or other wireless device may already be capable of receiving WEA messages. There is no charge or fees for receiving WEA messages. WEAs are sent to you when you may be in harm's way, to help keep you safe during an emergency.

- WEAs are one-way alerts sent directly from local emergency officials to cell phones in a local area warning about Imminent Threats, such as severe weather or threats to safety in the local area as well as AMBER Alerts.

- WEAs are meant to be a bell-ringer, to grab your attention that a potential danger is in your area. WEA messages display on your phone's home screen with a unique sound and vibration, which is particularly helpful to people with hearing or vision-related disabilities.

- The WEA messages are each only 90-characters long and will "pop-up" on screen of the wireless device. The WEA message only provides a short warning about the danger that is in your area and you may need to turn a local news media, NOAA-Weather Radio, or other local source for additional detail info about the danger in the area – AFTER YOU HAVE TAKEN ACTION TO MOVE TO A SAFE PLACE.

- WEA alerts and warnings save lives. When a massive tornado outbreak struck the Midwest in November 2013, WEAs played a huge role in alerting the public. WEAs also helped warned many residents in other parts of the country to survive severe weather-related emergencies.

- For example, in July 2013, 30 young people and five counselors at a summer sports camp were saved when counselors received weather alerts on their cell phones of a tornado in the area. The children were led to safety just seconds before a tornado blew off the top of the sport dome in East Windsor, Connecticut. There were no injuries.

- During the outbreak of severe weather in more than 10 Midwestern and Eastern states in November 2013, WEAs saved the lives of hundreds of people who were warned about a tornado. Dozens of cell phone alerts went off during a Sunday church service in Washington, Illinois, alerting the public about a tornado in the area. The service was discontinued and more than 600 people were led to safety.

- During Hurricane Sandy in October 2012, New York City officials used WEA Alerts and Warnings to issue evacuation orders for specific zones. WEAs were later issued as the situation changed for residents to shelter-in-place and stay off the streets.

- WEA Alerts and Warnings were also used by the Massachusetts Emergency Management Agency to alert the public about shelter-in-place-orders as authorities searched for a suspect in the Boston Marathon bombing.

- More than 100 private wireless carriers nationwide are voluntarily participating in the program, and more than 220 state and local emergency management organizations and other alerting authorities from 45 states, counties and territories have signed up have signed up to use the system for localized alerts and notifications.

- WEAs are just one component of FEMA's Integrated Public Alert and Warning System or IPAWS, that local and regional safety official can use to send alerts and warnings to the public in a local area. IPAWS is a national system for local use and is the next generation of alert and warning capabilities. IPAWS is a tool that federal, state, local, tribal, and territorial alerting officials can leverage to communicate with the public during an emergency.

- Federal, state, territorial, tribal and local alerting authorities can use the IPAWS system in additional to or in an integrated fashion with other local systems. IPAWS uses a free and open messaging standard, the Common Alerting Protocol or CAP, to connect multiple alerting and communications networks so that officials can communicate emergency alerts easily via more channels.

- IPAWS improves alert and warning capabilities by allowing alerting authorities to deliver alerts and warnings at the same time through multiple communication methods including the Emergency Alert System for radio, TV, and cable, Wireless Emergency Alerts for cellular phones, NOAA Weather Radio, and other public alerting systems such as sirens and roadside signs. The alert messages about the same incident can be transmitted at the same time to all alert and warnings systems through the IPAWS interface, which helps to speed emergency information to citizens so that they can act to protect life and property.

- WEA alerts are just one tool for alerting and warning the public. It will take time for all areas and mobile devices to be capable of receiving WEAs. Not all cellular carriers and not all cell phone models will be able to receive WEAs initially, but participating wireless carriers are working to rollout this capability across the country.

- To confirm if WEA alerts are available in your area, and if your wireless device is capable of receiving WEA messages, you must contact your wireless carrier or visit the carriers' websites linked at **www.ctia.org/wea.**

###

Updated Talking Points for IPAWS-WEA As Background

For the 2014 Severe Weather Awareness Week

- Wireless Emergency Alerts or WEAs are free alerts and warnings that may already be on your wireless cell phone or other wireless device. WEAs are sent to you when you may be in harm's way, to help keep you safe during an emergency.

- WEAs are one-way alerts sent directly to cell phones warning the public about Imminent Threats, such as severe weather or threats to safety in the local area, AMBER Alerts, and Presidential alerts.

- WEAs are meant to be a bell-ringer, to grab the public's attention by using a unique sound and vibration, which is particularly helpful to people with hearing or vision-related disabilities. The 90-character text-like messages are designed to "pop-up" on screen of the wireless device.

- The public needs to learn to identify WEA's unique sound and vibration of alerts and warnings when the messages arrive on cell phones to prepare for emergencies. WEAs instruct the public to turn to their local news media or NOAA-Weather Radio for additional weather-related details in their area.

- WEA alerts and warnings save lives. When a massive tornado outbreak struck the Midwest in November 2013, WEAs played a huge role in alerting the public. WEAs also helped warned many residents in other parts of the country to survive severe weather-related emergencies.

- For example, in July 2013, 30 young people and five counselors at a summer sports camp were saved when counselors received weather alerts on their cell phones of a tornado in the area. The children were led to safety just seconds before a tornado blew off the top of the sport dome in East Windsor, Connecticut. There were no injuries.

  (The story was documented by local media at www.nbcconnecticut.com/news/localQuick-Thinking-Counselors-Rush-Campers-to-Safety-213890201.html)

- During the outbreak of severe weather in more than 10 Midwestern and Eastern states in November 2013, WEAs saved the lives of hundreds of people who were warned about a tornado. Dozens of cell phone alerts went off during a Sunday church service in Washington, Illinois, alerting the public about a tornado in the area. The service was discontinued and more than 600 people were led to safety. Documented in news story at: www.seattletimes.com/html/nationworld/2022288134_stormaftermathxml.html

- During Hurricane Sandy in October 2012, New York City officials used WEA Alerts and Warnings to issue evacuation orders for specific zones. WEAs were later issued as the situation changed for residents to shelter-in-place and stay off the streets.

- WEA Alerts and Warnings were also used by the Massachusetts Emergency Management Agency to alert the public about shelter-in-place-orders as authorities searched for a suspect in the Boston Marathon bombing.

  (All examples came from media stories and Damon Penn's written testimony before Congress on October 2, 2013.)

- More than 100 private wireless carriers nationwide are voluntarily participating in the program, and more than 220 state and local emergency management organizations and other alerting authorities from 45 states, counties and territories have signed up have signed up to use the system for localized alerts and notifications.

- WEAs are a part of FEMA's Integrated Public Alert and Warning System or IPAWS, the nation's next generation of alert and warning capabilities. It's one more tool for federal, state, local, tribal, and territorial alerting officials to communicate with the public during an emergency.

- Federal, state, territorial, tribal and local alerting authorities can use the IPAWS system to integrate their local systems by using the IPAWS Common Alerting Protocol standards with the IPAWS infrastructure.

- IPAWS improves alert and warning capabilities by allowing alerting authorities to deliver alerts and warnings at the same time through multiple communication devices including the Emergency Alert System, (such as Radio, TV, cable channels), Wireless Emergency Alerts, NOAA Weather Radio, and other public alerting systems such as sirens and roadside signs. The same message is transmitted at the same time to all alert and warnings systems through a single interface, the IPAWS system, to save time and to protect life and property.

- WEA alerts are another tool for alerting and warning the public. It will take time for all areas and mobile devices to be capable of receiving WEAs. Not all cellular carriers and not all cell phone models will be able to receive WEAs initially, but participating wireless carriers are working to rollout this capability across the country.

- To confirm if WEA alerts are available in your area, and if your wireless device is capable of receiving WEA messages, you must contact your wireless carrier or visit the carriers' websites linked at **www.ctia.org/wea.**

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###

Talking Points

FY13 PRE-DISASTER MITIGATION (PDM) AND FLOOD MITIGATION ASSISTANCE (FMA) APPLICATION PERIOD, SUBMISSIONS AND SELECTIONS

As of January 13, 2014

Key Message:

On January 13, 2014, FEMA began distributing notification letters to State and Indian Tribal government applicants informing each of the status of their Hazard Mitigation Assistance (HMA) grant applications for FY 2013. Applicants were informed of FEMA's determination for each of their HMA sub-applications as:

Identified for Further Review;
Did Not Meet HMA Requirements; or
Not Selected.

The letters are not a formal notification of award. FEMA Regional offices will work with applicants to conduct programmatic reviews of selected applications before making a final decision. Additionally, awards will be subject to the availability of funds.

Background:

- FEMA's HMA grant programs provide funding for eligible mitigation activities that reduce disaster losses and protect life and property from future disaster damages. FEMA administers both pre and post-disaster HMA grant programs. The two pre-disaster HMA grant programs that FEMA currently administers are:

    - The Pre-Disaster Mitigation (PDM) Program is authorized by Section 203 of the Robert T. Stafford Act and is designed to implement a sustained pre-disaster natural hazard mitigation program to reduce overall risk to the population and structures from future hazard events, while also reducing reliance on Federal funding in future disasters.

    - The Flood Mitigation Assistance (FMA) program is authorized by Section 1366 of the National Flood Insurance Act of 1968 with the goal of reducing or eliminating claims under the National Flood Insurance Program. The National Flood Insurance Fund provides the funding for the FMA program.

- On July 19, 2013, FEMA opened the PDM and FMA three month application period and closed the application period on October 18, 2013.

- FEMA opened the PDM and FMA application period via Funding Opportunity Announcement on www.grants.gov.

    - The Announcement directed applicants to the HMA Guidance and HMA webpage for more information.

    - Indicated that there is $23.7 M available for PDM and $120 Million for FMA.

    - Provided the FY13 PDM and FMA priorities for the HMA program through the webpage.

- Priorities provided for PDM and FMA programs in FY13 included:

    - For the PDM program, priorities included fulfilling the statutory set-aside, mitigation planning, and applications from Indian Tribal Governments. For FY13 PDM, FEMA considered Indian Tribal Applicants as States for the minimum set-aside.

    - For the FMA program, priorities included mitigation planning and mitigation of severe repetitive loss properties.

- On October 18, 2013, the PDM and FMA application period closed.

    - FEMA received 169 PDM planning and project sub-applications submitted by 57 applicants (13 of which were Indian Tribal Governments) totaling over $93M (including 40 management costs sub-applications).

    - FEMA received 230 FMA planning and project sub-applications submitted by 34 applicants totaling over $304.6M (including 28 management cost sub-applications)

- FY13 Selections for the PDM and FMA programs were based on Agency priorities identified for FY13:

    - FEMA selected 82 PDM sub-applications from 56 applicants: 48 planning and 34 projects and associated management costs for $23.3 Million.

    - FEMA selected 77 FMA sub-applications from 21 applicants: 10 planning and 67 projects and associated management costs for $119.5 Million

- The grant application review and selection process concluded with the mailing of notification letters to applicants informing them of the dispositions of their applications.

ONLY IF ASKED

- Information for the States of New Jersey and New York:

- New Jersey – The State of New Jersey applied to both the FY13 PDM and FY13 FMA programs.

  - Under the PDM program the State submitted six project applications totaling $8.8 Million in Federal funding. FEMA is selecting one project application (a storm water management project) for $696,084.

  - Under the FMA program the State submitted eight project applications totaling over $36 Million in Federal funding. FEMA is selecting one project application for $31.5 Million. This project is for the acquisition and demolition of 115 structures in Wayne Township.

- New York – The State of New York applied only to the FY13 FMA program. Under the FMA program the State submitted two acquisition project applications totaling $477,660 and both are being selected. One project is in Town of Ramapo and the other is in the Town of Oswego and both projects are single property acquisition projects.

Final Response 3a

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

COMMUNICATOR TOOLKIT

2013 • Version 2.0

DISASTER ASSISTANCE
DAIP
IMPROVEMENT PROGRAM

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PURPOSE:

This toolkit provides communications guidance and messaging in support of the DisasterAssistance.gov website. This guidance is primarily provided to support public affairs offices and other stakeholders seeking to inform the emergency management community and disaster survivors about DisasterAssistance.gov.

PROGRAM CONTACT:

Karole Johns, DAIP Program Manager
540-686-3211 | Karole.Johns@fema.dhs.gov

Frank Adinolfe, Government Lead
540-686-3474 | Frank.Adinolfe@fema.dhs.gov

VISION:

The Disaster Assistance Improvement Program (DAIP) vision is to provide survivors seamless, online access to all disaster assistance.

MISSION:

DAIP's mission is to provide disaster survivors with information, support, services and a mechanism to access and apply for disaster assistance through collaborative, data-sharing efforts between federal, tribal, state, local and private sector partners.

BACKGROUND:

In response to Presidential Executive Order 13411, which called on the federal government to simplify the process of identifying and applying for disaster assistance, the Disaster Assistance Improvement Program (DAIP) launched DisasterAssistance.gov on December 31, 2008. Individuals in need of assistance following a presidentially declared disaster designated for individual assistance now have the ability to register online at DisasterAssistance.gov.

Seventeen U.S. Government agencies – with the Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA) acting as managing partner – sponsor more than 70 forms of assistance and contribute to the DisasterAssistance.gov web portal. Survivors can apply for FEMA individual assistance and be referred to the Small Business Administration for loans through online applications. Referral and application information is available on other forms of assistance that do not yet have online applications. Community resource information and disaster news feeds are also available to help individuals, families and businesses prepare for, respond to and recover from disasters.

DisasterAssistance.gov increases access to disaster assistance by creating a regularly updated information clearinghouse that provides information in both English and Spanish on the assistance most valuable to a disaster survivor, such as housing, food and employment aid. The portal includes an anonymous questionnaire that helps survivors quickly identify a personalized list of possible types of available assistance. The questionnaire is dynamic,

meaning it tailors recommendations in real time based on how survivors answer each question. Survivors can sort, tag and find more information on specific forms of assistance, as well as print and email results.

After receiving their personalized list, disaster survivors can apply for several forms of assistance on DisasterAssistance.gov or be directed to the appropriate federal agency for those forms of assistance that do not yet offer online application. After applying, survivors can choose to create an account on DisasterAssistance.gov to securely check the status of their application. A survivor who creates a DisasterAssistance.gov account may also choose to receive email or SMS text message updates regarding the status of their application, reducing their need to frequently log into the site to manually check for any changes or updates to their application.

DisasterAssistance.gov benefits the survivor by reducing the time needed to apply for aid and check the status of claims while decreasing redundancy in application forms and processes. The portal also assists disaster survivors who may be displaced as a result of a disaster to continue to receive benefits from non-disaster-related forms of assistance. Application information is shared only amongst those agencies that the user identifies at the time of registration. Information exchanges between DisasterAssistance.gov and its partners are governed by the Privacy Act of 1974 and protected by comprehensive security measures.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

KEY MESSAGES & TALKING POINTS

KEY MESSAGES:

These messages are designed to convey the main points of a particular topic or event to one or more target audiences. It is recognized that every disaster is unique and that specific messages, audiences, methods and materials will vary from one event to another. However, there are some fundamental DisasterAssistance.gov messages that support the objectives of this Communicator Toolkit and will resonate among multiple audiences.

DISASTER ASSISTANCE
DAIP
IMPROVEMENT PROGRAM

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

About the Disaster Assistance Improvement Program

What We Do	How We Do It	What's The Value
The Disaster Assistance Improvement Program (DAIP) works with an extensive network of federal partners as well as affiliates at the tribal, state, local and private level to continuously improve the disaster survivor experience at DisasterAssistance.gov.	DAIP leverages partnerships, innovation and integrated technology to build and sustain DisasterAssistance.gov.	DisasterAssistance.gov ensures disaster survivors can conveniently access the full spectrum of government disaster relief resources before, during and after an event.
DAIP meets a presidential executive order by coordinating and sharing information and resources with 17 federal partnering agencies to improve the online disaster assistance process for disaster survivors.	DAIP uses survivor, community and partner recommendations to continuously improve DisasterAssistance.gov, meeting the evolving needs of disaster survivors before, during and after events.	DAIP ensures a coordinated government-wide approach to helping disaster survivors eligible for individual assistance.
DAIP manages, updates and maintains the website, DisasterAssistance.gov, ensuring disaster survivors have access to the resources they need to move forward.	DAIP engages stakeholders at the federal, tribal, state, local and private levels as well as individuals with disabilities and others with access and functional needs in a whole community approach to support survivors.	DAIP empowers survivors with the means to recover from disasters using the full breadth of government and community resources online.
DisasterAssistance.gov eases the burden on disaster survivors by consolidating government-wide resources and providing convenient access to apply for assistance online.	DAIP utilizes partner networks and integrated awareness campaigns to grow and promote the program and its website, DisasterAssistance.gov, to the whole community of stakeholders and disaster survivors.	DisasterAssistance.gov eases the burden on disaster survivors by enabling them to search, access and apply for assistance in a single place online.
		DisasterAssistance.gov gives the diverse disaster survivor community, (youth, Spanish-speaking, older Americans, and access and functional needs individuals) immediate access to assistance information from the government and from their community in a single place online.

DISASTER ASSISTANCE
DAIP
IMPROVEMENT PROGRAM

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

DAIP Universal Platform Page Rendering/Responsive Web Design

What We Do	How We Do It	What's The Value
Responsive Web design applies a framework that allows content to be customized to specific devices and screen sizes.	DAIP employed responsive Web design to make several enhancements to DisasterAssistance.gov, improving both usability and accessibility for survivors.	Responsive Web design improves the disaster survivor experience for mobile users on DisasterAssistance.gov and optimizes operational efficiencies.
DAIP collaborated with the Department of Labor's Benefits.gov team to identify best practices for designing and implementing a responsive Web design.	Allows survivors to more easily find and sort through FAQs and the 70 FOAs by adding expand/collapse capabilities for mobile and desktop version of frequently asked questions and forms of assistance (FOAs).	Survivors can now access all site content on DisasterAssistance.gov more easily on mobile devices, adding convenience and ensuring more complete Web experience for on-the-go users.
Responsive Web design connects survivors to the DisasterAssistance.gov content they want on a mobile device, rather than directing them to a less comprehensive mobile-formatted page.	Added navigation breadcrumbs to aid the survivor in navigating to other levels of the desktop site.	Improved ability for survivors to easily share DisasterAssistance.gov content via social media channels from anywhere on the site.
How the technology works: The site detects the user's browser resolution and then displays the website in the optimal state — either mobile or desktop version.	Provided the ability for a survivor to toggle between mobile home page content, allowing DAIP to increase the amount of supporting content provided on the home page.	DAIP PMO can now manage home page content including the ability to add emergency content, reorder home page information to direct survivors' attention to critical information.
UPPR/Responsive Web Design ends at the point of registration. The transition to the back end be seem seamless to the user, but it is run by mobile optimization and must be maintained by two separate sites for desktop/ mobile.	Provided a mobile accordion display for home page content, allowing the survivor to tap and expand content sections.	Increased analytics capture for all new site capabilities to better understand how survivors are interacting with the desktop and mobile site, including dedicated Google Analytics tracking.
	Introduced an anchored footer to provide universal access to social media sharing functionality on mobile devices.	Reduced maintenance costs by eliminating duplication of mobile page code base.
	Introduced a touch-friendly slide-out sub menu allowing the survivor to gain full access to all mobile site navigation.	Reduced time needed to apply future updates to the home page.

DISASTER ASSISTANCE DAIP IMPROVEMENT PROGRAM

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

DAIP Universal Platform Page Rendering/Responsive Web Design

What We Do	How We Do It	What's The Value
	Introduced a static quick links bar to universally display throughout the mobile site, providing mobile access to Find Assistance, Apply Online, Check Your Status or search from any page within the site.	Improved ability to scale site to meet changing resolution needs.
	Introduced condensed mobile content to allow the survivor to more easily identify core site functions.	Created a library of graphics and icons by disaster type to help DAIP quickly and easily stand up new pages on the site for survivors when a large-scale or high-visibility disaster strikes.
	Rebranded core site functions as Find Assistance, Apply Online and Check Your Status on desktop and mobile sites.	

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

SOCIAL MEDIA MESSAGES

SOCIAL MEDIA MESSAGES:

These pre-written social media messages are specifically designed for Facebook and Twitter. In addition to sharing these messages, organizations can upload the Disaster Survivor Widget to their home pages to help survivors quickly locate information and resources from DisasterAssistance.gov.

DISASTER ASSISTANCE DAIP IMPROVEMENT PROGRAM

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

Social Media Messages

DisasterAssistance.gov has over 70 forms of assistance to help you and your family move forward after a disaster. Visit **DisasterAssistance.gov** to apply and check the status of your application online.

DisasterAssistance.gov has 70+ forms of assistance from 17 federal agencies to help you & your family move forward after a disaster. #FEMA

Be proactive and save **DisasterAssistance.gov** to your smartphones, tablet devices and desktops to access all the recovery resources the government has to offer before a disaster strikes.

Be proactive, save **DisasterAssistance.gov** to your smartphone, tablet or desktops to access recovery resources from the government. #FEMA

Visit **DisasterAssistance.gov** to get news, information and resources to help individuals, families and businesses prepare for, respond to and recover from disasters.

Visit **DisasterAssistance.gov** information & resources to help you & your business prepare for, respond to and recover from disasters. #FEMA

Check out disaster guides & videos for people with disabilities and individuals with access and functional needs on **DisasterAssistance.gov.**

DisasterAssistance.gov has disaster resources for people w/ disabilities & access & functional needs. #wholecommunity

Include the following link in your social message/URL shortner
http://www.disasterassistance.gov/disaster-information/disabilities-access-and-functional-needs

Check out disaster guides & videos for children and families on **DisasterAssistance.gov.**

DisasterAssistance.gov has disaster resources for children and families. #wholecommunity

Include the following link in your social message/URL shortner
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Check out disaster guides & videos for older Americans on **DisasterAssistance.gov.**

DisasterAssistance.gov has disaster resources for older Americans. @AARP

Include the following link in your social message/URL shortner
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9/10/2013 Social Media Messaging

DISASTER ASSISTANCE DAIP IMPROVEMENT PROGRAM

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

Social Media Messages

Are you faced with moving or rebuilding a home or business? Quickly access online tools at **DisasterAssistance.gov** that may help you consider renewable energy sources for your home or business.

Find renewable energy sources when rebuilding your home or business on **DisasterAssistance.gov.** #DOE

Include the following link in your social message/URL shortner
http://www.disasterassistance.gov/disaster-information/moving-forward/your-home

Visit **DisasterAssistance.gov** to take an anonymous, online questionnaire and you'll receive a personalized list of possible assistance. Visit, apply and move forward with your recovery today at **DisasterAssistance.gov**.

Apply for #FEMA Individual Assistance at **DisasterAssistance.gov**. Take a questionnaire & receive a personalized list of assistance.

Include the following link in your social message/URL shortner
http://www.disasterassistance.gov/disaster-assistance/take-questionnaire#benefits&qc=cat_8

Did you know you can apply for FEMA Individual Assistance on your smartphone? Visit, apply and move forward with your recovery today at **DisasterAssistance.gov**.

Did you know you can apply for #FEMA Individual Assistance on your smartphone? Visit **DisasterAssistance. gov** today & move forward.

If you've already applied for assistance at **DisasterAssistance.gov**, be sure to check the status of your application online or via Web-enabled mobile device.

If you've already applied for FEMA Individual Assistance, check the status of your application at **DisasterAssistance.gov**. #FEMA

Include the following link in your social message/URL shortner
https://www.disasterassistance.gov/DAC/govBenefitReceiver.do?action=LOGIN&langcode=EN

Sign up for email and SMS alerts at **DisasterAssistance.gov** to be notified when FEMA updates your application status. You will need to create an account on **DisasterAssistance.gov** to receive alerts.

Create an account & sign up for email & SMS alerts at **DisasterAssistance.gov** to know when FEMA updates your application status. #FEMA

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

LOGOS, GRAPHICS & WIDGETS

Logos/Color Guidance:

Use the preferred DAIP and DisasterAssistance.gov logos below in all applications. The tagline serves as an additional design element for reinforcing the brand of DisasterAssistance.gov. The DAIP logo does not use a tagline. The tagline should not be used exclusive of the DisasterAssistance.gov logo, but instead serve as a complement to the logo. Use the logo with the tagline when formatting allows and messaging is appropriate. Do not use the logo with the tagline when placing it on the front cover of official documents. Also, do not use the logo with the tagline when posting an image link. Always use the approved digital artwork. Never merge the DAIP and DisasterAssistance.gov logos. Any changes to or misuse of the DAIP and/or DisasterAssistance.gov logo and tagline compromises the integrity and effectiveness of the brand. Never add to, alter or re-create the logos.

Preferred Logos:

The three-color version of the DAIP and DisasterAssistance.gov logos should be selected as the primary choice for all print and digital uses. Most modern forms of distribution support accurate display of the full color version, free of the limitations that would have previously required alternate versions for special use cases.

The logos should only be used with a white background. White is the most effective background on which to reproduce the full color logos because it provides the colors with a clean, crisp contrast and is visually appealing. Always use approved digital artwork located in the Logos folder on DAIP SharePoint.

Figure 1: DAIP Three-Color Logo

Figure 2: DisasterAssistance.gov Three-Color Logo

Alternate Logos:

When using the DisasterAssistance.gov logo in color is not an option, use the one-color logo. The one-color logo is ideal for documents that will be photocopied or faxed. When the logo must appear against a dark background, the blue and black colors in the preferred logo are not legible so the alternate, reversed version should be used instead. This is the least preferable treatment of the logo.

Figure 3: DisasterAssistance.gov One Color Logo

Figure 4: DisasterAssistance.gov Reversed Logo

DISASTER ASSISTANCE IMPROVEMENT PROGRAM (DAIP) — IMPROVING ASSISTANCE FOR DISASTER SURVIVORS

2006

August 29, 2006:
Issued Executive Order 13411 to increase survivors access to disaster information and make applying for disaster assistance easier

2007

September 10, 2007:
Disaster Assistance Improvement Plan signed

2008

December 31, 2008:
Launched DisasterAssistance.gov

2009

October 2009:
Received 2009 Best of National Information Exchange Model Award

NIEM

2010

May 2010:
Supported survivors from the Deepwater BP Oil Spill

89,606 visits 5/25/10-3/20/11

July 2010:
Application intake optimized for mobile phones

October 2010:
Received the *Government Computer News (GCN)* award for outstanding information technology achievements in government

GCN

November 2010:
Deployed *Food for Florida* pre-registration for USDA food assistance, first state interface.

2011

May 2011:
Joplin Tornado
A catastrophic tornado that struck Joplin, Missouri, included in a string of devastating tornados to hit the Midwest

14,432 visits on 5/3/11

August 2011:
Hurricane Irene
Hurricane that ranked as the sixth costliest hurricane in United States history

33,434 visits on 9/14/11

2012

January 26, 2012:
New home page debuts

July 2012:
Hurricane Isaac
A destructive Category 1 hurricane that hit Louisiana, causing more than $2 billion in damages

55,752 visits on 9/4/12

July 2012
Expanded mobile offerings with mobile questionnaire and mobile applicant inquiry. Made questionnaire more dynamic on Web and mobile

August 2012:
Featured the special banner for information on 2012 drought

925 visits 5/13/12-9/28/12

October 2012:
Hurricane Sandy
Large hurricane that affected 24 states, including the entire eastern seaboard from Florida to Maine

197,816 visits on 11/5/12

December 2012:
Honored with the 2012 FEMA Administrator's Award for Mobile Innovation.

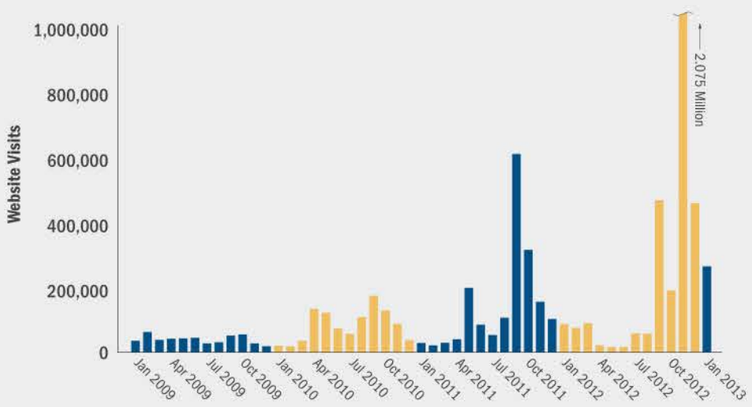
FEMA

Website evolution | Disaster-response initiatives | Awards | Post-disaster website traffic

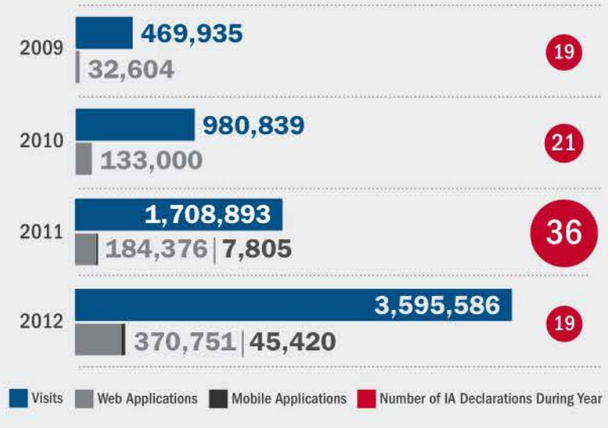
DISASTER ASSISTANCE DAIP IMPROVEMENT PROGRAM

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

WEBSITE VISITS



DISASTER DECLARATIONS



WHAT SURVIVORS CAN DO ON DisasterAssistance.gov

FIND
over 70 forms of disaster assistance that meets survivors needs

APPLY
for disaster assistance

CHECK
the progress of your applications

DID YOU KNOW?

In 2012, 45,420 survivors applied for assistance through mobile phones, almost six times more than in 2011 when 7,805 survivors applied.

45,420
MOBILE APPLICANTS

In 2012, FEMA provided almost $1.4 billion primarily for Individual Assistance to disaster survivors.

$1,400,000,000
INDIVIDUAL ASSISTANCE

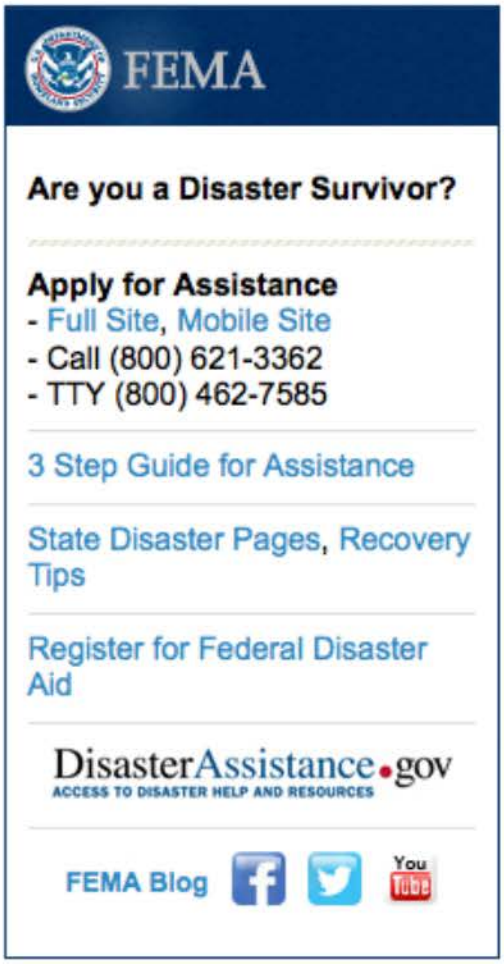
March 2013

Widgets:

Access DisasterAssistance.gov-related widgets by visiting http://www.fema.gov/widgets#survivor.

Copy this code for the Are You a Disaster Survivor? Widget:

```
<iframe width="225" height="450" scrolling="no" marginheight="0" marginwidth="0" frameborder="0" src="http://www.fema.gov/help/widgets/da_main.html" title="Are you a disaster survivor?"></iframe>
```



DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

PRESS RELEASES

SURVIVORS URGED TO APPLY FOR ASSISTANCE VIA SMARTPHONE:

(CITY, State) – Now that DISASTER NAME has rendered many disaster survivors without power, the U.S Department of Homeland Security's Federal Emergency Management Agency (FEMA) encourages every resident affected by the hurricane to apply for assistance via smartphone. Individuals and business owners in STATE who sustained losses in the counties designated in the major disaster declarations can apply for assistance by registering at www.DisasterAssistance.gov using a Web-enabled mobile device.

Applying for disaster assistance online is a fast, easy, secure way of registering for and accessing information on more than 70 forms of assistance across the federal government. The site also provides community resource information and disaster news feeds to help individuals, families and businesses prepare for, respond to and recover from disasters.

"Anyone who has had damage could be eligible, but there's no way to know if they don't apply," said Federal Coordinating Officer FIRST AND LAST NAME. "The first step is learning what assistance is available, which is made simpler through a quick, anonymous online questionnaire."

The DisasterAssistance.gov Questionnaire helps survivors get a personalized list of possible assistance. Available on the full and mobile versions of DisasterAssistance.gov, the tool is dynamic, meaning it tailors recommendations in real time based on how survivors answer questions. It enables users to search forms of assistance by category or agency. The questionnaire also allows users to sort, tag and find more information on specific forms of assistance, and then print or email results.

Survivors can use the questionnaire as a starting point for their application or immediately apply for assistance from the home page. Applying online is easy and quicker than applying by phone or in person.

Once a survivor applies for assistance on DisasterAssistance.gov they can sign up for an online account to check the status of their application and FEMA inspection (if applicable), manage communication preferences, update contact information, as well as find and view other forms of disaster assistance.

"DisasterAssistance.gov aims to deliver a one-stop experience for survivors," LAST NAME said. "Survivors on-the-go can get email alerts whenever their application status changes and can better manage their recovery."

DisasterAssistance.gov is an E-Government initiative, sponsored by 17 U.S. government agencies, that reduces the time needed to apply for aid and check the status of claims while decreasing redundancy in application forms and processes. For more information, visit www.DisasterAssistance.gov.

Disaster survivors who do not have access to the Internet can call 1-800-621-FEMA (1-800-621-3362) or visit a FEMA disaster recovery center. People with speech and hearing disabilities can call 1-800-462-7585 (TTY). Individuals who use 711 or Video Relay Service (VRS) may call 1-800-621-3362.

About FEMA Individual Disaster Assistance:

Assistance can include funding for temporary housing, home repairs, rental assistance, uninsured property losses and other programs that help individuals and households recover from the effects of the disaster. Federal disaster assistance will not duplicate insurance benefits, but may provide for uncovered losses.

Many types of assistance for homeowners, renters and business owners are available. Assistance includes grants for short-term rental needs, grants to make home repairs, low-interest U.S. Small Business Administration (SBA) loans to repair major damage and/or replace damaged personal property to homeowners, renters, businesses of all sizes and private nonprofits, as well as grants to meet serious disaster-related needs not covered by other programs.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

FACT SHEETS & CHECKLISTS

FACT SHEETS:
Share disaster assistance information available from the federal government.

http://www.disasterassistance.gov/sites/default/files/pdf/Factsheet_EN.pdf

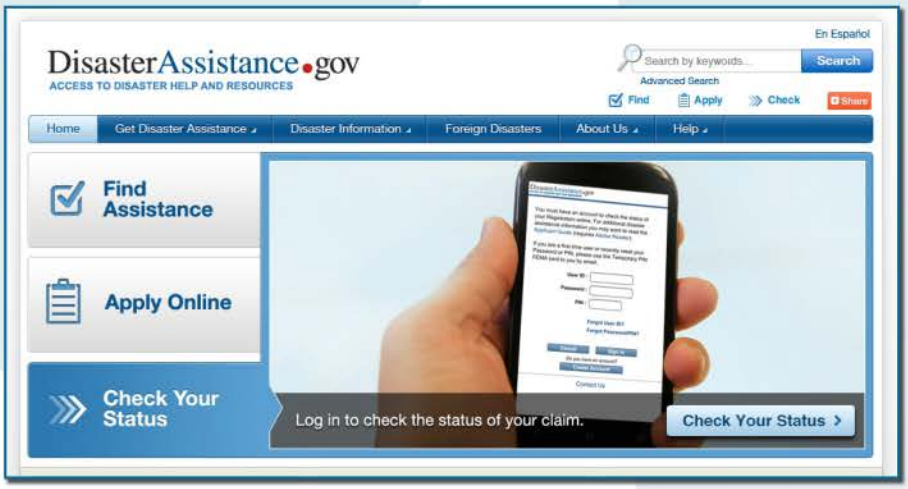
Disaster Survivor Application checklist:
View the checklist of items to have ready before you apply.

http://www.disasterassistance.gov/sites/default/files/pdf/DAIP_Checklist_EN_508[1].pdf

DisasterAssistance.gov

ACCESS TO DISASTER HELP AND RESOURCES

Why use DisasterAssistance.gov?



- Apply for disaster assistance via desktop, mobile or tablet devices.
- Shorten the time required for applying.
- Fill out a reduced number of forms.
- Upload documents to support an application.
- Check the status of an application (SMS or email updates available).

DisasterAssistance.gov also provides news, information and resources to help individuals, families and businesses prepare for, respond to and recover from disasters.

- Get the latest information on declared disasters such as wildfires, hurricanes, floods and earthquakes.
- Find information about evacuating; accessing shelter, food, water and medical services; and assistance locating loved ones and pets.
- Locate local resources in and around the whole community.
- Share resources via social media.

Find Assistance

Apply Online

Check Your Status

Disaster survivors can apply for help from the federal government online at **DisasterAssistance.gov** following all presidentially declared disasters that have been designated for individual assistance.

You may also apply for Federal Emergency Management Agency (FEMA) Individual Assistance by calling the Helpline at **1-800-621-3362**.

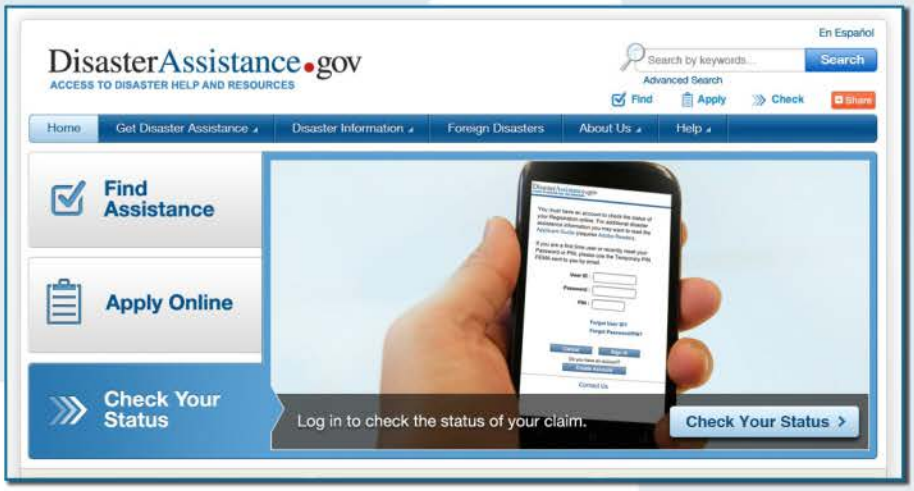
Disaster assistance applicants who have a speech disability or hearing loss and use TTY should call **1-800-462-7585**.

E-Gov Initiative **Get a personalized list of possible assistance from 17 federal agencies, quickly and anonymously, including more than 70 forms of assistance**

DisasterAssistance.gov

ACCESO A LA ASISTENCIA POR DESASTRE Y RECURSOS

Las ventajas de usar DisasterAssistance.gov



- Solicitar ayuda por desastre desde su computadora, dispositivo móvil o tableta
- Reducir el tiempo para presentar su solicitud
- Llenar menos formularios
- Cargar documentos para sustentar su solicitud
- Revisar el estatus de una solicitud (actualizaciones disponibles por SMS o correo electrónico)

DisasterAssistance.gov cuenta también con noticias, información y recursos para ayudar a las personas, las familias y las empresas para prepararse, responder y recuperarse de los desastres.

- Reciba la última información sobre desastres declarados por el Presidente, como incendios forestales, huracanes, inundaciones y terremotos
- Encuentre información sobre evacuaciones, acceso a refugios, comida, agua y servicios médicos, así como ayuda para localizar a sus seres queridos y sus mascotas
- Ubique recursos locales en y alrededor de toda la comunidad
- Comparta recursos a través de las redes sociales

Find Assistance

Apply Online

Check Your Status

Los sobrevivientes de un desastre pueden solicitar ayuda del gobierno federal por Internet en **DisasterAssistance.gov**, después de desastres declarados por el Presidente que han sido designados para ayuda individual.

Puede solicitar ayuda individual llamando a la línea de ayuda de la Agencia Federal para el Manejo de Emergencias (FEMA): **1-800-621-3362**.

Los solicitantes de ayuda para desastres con dificultades del habla o pérdida de la audición pueden usar el servicio TTY, llamando al **1-800-462-7585**.

Iniciativa E-Gov **Obtenga una lista personalizada de posible asistencia de 17 agencias federales de manera rápida y anónima, incluyendo más de 70 programas de ayuda.**

DisasterAssistance.gov

ACCESS TO DISASTER HELP AND RESOURCES

DISASTER SURVIVOR APPLICATION CHECKLIST

Apply Online:

- Go to **DisasterAssistance.gov** on your computer or smartphone.
- You can quickly apply for many forms of assistance on one website.
- Update and check the status of your application online.

Apply by phone for FEMA assistance only:

- Call 1-800-621-FEMA (1-800-621-3362).
- People with speech and hearing disabilities can call 1-800-462-7585 (TTY).
- For those who use 711 or Video Relay Service (VRS), call 1-800-621-3362.

INFORMATION CHECKLIST

Please have a pen and paper and the following information ready:

Before starting your application, you, your co-applicant **or** a minor in your home must:

- Have a Social Security number **and**
- Be a U.S. Citizen, Non-Citizen National or Qualified Alien.

If you do not have a Social Security number, please *apply for a Social Security number*, then visit **DisasterAssistance.gov** or call FEMA at 1-800-621-3362 to complete your disaster application.

☐ **Social Security Number**
If you do not have a Social Security number, your household may still be able to receive assistance if there is a minor in the household who is a U.S. Citizen, Non-Citizen National or Qualified Alien with a Social Security number.

☐ **Insurance Information**
Describe the type(s) of insurance coverage you have, such as homeowners, flood, automobile, mobile home insurance, etc.

☐ **Damage Information**
Describe your damages caused by the disaster, including the type of disaster (flood, hurricane, earthquake) and type of dwelling (mobile home, house) or vehicle (car, boat).

☐ **Financial Information**
Provide your family's total annual household income, before taxes, at the time of the disaster.

☐ **Contact Information**
Give FEMA the address and phone number where the damages happened and the address and phone number where you can be reached after the disaster.

☐ **Direct Deposit Information (optional)**
If you are approved for assistance and want your funds deposited directly into your bank account, provide your banking information. This includes:

- Bank name
- Type of account (ex: checking, savings, etc.)
- Routing number
- Account number

DisasterAssistance.gov

ACCESO A LA ASISTENCIA POR DESASTRE Y RECURSOS

LISTA DE VERIFICACIÓN PARA LA SOLICITUD DE ASISTENCIA COMO SOBREVIVIENTE DE UN DESASTRE

Solicitud a través de Internet:

- Visite **DisasterAssistance.gov** a través de su computadora o teléfono inteligente.
- Puede hacer rápidamente su solicitud para distintos programas de ayuda en un mismo sitio web.
- Actualice y compruebe el estado de su solicitud en Internet.

Solicitud por teléfono para asistencia de FEMA, únicamente:

- Llame al 1-800-621-FEMA (1-800-621-3362). Seleccione 2 para español.
- Las personas con discapacidades auditivas o del habla pueden llamar al 1-800-462-7585 (TTY - servicio teletipo).
- Las personas que utilizan el 711 o el Servicio de Retransmisión de Video (VRS, por sus siglas en inglés) deben llamar al 1-800-621-3362 (seleccione 2 para español).

LISTA DE VERIFICACIÓN DE INFORMACIÓN

Por favor tenga a la mano una pluma y papel, así como la siguiente información:

Antes de iniciar su solicitud, usted, su co-solicitante **o** algún menor de edad en su hogar deben:

- Tener un número de Seguro Social **y**
- Ser ciudadano de los Estados Unidos, tener la nacionalidad pero no la ciudadanía o ser un extranjero elegible

Si no cuenta con un número de Seguro Social, por favor *solicite un número de Seguro Social*, luego visite **DisasterAssistance.gov** o llame a la Agencia Federal para el Manejo de Emergencias (FEMA, por sus siglas en inglés) al 1-800-621-3362 (seleccione 2 para español) para completar solicitud de asistencia.

☐ **Número del Seguro Social**
Si no cuenta con un número de Seguro Social, es posible que aún sea elegible para recibir asistencia si existe algún menor de edad en su hogar que sea ciudadano estadounidense, tenga la nacionalidad pero no la ciudadanía, o sea un extranjero elegible y que cuente con un número de Seguro Social.

☐ **Información del seguro**
Se le pedirá que identifique el tipo(s) de cobertura de seguro con la que cuenta, como seguro vivienda propia, inundación, auto, seguro de casa móvil, etc.

☐ **Información sobre los daños**
Se le pedirá que describa sus pérdidas ocasionadas por el desastre, incluyendo el tipo de desastre (inundación, huracán, terremoto) y el tipo de vivienda (casa móvil, casa) o vehículo (auto, bote).

☐ **Información financiera**
Se le pedirá que indique el total anual del ingreso familiar, antes de impuestos, al momento del desastre.

☐ **Información de contacto**
Proporcione a la FEMA la dirección y teléfono del lugar donde ocurrieron los daños y la dirección donde puede ser contactado después del desastre.

☐ **Información para depósito directo (opcional)**
Si su asistencia ha sido aprobada y prefiere que los fondos sean depositados directamente en su cuenta de banco, proporcione su información bancaria, incluyendo:

- Nombre del banco
- Tipo de cuenta (ej. cheques, ahorro, etc.)
- Código de identificación bancaria (routing number, en inglés)
- Número de la cuenta

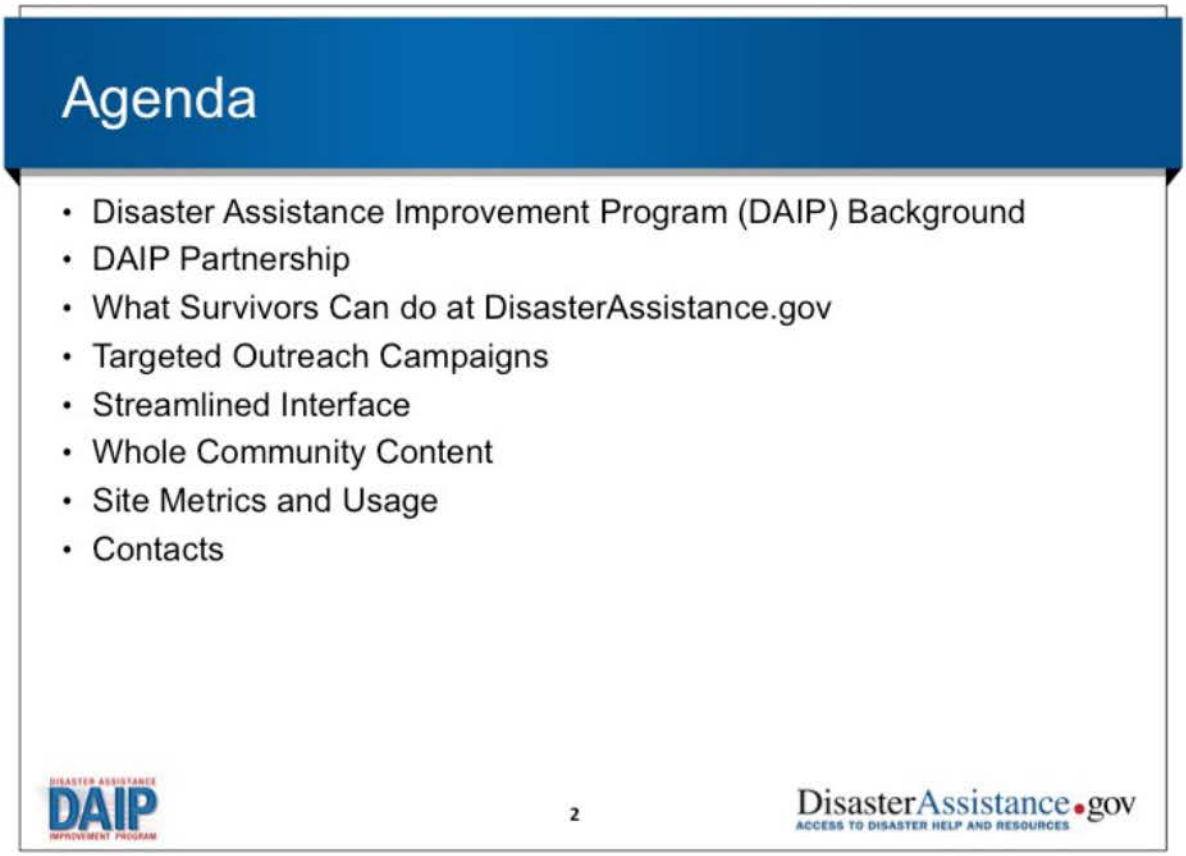
DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

OVERVIEW BRIEFING

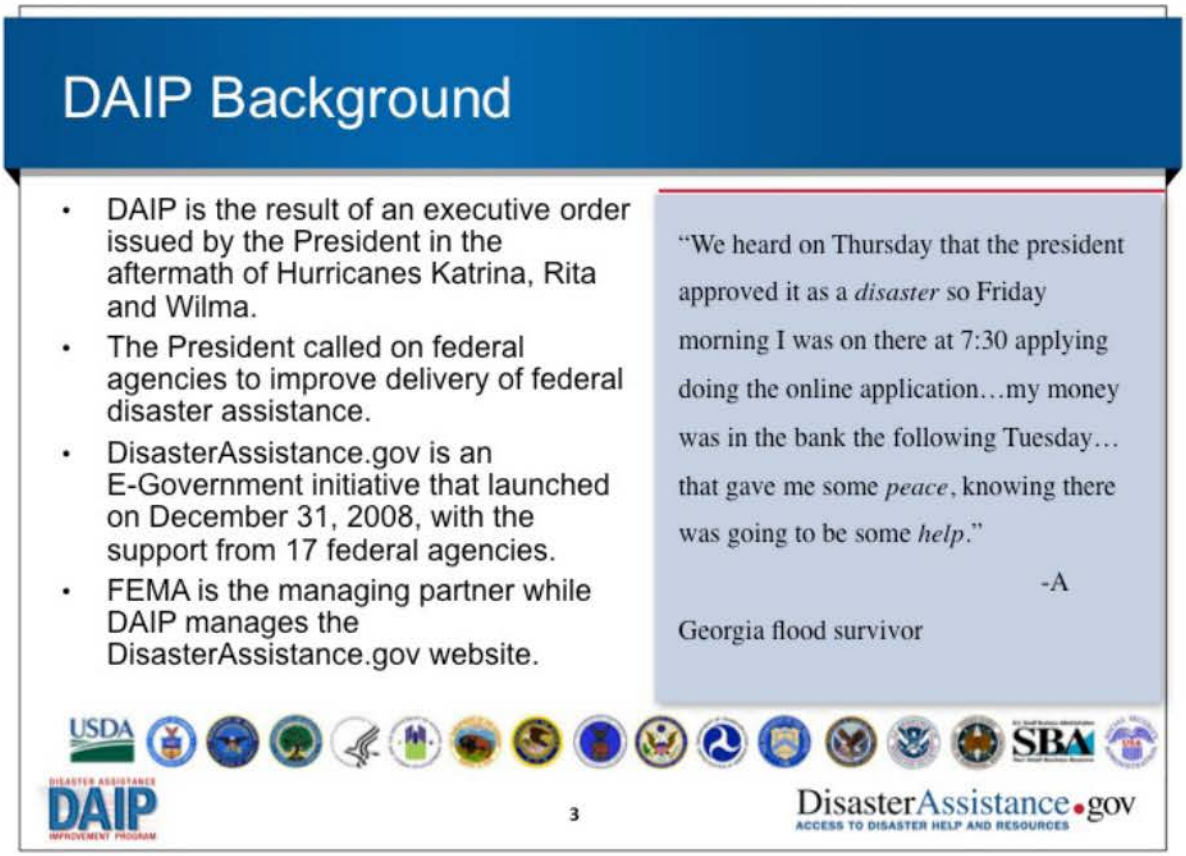
OVERVIEW BRIEFING:

Use the following overview briefing when presenting information about DAIP and the DisasterAssistance.gov website. To request a PowerPoint version of the briefing, email DAIP-PMO@fema.dhs.gov.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES
DisasterAssistance.gov
Overview Briefing
September 2013

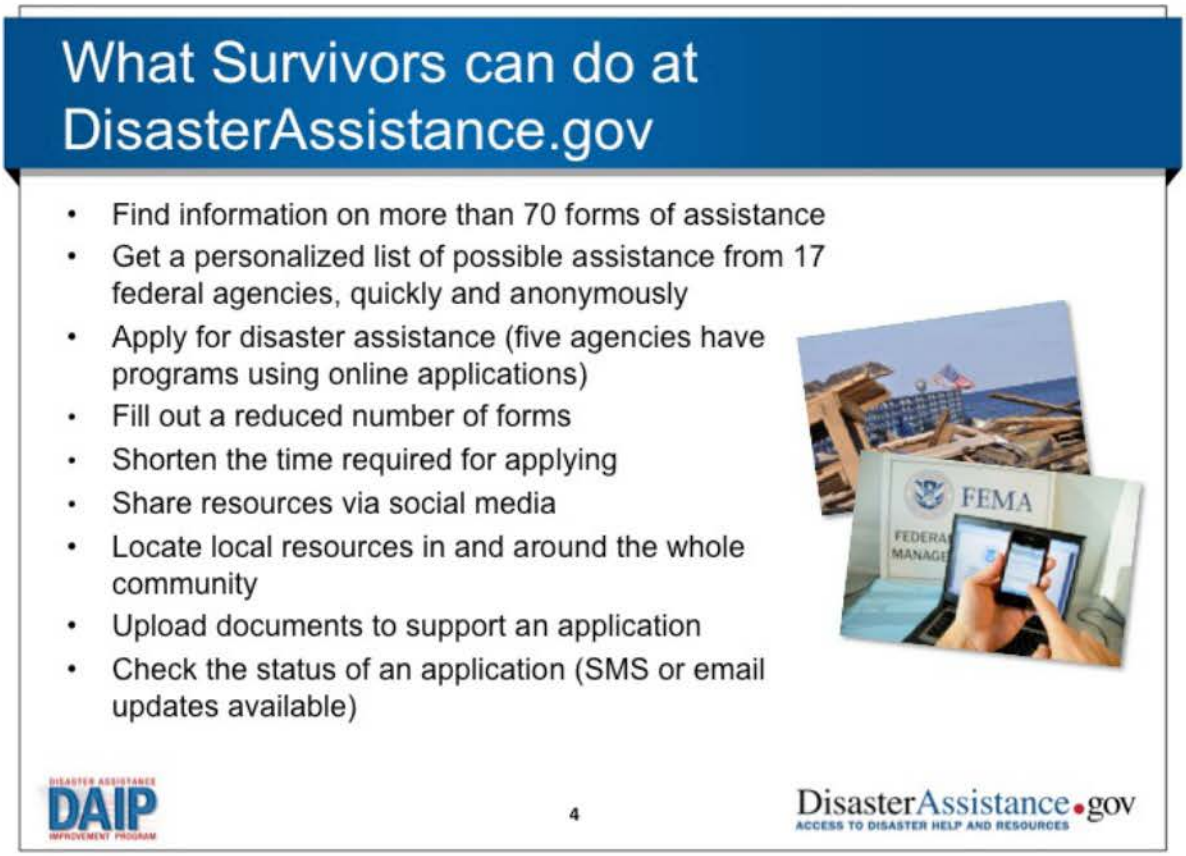


- My name is.....
- The ultimate goal of DisasterAssistance.gov is to help disaster survivors, and we want to engage all of our federal agency partners, individual states as well as affiliates in the private sector so that together we can meet the numerous and diverse needs of survivors across the country.



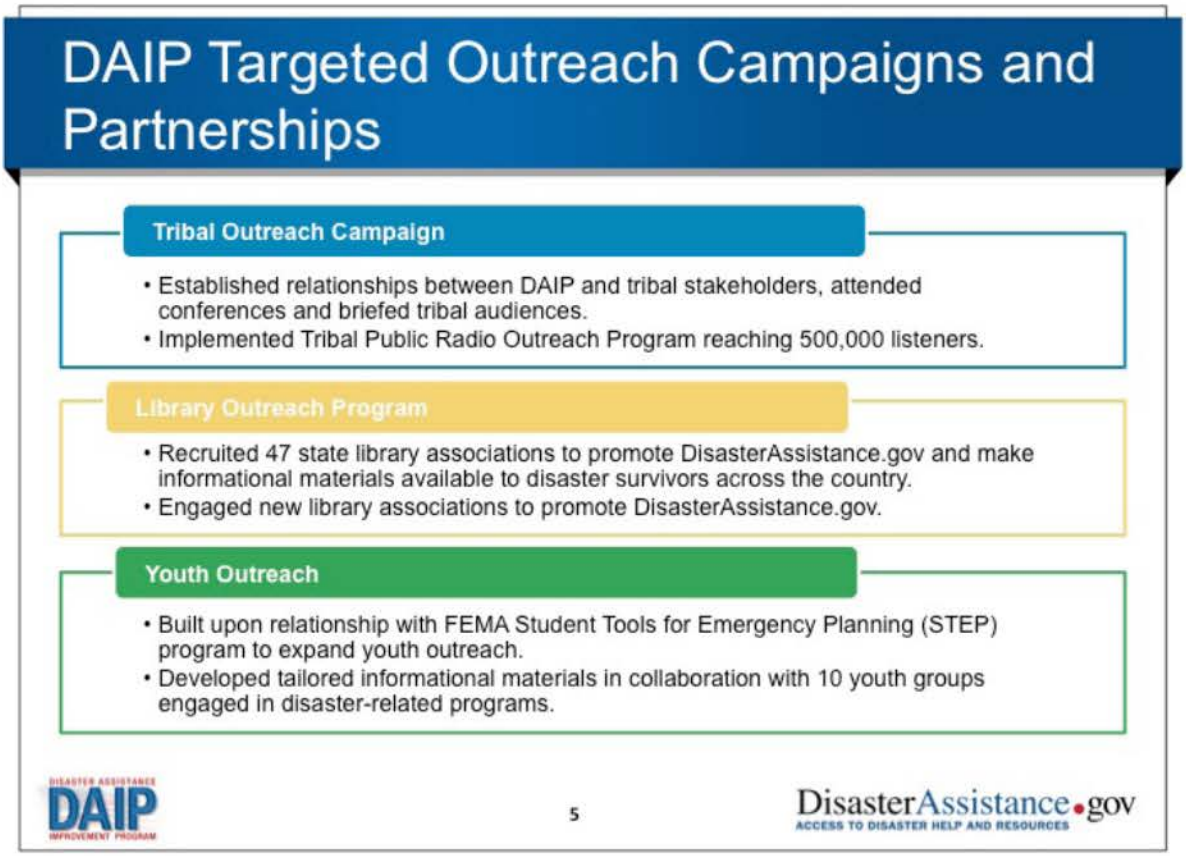
- The DisasterAssistance.gov portal is the result of collaborative efforts stemming from Executive Order 13411: Improving Assistance for Disaster Victims, which was signed on August 29, 2006, to improve disaster survivors' access to aid at the federal, state, local, tribal and private nonprofit levels.
- As a result of this executive order, DAIP was established to increase survivors' access to disaster information and make applying for disaster assistance easier.
- DisasterAssistance.gov launched on December 31, 2008, and the initial launch focused on forms of assistance that were federally administered.
- DAIP is in the process of expanding the portal to include disaster assistance from federal, tribal, state, local and private sector partners.
- There are 17 federal partner agencies and DHS/FEMA serves as the managing partner.
- Incidentally, as far as or partner categories go, we have Voting Partners and Advisory Partners.
- All partners in the top two sections of this table are providing Fiscal Year 2011 fiduciary support to DAIP, and thus, per our governance have voting rights on program decisions.
- The supporting partners listed at the bottom are considered Advisory Partners, and because of the fact that they are not contributing financially in FY11, they do not vote.
- They do, however, still provide key support and participation in the program and its decisions.

Next slide please…



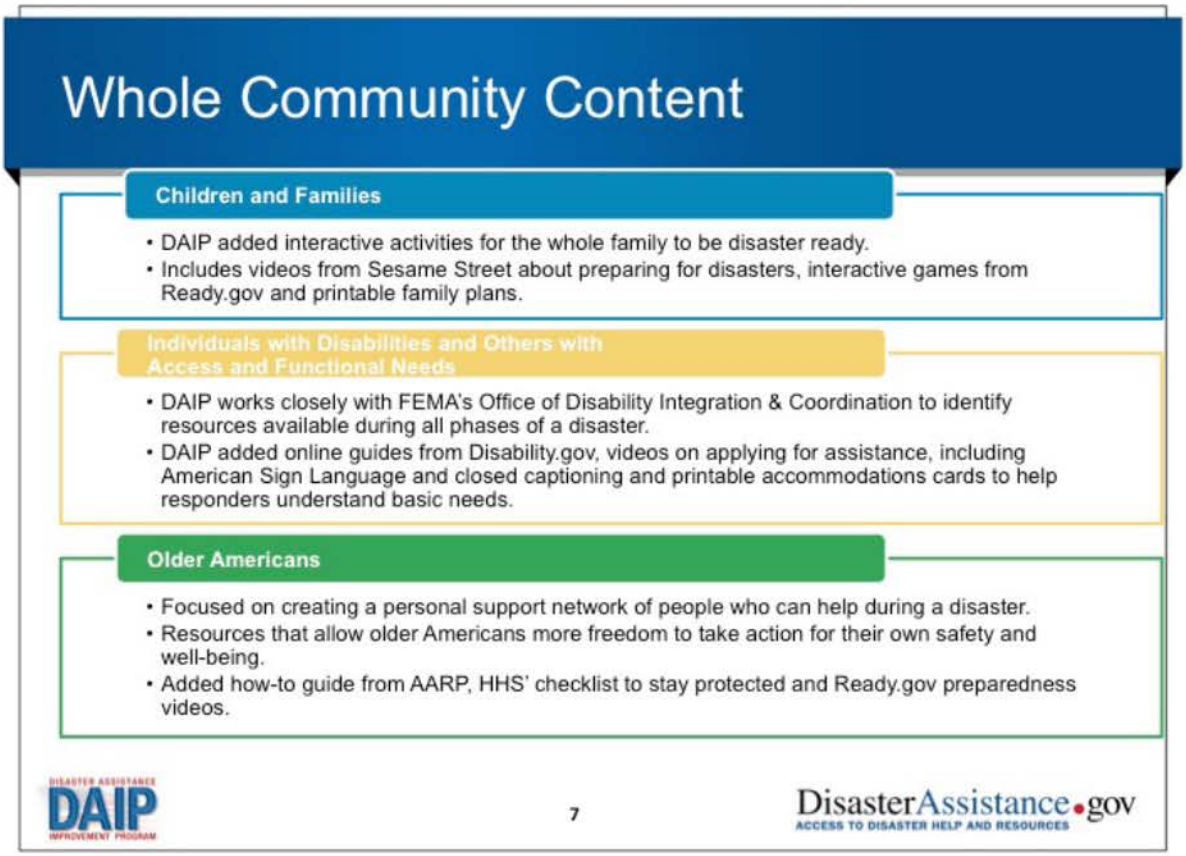
- DisasterAssistance.gov currently provides access to more than 70 forms of assistance (FOAs) offered by 17 federal agencies, as well as information on local resources to help keep disaster survivors safe during an emergency. **So, what can survivors do at DisasterAssistance.gov? Currently at the portal, survivors can:**
  - Find help for themselves, their family or their business during all stages of an emergency.
  - Learn what help they might be eligible for from 17 U.S. Government agencies in Spanish and English- for services like:
    - Be referred to Bureau of Indian Affairs for financial and social services.
    - Have their Social Security benefits sent to a new address.
    - Apply online for help from FEMA.
    - Find federal disaster recovery centers near their current address.
    - Search a list of housing available for rent.
    - Get information about their federal student loan.
    - Survivors can also reduce the number of forms they need to fill out
    - Shorten the time it takes to apply for aid.
    - Check the progress of applications online.
    - Continue to receive benefits from government programs even if they have to evacuate
- The site will continue to grow and evolve as additional forms of assistance are added, which we work with our partners to ensure the most up to date relevant information is available on DisasterAssistance.gov every day.
- It is important to note, too, that if you are affected by a disaster while traveling overseas, you can access the Department of State assistance through DisasterAssistance.gov. The earthquake in Haiti in 2010 is an example of a foreign disaster that affected U.S. citizens traveling in the country at the time of the event who may be using this website as a resource.

- DisasterAssistance.gov also provides news, information and resources to prepare for disasters, to help keep family and friends safe during an emergency and to recover afterwards. Available preparation, safety and recovery support includes:
  - The latest information on declared disasters, wildfires, hurricanes and earthquakes.
  - Information about emergency services such as evacuating, locating loved ones, clean water, food, shelter and medical attention.
  - How to recover and rebuild their home or business impacted by a disaster.
  - Resources in the community that can help people move forward, including energy efficient and green resources for homes and communities.
- In 2013, technological advancements to DisasterAssistance.gov include improvements to the application process:
  - DisasterAssistance.gov now offers new functionality to users that allows them to upload documents related to their application. This offers disaster survivors more flexibility than having to mail or fax supporting documentation.
  - DisasterAssistance.gov now allows disaster survivors the option to receive text messages regarding the status of their application.



- Now we'd like to mention a few of our latest outreach programs.
- **Conducting outreach to Native Americans tribes**, a historically underserved population, presents unique and significant challenges. For example, tribes generally live in remote areas, do not possess personal technological devices like cell phones or computers and often do not live in areas where DSL, cable, or radio towers are available.
- After conducting focus groups with tribal stakeholders, DAIP created and sent targeted outreach materials and 4 public service announcement scripts to all ten FEMA Regions, 2 major conferences and to several regional intertribal councils.
- Over 50 Native public radio stations currently include the PSAs in their programming. Additionally, the radio call in show Native America Calling featured our PSAs and an interview with a FEMA representative this summer to discuss disaster assistance to tribes following the flooding in Montana. The show has an estimated weekly audience of 500,000 listeners.
- **The second program we'd like to mention is the Library Outreach Program**. As you know, even without residential access to the Internet, DisasterAssistance.gov may be available using the Internet at your state or local library
- Last year we received support from 47 state library associations to promote the web portal and to make informational materials available to disaster survivors across the country.
- Additionally, we engaged new library associations such as the Young Adult Library Services Association and National Library of Medicine's Disaster Information Management Research Center to promote DisasterAssistance.gov.
- **The last outreach program** we'd like to discuss is our relationship with the FEMA Student Tools for Emergency Planning (STEP) program, which is a disaster preparedness education project supported by state emergency management in Regions I, II and V. The purpose is for students at the 4th and 5th grade level to be armed with strategies for dealing with various types of emergencies and to act as agents to share this awareness with family members.
- The amount of children STEP has reached since 2008 has more than tripled. This year they plan to reach 33,000 students in Regions I, II and V.
- Recently we decided to build on our relationship with STEP and expand our Youth Outreach Program by reaching out to four youth programs chosen because of their relative similarity to the STEP program.

- DAIP embarked on a Page Optimization - Universal Platform Page Rendering (UPPR), or responsive web design in 2013 - which improves the survivor's desktop and mobile experience with a primary focus on enhancing the mobile user experience through responsive Web design to the point of registration. Transition to the back end will be seamless to the user, but it is currently only mobile optimized and as such is maintained as two separate sites: one each for desktop and mobile.
- Responsive Web design framework provides dynamic site scaling by:
- Detecting the user's browser resolution and then displaying the website in the optimal state — either mobile or desktop version
- Eliminating the need for a separate mobile website that is customized to specific devices and screen sizes
- Appling a framework that catalogs webpage content and applies rules on how best to display page components on various screen sizes
- Additionally, the DAIP PMO can now manage home page content without developer intervention, including the ability to add emergency content, reorder home page content and default content areas to target the survivor's focus.



- FEMA's approach to emergency management is through the whole community, which means all segments of the populations with added focus on underserved communities of people.
- DAIP has embraced the whole community concept and added featured content to DisasterAssistance.gov focused on children and families, individuals with disabilities and other with access and functional needs, and older Americans.
- DisasterAssistance.gov includes resources like printable family plans, American Sign Language and closed captioning information as well as printable accommodation cards to help first responders.
- The whole community information for older Americans includes how-to guides from the American Association for Retired Persons (AARP) and some helpful preparedness videos from Ready.gov.

DisasterAssistance.gov FY13 YTD Metrics (through 7/31/13)

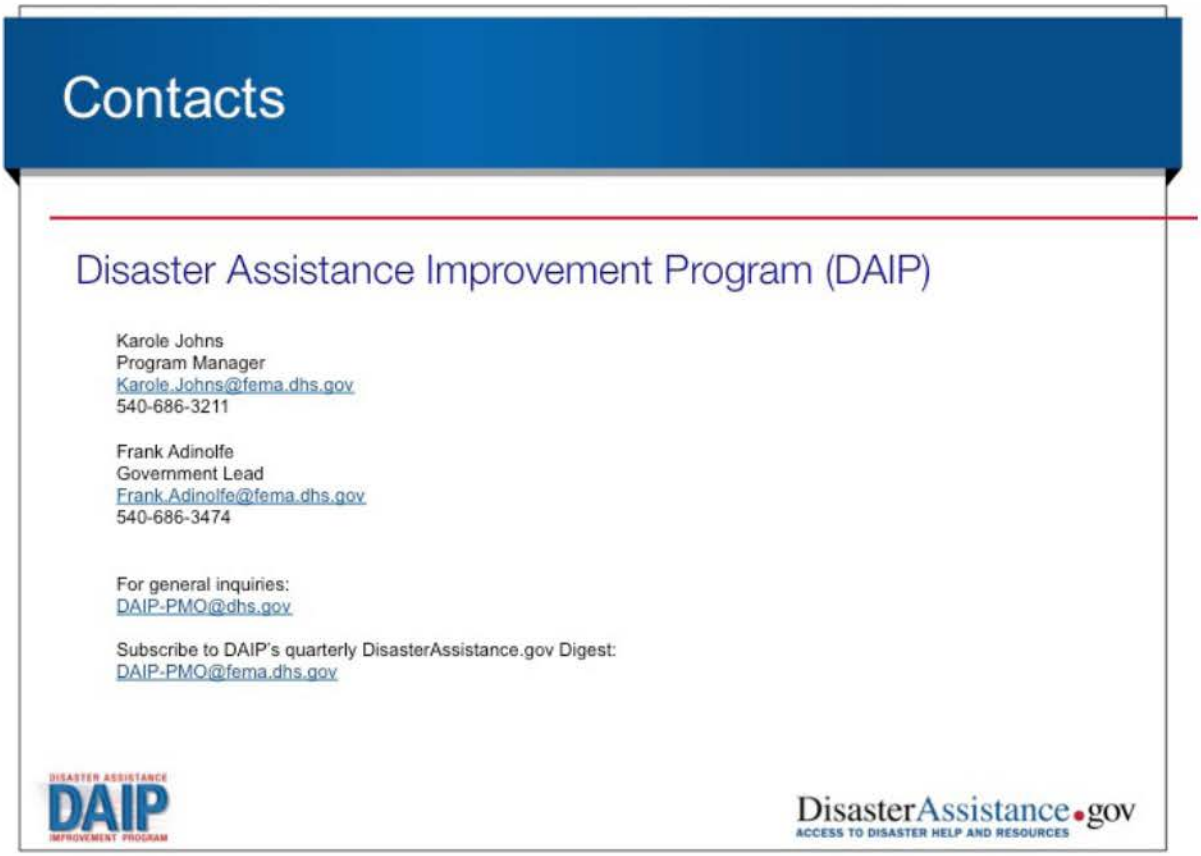
DHS	DoEd	DOI	DOJ	DOL	HHS	HUD	OPM	SBA	SSA	Treasury	USDA	VA
Page Visits per Agency - Forms of Assistance Page View												
958,638	82,512	7,864	14,556	164,045	1,142,924	991,900	5,126	672,590	264,942	816,698	929,644	65,563
Referrals Transferred into Application Process (includes Agency Form of Assistance Returns from Questionnaire)												
36,283	7,799	475	1,114	3,915	36,285	3,449	556	35,806	7,337	36,263	26,885	2,949
Transfers Out of DisasterAssistance.gov to Agency URL												
188,612	2,733	1,018	638	15,757	18,346	7,179	221	30,753	2,065	5,990	76,591	613
Links to DisasterAssistance.gov from Agency Domains												
1,207,491	557	222	48	3,887	454	2,685	0	2,812	245	4,353	495	141
Number of Data Transfers												
N/A	10,144	N/A	N/A	N/A	N/A	N/A	N/A	1,274,453	3,601	N/A	N/A	N/A

Metric	Total	Fiscal YTD%
Total DisasterAssistance.gov Site Visits	3,919,332	100%
Total Completed Questionnaires	1,042,269	100%
Unique Questionnaires as a percent of Total Completed Questionnaires	434,459	42%
Questionnaires Leading to an Application as a percent of Unique Questionnaires	36,296	8%
Mobile Applications	31,432	5%
Web Applications	333,554	50%
Call Center Applications	306,535	46%
Mobile Applicant Inquiries	977,890	31%
Web Applicant Inquiries	2,132,088	69%

Note: All information is based on available data as of 8/8/13.

DISASTER ASSISTANCE DAIP IMPROVEMENT PROGRAM

- The site metrics are monitored on a daily basis and compiled into monthly reports made available by the DAIP PMO.
- Each agency is tracked separately and collectively.
- The program sees incredible increases during periods following a disaster.
- The metrics shown here represent a relatively quiet disaster period, with no recorded hurricane or tropical storm activity over the summer.



- We need your support to continue to raise awareness of and expand our disaster support service offerings.
- With the support of the Whole Community, DisasterAssistance.gov can help your constituents by:
  - Easing the burden on disaster survivors and increasing their access to disaster relief by creating a continually updated information clearinghouse and providing access to immediate emergency services such as clean water, food, shelter and medical attention.
  - Reducing the time needed to apply for aid and check the status of claims.
  - Reducing redundancy in application forms and processes.
  - Offering information on the benefits most valuable to a disaster survivor such as housing, food and employment aid in both English and Spanish.
  - Providing disaster survivors with access to a call center in the event they do not have Internet access to ensure they can still register for assistance.
  - Ensuring that disaster survivors, who may be displaced or otherwise out of contact, continue to receive benefits from non-disaster related assistance programs.

DISASTER ASSISTANCE
DAIP
IMPROVEMENT PROGRAM
Thank you. Questions?

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

FREQUENTLY ASKED QUESTIONS

ANSWERS TO FREQUENTLY ASKED QUESTIONS ABOUT DISASTERASSISTANCE.GOV:

Please refer to the Frequently Asked Questions on DisasterAssistance.gov for inquiries about the registration and application process.

FREQUENTLY ASKED QUESTIONS ABOUT DISASTERASSISTANCE.GOV:

Before You Apply

When should I apply for disaster assistance on DisasterAssistance.gov?

You can apply for assistance on DisasterAssistance.gov after the President issues a major disaster declaration and your county is designated for Individual Assistance.

For a list of current federal disaster declarations:

- Visit FEMA's Disaster Declarations page.
- When you find your disaster, go onto your disaster's page.
- Once you are on your disaster's page, click on the **PDF of Map** to see the counties that are included in the declaration.

Remember, your county must be designated for Individual Assistance before you can apply on DisasterAssistance.gov.

To learn more about how a disaster declaration is requested, read the Declaration Process Fact Sheet.

Question: How do I search for forms of disaster assistance?

Answer: There are three ways to search for forms of disaster assistance on DisasterAssistance.gov:

- Take the Questionnaire by clicking on **Take the Questionnaire** under the **Get Disaster Assistance** tab to get a personalized list of possible forms of assistance. Based on your answers to the questions, you will receive a personalized list of possible forms of assistance.
  - The nature of the questions will vary. Most are specifically related to disasters, while others will use the information you provide to recommend other forms of assistance that may meet your individual needs.
  - You are not required to answer all questions to complete the questionnaire. Since this is an anonymous questionnaire, this information is not saved and will not be used by any federal agency.
- Browse by Category by clicking on **Browse by Category** under the **Get Disaster Assistance** tab. On this page, you can search for information about the forms of assistance available by category such as Housing, Insurance, Legal Counsel, Living Assistance, Social Security, and Disability Assistance, among others.
- Browse by Federal Agency by clicking on **Browse by Federal Agency** under the **Get Disaster Assistance** tab. On this page, you can search for information about the forms of assistance provided by a specific federal agency, including U.S. Department of Agriculture, U.S. Department of Housing and Urban Development, and U.S. Department of Veterans Affairs, among others.

Question: What should I expect when taking the questionnaire on DisasterAssistance.gov?

Answer: Taking the Questionnaire should take only a few minutes. You are not required to answer all questions but you will get the best results if you do. Based on your answers to the questions, the questionnaire will provide you with a personalized list of possible forms of assistance. The nature of the questions will vary. Most are specifically related to disasters, while others will use the information you provide to recommend other forms of assistance that may meet your individual needs.

Since this is an anonymous questionnaire, this information is not being saved and will not be used by any federal agency.

When You Apply

Question: How do I apply for disaster assistance through this website?

Answer: You may apply for disaster assistance two ways:

- Take the quick and anonymous disaster assistance questionnaire to get a personalized list of possible assistance. Once you receive your list, you can apply directly online to each referral or review additional information about how to apply for the forms of assistance that do not have an online application.
- Bypass the questionnaire by clicking **Apply Online** on the DisasterAssistance.gov home page. This will take you directly to FEMA's application for assistance from the Individuals and Households Program.

Note: There may be additional assistance programs you can identify by taking the questionnaire. These other forms of assistance are not managed by FEMA, but you can apply for them online or receive additional information on how to apply.

Question: How do I create an account to access my FEMA application online?

Answer: To create an online account, please:

1. Visit DisasterAssistance.gov.
2. In the middle of the screen, on the right side, you will see an area that says **Check Your Application Status**. Click the button that says **Check Your Status**.
3. Next, choose **Create Account** from the bottom of the login page.
4. A form will appear to confirm your identity. Fill in your date of birth and Social Security number.
5. To protect your identity and personal information, you will be asked to answer a few questions. The questions will include information pulled from your public records and are intended to prove your identity and ensure your personal information is secure.
6. After successfully verifying your identity, you will be asked to create a password.
7. A temporary PIN will be sent to the email address you provided. You should receive your temporary PIN within 24 hours.

Note: You will have two opportunities to confirm your identity. If you fail the second time, you will not be able to continue. If this happens, please contact FEMA's Online Registration Technical Assistance at 1-800-745-0243. Please have your Registration ID and Social Security number ready when you call.

When you first log in, you will be asked to change the temporary PIN to a personalized PIN of your choosing. You will need the following information:

- User ID
- Password
- PIN

FEMA representatives cannot create online accounts for applicants; this would be a violation of the Privacy Act. If you require technical assistance accessing your FEMA online account, please call FEMA's Online Registration Technical Assistance at 1-800-745-0243; they are available 24 hours a day, 7 days a week. Additionally, you can email your question to AskFEMA@mailps.custhelp.com and you will receive a response in 1 to 2 business days. If you have questions about the information on your online account, please call the FEMA Helpline at 1-800-621-FEMA (1-800-621-3362).

Question: I tried to set up my personal account online, but received an error message stating I "did not pass the security quiz." What does this mean, and what should I do?

Answer: Before you can set up a FEMA online account at DisasterAssistance.gov, you must verify your identify. You will be asked to take a short security quiz to ensure your personal information is secure. If you receive an error message, this message means your responses to the questions asked did not match information on record.

Contact FEMA's Online Registration Technical Assistance at 1-800-745-0243 for assistance with lost or forgotten user ID, PIN or password. Representatives are available 24 hours a day, seven days a week.

If you have questions about applying online, assistance offered by FEMA, or accessing your online FEMA account, please email AskFEMA@mailps.custhelp.com or call the FEMA Helpline 1-800-621-FEMA (1-800-621-3362). Representatives are available seven days a week from 7 a.m. to 10 p.m. local time. Disaster assistance applicants who have a speech disability or hearing loss and use TTY should call 1-800-462-7585 directly; for those who use 711 or Video Relay Service (VRS), call 1-800-621-FEMA (1-800-621-3362). Both resources are available seven days a week from 7 a.m. to 10 p.m. local time.

Question: What happens if I apply more than once for disaster assistance online?

Answer: If you complete more than one application for a single disaster, it may take longer to process your case. If you have suffered damage or loss caused by two or more disasters, you should apply for assistance for each disaster separately. Be sure to select the correct disaster on the first page of the application. Enter the damage and losses for that disaster only.

Question: Who do I contact for help with this site?

Answer:

- You can email your question to AskFEMA@mailps.custhelp.com and you will receive a response in 1 to 2 business days.
- If you get an error message or are having trouble accessing your account, please call FEMA's Online Registration Technical Assistance at 1-800-745-0243.
- Additional contact options are found on the Contact Us page under the **Help** tab.
- To apply for disaster assistance by phone or to check the status of your application, please call 1-800-621-FEMA (1-800-621-3362). Disaster applicants who have a speech disability or hearing loss and use TTY can call 1-800-462-7585 directly. Those who use 711 or Video Relay Service can call 1-800-621-FEMA (1-800-621-3362).

Question: I am trying to apply for FEMA assistance online, but I don't understand the information on these pages. Is there any help available offering further explanations?

Answer: If you have questions about applying online, assistance offered by FEMA or accessing your online FEMA account, please email AskFEMA@mailps.custhelp.com or call the FEMA Helpline 1-800-621-FEMA (1-800-621-3362). Representatives are available seven days a week from 7 a.m. to 10 p.m. local time. Disaster assistance applicants who have a speech disability or hearing loss and use TTY should call 1-800-462-7585 directly; for those who use 711 or Video Relay Service (VRS), call 1-800-621-FEMA (1-800-621-3362). Representatives are available seven days a week from 7 a.m. to 10 p.m. local time.

Contact FEMA's Online Registration Technical Assistance at 1-800-745-0243 for assistance with lost or forgotten user ID, PIN or password (available 24 hours a day, seven days a week).

You can also visit a FEMA Disaster Recovery Center (DRC). At a DRC, survivors can meet face to face with FEMA staff to learn how they can get help after a disaster. DRCs are set up in convenient locations to make it easier for survivors to learn about the disaster assistance process or to ask questions about their application. There are two ways to find a DRC:

- Search online for DRCs nearest to your location using the DRC Locator. DRC Locator also provides additional information about each DRC, such as hours of operation, services offered and driving directions to the DRC.
- Find DRCs nearest to your location by texting **DRC** and a **ZIP Code** to **4FEMA (43362)**.
  Searching for DRCs or shelters will not add you to a text message list. This feature is similar to doing a search on the Internet.

Question: How long can you stay on DisasterAssistance.gov without entering information?

Answer: Your DisasterAssistance.gov application session will time-out if there is no activity for 45 minutes and you will not be able to continue applying. Entries made before the system timed-out will not be saved.

- If you have not created a User ID and password yet, you will need to start over.
- If you have created a User ID and password and your session has timed-out please sign back in using your User ID and password. Once you have logged back in, any information you entered that was not saved will need to be re-entered.

Question: Do you have to be a U.S. citizen to be eligible for disaster assistance?

Answer: You or a member of your household must be a U.S. Citizen, Non-Citizen National, or a Qualified Alien to qualify for assistance from FEMA's Individuals and Households Program.

A Qualified Alien generally includes individuals who are lawful permanent residents (possessing an alien registration receipt card) or those with legal status due to asylum, refugee, parole (admission into the U.S. for humanitarian purposes), withholding of deportation or domestic violence. If you are unsure of your immigration status, you should consult an immigration expert to determine if your immigration status falls within the Qualified Alien category.

Adults that are not a U.S. citizen, non-citizen national or qualified alien, to include undocumented individuals, can apply on behalf of a minor child who is a U.S. citizen, non-citizen national or qualified alien and has a Social Security number. FEMA or the Social Security Administration (SSA) can provide information about obtaining a Social Security number for a minor child. The minor child must live with the parent/guardian applying on his/her behalf. No information regarding citizenship status will be gathered.

Other individual assistance programs such as Crisis Counseling, Disaster Legal Services and other short-term, non-cash emergency assistance, such as mass shelters, are available to individuals and families regardless of citizenship status. Additionally, voluntary agencies such as the American Red Cross and the United Way provide help regardless of citizenship status. To find voluntary organizations in your disaster area:

- Locate and contact your local American Red Cross or call 1-800-733-2767.
- Contact your local United Way by dialing 2-1-1 from any landline or mobile phone. If dialing 2-1-1 is NOT working for you, visit 211.org to find the 10-digit alternative number to the 2-1-1 service in your area.
- Visit the National Voluntary Organizations Active in Disaster (VOAD) website for more information on additional voluntary organizations.

Question: Who should I call if I want to apply for disaster assistance over the phone?

Answer: Disaster survivors may call FEMA at 1-800-621-FEMA (1-800-621-3362). Disaster survivors who have a speech disability or hearing loss and use TTY can call 1-800-462-7585 directly. Those who use 711 or Video Relay Service can call 1-800-621-FEMA (1-800-621-3362). Representatives are available seven days a week from 7 a.m. to 10 p.m. local time. You may apply directly to other agencies using the information found in the forms of assistance pages on the website by taking the questionnaire, browsing by category or by federal agency.

After You Apply

Question: How do I check the status of my application?

Answer: Applicants with an email account can check the status of an application by first creating an online account at DisasterAssistance.gov. Once you have created your account, visit DisasterAssistance.gov and click on **Check Your Status** located on the right side of the homepage. From there, you may log in and check the status of your application.

If you don't know whether your application is complete, you can call the FEMA Helpline at 1-800-621-FEMA (1-800-621-3362).

Question: When trying to check the status of my FEMA application, I received an error message stating "Your answers do not match our records." What should I do?

Answer: If you have questions about applying online, assistance offered by FEMA or accessing your online FEMA account, please email AskFEMA@mailps.custhelp.com or call the FEMA Helpline 1-800-621-FEMA (1-800-621-3362); available seven days a week from 7 a.m. to 10 p.m. local time. Disaster assistance applicants who have a speech disability or hearing loss and use TTY should call 1-800-462-7585 directly; for those who use 711 or Video Relay Service (VRS), call 1-800-621-FEMA (1-800-621-3362). Representatives are available seven days a week from 7 a.m. to 10 p.m. local time.

Contact FEMA's Online Registration Technical Assistance at 1-800-745-0243 for assistance with lost or forgotten user ID, PIN or password (available 24 hours a day, seven days a week).

Question: Is there a limit to the benefits disaster survivors may receive?

Answer: Disaster assistance varies by agency and form of assistance and is based on survivor needs. There are multiple forms of assistance you can find out about by taking the DisasterAssistance.gov questionnaire.

Limits to Amount of Assistance: Some agencies provide conditions and/or limit the amount of assistance an individual or family can receive. FEMA's Individuals and Households Program (IHP) provides financial help or direct services to those who have necessary expenses and serious needs if they are unable to meet the needs through other means. The maximum amount of assistance survivors can receive from the IHP is set on an annual basis. Not all survivors will be eligible to receive the maximum.

Supplemental Assistance: IHP assistance is supplemental and is meant to assist you in restoring your damaged property to a safe, sanitary, and functional condition; it is not intended to restore your damaged property to its condition before the disaster.

Proper Use of Assistance: All financial assistance provided by FEMA should be used as specified in your award letter, to include renting another place to live, making the home repairs, or replacing or repairing personal property. Failure to use the money as specified may make you ineligible for additional assistance. All money provided by FEMA is tax-free.

Insurance: FEMA's programs are not designed to take the place of insurance, nor can they cover all disaster-related losses. The assistance FEMA provides is not as comprehensive as an insurance policy. By law, FEMA cannot duplicate benefits, and FEMA can only help with verified losses not covered by your insurance company.

Duration of Assistance: Repair and Replacement Assistance is provided as a one-time payment. Temporary Housing Assistance is provided for an initial period of one, two, or three months. To be considered for additional temporary housing assistance, you must demonstrate that you have spent any previous assistance from FEMA as instructed, and you must demonstrate your efforts to re-establish permanent housing. Additional Temporary Housing Assistance is generally provided for one, two, or three months at a time. The maximum period for IHP assistance is 18 months.

Question: How does my insurance impact my eligibility for disaster assistance?

Answer: By law, FEMA cannot duplicate benefits by providing money for losses that are covered by your insurance. Therefore, you should file a claim with your insurance provider as soon as possible.

Delayed Insurance Settlement: If a decision on your insurance settlement has been delayed longer than 30 days from the time you filed the claim, you may write a letter to FEMA, explaining the circumstances of the delay. Any help subsequently awarded to you by FEMA would be considered an advance and must be repaid to FEMA once an insurance settlement is received.

Insufficient Insurance Settlement: If you have received the maximum settlement from your insurance and still have an unmet disaster-related need, you may write a letter to FEMA, detailing your unmet need. You must also provide documentation from your insurance settlement.

Exhaustion of Additional Living Expenses (ALE): If you have received the maximum settlement from your insurance for ALE and have a continued need for disaster-related temporary housing, you may write a letter to FEMA, detailing your need and providing proof of exhaustion via documentation.

You have up to 12 months from the date you applied with FEMA to submit your insurance information for review. If you have any questions, you may call FEMA at 1-800-621-FEMA (1-800-621-3362). Disaster survivors who have a speech disability or hearing loss and use TTY can call 1-800-462-7585 directly. Those who use 711 or Video Relay Service can call 1-800-621-FEMA (1-800-621-3362).

Question: If I don't agree with FEMA's decision, can I appeal?

Answer: If you disagree with FEMA's determination of eligibility or the form of assistance provided, you have the right to appeal within 60 days of the date of your notification letter. Send appeal letters to: Appeals Officer, FEMA - Individuals & Households Program, National Processing Service Center, P.O. Box 10055, Hyattsville, MD 20782-7055. You may call FEMA at 1-800-621-FEMA (1-800-621-3362). Disaster survivors who have a speech disability or hearing loss and use TTY can call 1-800-462-7585 directly. Those who use 711 or Video Relay Service can call 1-800-621-FEMA (1-800-621-3362).

Question: Does disaster help have to be repaid?

Answer: Generally, disaster assistance from FEMA's Individuals and Households Program (IHP) does not have to be repaid. However, if you informed FEMA that your insurance settlement was delayed and as a result obtained disaster assistance, any funds awarded to you by FEMA would be considered an advance and must be repaid to FEMA once your insurance settlement is received.

As IHP assistance is limited to assisting applicants with necessary expenses and serious needs, most disaster aid from the federal government is in the form of low-interest disaster loans from the U.S. Small Business Administration that must be repaid.

Question: How can I report disaster fraud?

Answer: There are several ways to report disaster fraud:

- Call the FEMA Waste, Fraud and Abuse Hotline at 1-800-323-8603. You do not have to provide your name.
- Fax DHS OIG Hotline at 202-254-4297.
- Email FEMA-OCSO-Tipline@fema.dhs.gov.
- Write to the DHS Office of Inspector General, Attn: Office of Investigations Hotline, 245 Murray Drive SW, Building 410/ Mail Stop 2600, Washington, DC 20528

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

DISASTERASSISTANCE.GOV UPDATE

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

DisasterAssistance.gov April Update

April 2013

April Update

- Updates to DisasterAssistance.gov in April included improvements to the website's usability, security and functionality.
- Tools to help survivors with a faster information exchange for assistance were also included in this update. Improvements include the ability for disaster survivors to safely and securely electronically correspond (e-correspond) directly with FEMA through email or through text message updates whenever the status of their application changes.
- Survivors may also use DisasterAssistance.gov to upload documents that support their request for assistance (e.g. medical records, insurance info, receipts) to aid in quicker responses to their application.

DisasterAssistance.gov
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SMS Text Messaging

Now on-the-go survivors can check the status of their applications by opting in or out to receive text message application updates. Types of notifications available include:

- Application Status Update
- FEMA's request for Information
- Inspector Unable to Contact

Text messaging service will reduce disaster survivors' anxiety of not knowing the status of their application or when to check their account.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

3

SMS Capability

While applying for assistance, survivors can opt in and opt out to receive text messages/updates on their application via SMS via:

- DisasterAssistance.gov, under Access Your Account, on the correspondence preference page
- Calling FEMA, a representative will ask if they want to receive text messages on the status of their application. To take advantage of this tool, survivors must first create an account online.
- Survivors can opt out by sending a text message with the word "STOP" to 4FEMA.

- Text message updates are available in Spanish
- Survivors must agree to the terms of SMS text messages (standard message rates will apply)

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Applicant Inquiry Upload

Applicant inquiry upload allows survivors to electronically deliver important documents that FEMA requires to support their application for assistance. The types of documentation survivors can upload include, but are not limited to, copies of:

- Driver's License
- Marriage Certificate/ License
- Utility bill
- Social Security card
- Medical records

This capability reduces the burden of manually requesting, categorizing and filing documentation in support of survivors' applicants for assistance.

DisasterAssistance.gov
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Applicant Inquiry Upload

- Survivors must be logged in to their account (applicant upload) to upload supporting documents FEMA requested.
- Survivors can only upload documents from their desktop at this time
  - Acceptable file formats include: JPG, PNG, GIF, TIFF, PDF
  - 10 MB total file upload limit
- Survivors can log in to Applicant Inquiry as many times as needed to upload documents.

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DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

May *DisasterAssistance.gov Update*

May 2013

May Update

- Updated DisasterAssistance.gov in May to improve the website's content, usability and functionality.
- Created three new pages addressing the whole community effort to be better prepared before, during and after a disaster. These new pages include valuable content and links to resources from various federal partners, state emergency management groups and nonprofit organizations.
- Updated and reorganized the frequently asked questions (FAQs), providing an easier way for survivors to find answers quickly and efficiently.
- Updated Health and Human Service's (HHS) forms of assistance for readability, ensuring the whole community has a better understanding of the available assistance.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

Whole Community Content

- Added three new pages for whole community, including resources and information for individuals with disabilities and others with access and functional needs, older Americans, as well as children and families.
- Created new content subpages for online resources, downloadable guides/ resources and videos providing valuable resources to underserved populations.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

3

Whole Community Pages

Children and Families

- Added interactive activities for the whole family to be disaster ready.
- Included videos from Sesame Street about preparing for disasters, interactive games from Ready.gov and printable family plans.

Individuals with Disabilities and Others with Access and Functional Needs

- Worked closely with FEMA's Office of Disability Integration & Coordination to identify resources available during all phases of a disaster.
- Added online guides from Disability.gov, videos on applying for assistance, including American Sign Language and closed captioning and printable accommodations cards to help responders understand basic needs.

Older Americans

- Focused on creating a personal support network of people who can help during a disaster.
- Resources that allow older Americans more freedom to take action for their own safety and well-being.
- Added how-to guide from AARP, HHS' checklist to stay protected and Ready.gov preparedness videos.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

4

Update to FAQs

- Based on questions and feedback from survivors, as well as updated website capabilities, DAIP updated the FAQs on DisasterAssistance.gov to include:
  - A reorganization of FAQs into three categories: Before You Apply, When You Apply, and After You Apply to answer survivor's questions more quickly and efficiently.
  - Additional FAQs to better inform survivors about when they should apply for assistance, how to create an account and information about limits to the amount of assistance survivors can receive.
  - Content refresh to reflect latest DAIP and FEMA messaging.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

5

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

June *DisasterAssistance.gov Update*

June 2013

Universal Platform Page Rendering(UPPR) Project

- UPPR improves the survivor's desktop and mobile experience with a primary focus on enhancing the mobile user experience through responsive Web design to the point of registration. Transition to the back end will be seamless to the user, but it is currently only mobile optimized and as such is maintained as two separate sites: one each for desktop and mobile.
- Responsive Web design framework provides dynamic site scaling by:
  - Detecting the user's browser resolution and then displaying the website in the optimal state — either mobile or desktop version
  - Eliminating the need for a separate mobile website that is customized to specific devices and screen sizes
  - Appling a framework that catalogs webpage content and applies rules on how best to display page components on various screen sizes
- Additionally, the Disaster Assistance Improvement Program (DAIP) PMO can now manage home page content without developer intervention, including the ability to add emergency content, reorder home page content and default content areas to target the survivor's focus.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

1

New Streamlined Interface

*Please note- the screen shots above and following are representative and may differ slightly from the production environment

2

DisasterAssistance.gov: Desktop Home

Quick Links
Access the core tabs or share results from anywhere on the site

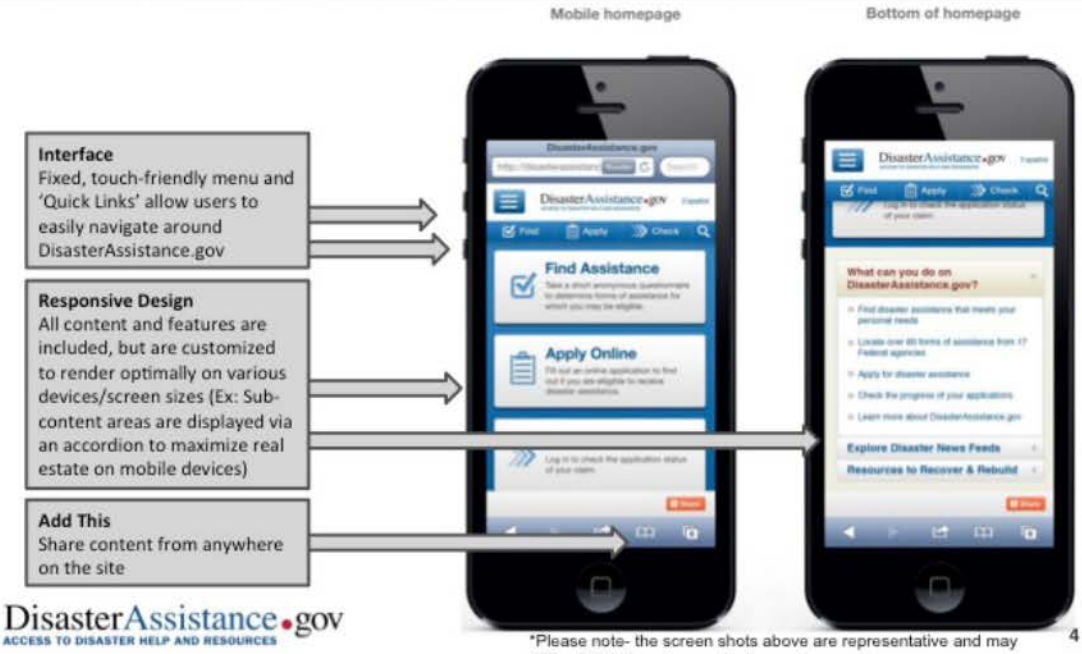
Interface
Users can toggle between the 'Find Assistance,' 'Apply Online,' and 'Check Your Status' tabs. Corresponding images provide additional information and links

Program Content
Sub-content areas can be modified to display program or event specific information

3

*Please note- the screen shots above and following are representative and may differ slightly from the production environment

DisasterAssistance.gov: Mobile Home



DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

*Please note- the screen shots above are representative and may differ slightly from the production environment

4

DisasterAssistance.gov June Update

- Additional updates to DisasterAssistance.gov in June included improvements to the website's usability, functionality and efficiency.
  - Increased analytics capture for all new site capabilities to better understand how survivors are interacting with the desktop and mobile site, including dedicated Google Analytics tracking.
  - Rebranded core site functions as Find Assistance, Apply Online and Check Your Status.
  - Added navigation breadcrumbs to aid the survivor in navigating to other levels within their navigated path.
  - Created ability for survivors to easily share DisasterAssistance.gov content via social media channels from anywhere on the site.
  - Improved survivors' ability to more easily find and sort through frequently asked questions (FAQs) and 70+ forms of assistance (FOAs) by adding expand/collapse capabilities for FAQs and FOAs.

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5

DisasterAssistance.gov
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DisasterAssistance.gov July/August Update

September 5, 2013

July/August Update

- Updated DisasterAssistance.gov in July and August to include improvements to the website's usability, security, functionality and analytics.
- Integrated Bing webmaster tools to determine how survivors are locating DisasterAssistance.gov from the Bing search engine, providing the Disaster Assistance Improvement Program the ability to tailor site content to terms users are using within search engines.
- Implemented an updated XML search engine site map to allow search engines to more easily crawl and return DisasterAssistance.gov content for Bing and Google searches.
- Kicked off the DisasterAssistance.gov Questionnaire Migration project. This effort will host the questionnaire in the DHS Cloud and provide a single front-end content management source.
- Worked with the Department of Energy to add valuable links to various renewable energy resources for disaster survivors or those interested in investing in more sustainable materials for their home or business.

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2

Department of Energy Content: Renewable Energy Resources

- DAIP worked with Department of Energy and the National Renewable Energy Resources Laboratory to add content to the site to the DisasterAssistance.gov Disaster Information content tab's **Community Resources** and **Moving Forward** pages.
- The content spans information from Department of Energy to the Environmental Protection Agency.

DisasterAssistance.gov
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3

Renewable Resources Additions: Highlights

- The August release included information and links to important resources from the Department of Energy to help survivors access renewable resources as they rebuild.
- Content highlights include:
  - Alternative fuel station locator map
  - Renewable energy resources mapping tool to find available sources in your area
  - Solar/wind/geothermal planning tool to estimate the cost and savings of converting your home or business to a renewable energy source as you rebuild
  - Information on rebuilding green so survivors can access the latest information on energy efficiency standards for homes
  - Information on energy and water conserving appliances for survivors to obtain tax credit information and potential energy money savings

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4

DisasterAssistance.gov
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DisasterAssistance.gov September Update

October 9, 2013

September Update

- Incorporated Google Analytics tracking code to the News Feed links to increase analytics capture, which allows additional visibility in user behavior.
- Adjusted Google Analytics settings to more accurately reflect disaster survivor use, omitting internal activity from the data roll up, including IP addresses associated with DAIP internal testing activities.
- Simplified usage of the Continue to Application page by transposing the location of the **Back to Results** and **Apply Online** buttons
- Added a Business USA (www.Business.USA.gov) link to broaden the disaster related resources available to businesses on DisasterAssistance.gov.
- Updated the Disaster Survivor Application Checklist by changing the word spouse to co-applicant following the Supreme Court ruling on the Defense of Marriage Act.
- Consolidated four fact sheets into one to provide helpful disaster assistance information available from the federal government.

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

2

September Update Continued

- Procured and implementing Keynote DeviceAnywhere, a mobile testing solution that will allow the Disaster Assistance Improvement Program to test DisasterAssistance.gov against real devices on real mobile networks through a cloud-based service eliminating the need for device ownership, management or upgrades. Benefits include access to any number of current devices and platforms anytime, anywhere, at a lower cost than owning and managing physical devices.

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3

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ANNUAL REPORTS

DisasterAssistance.gov
ACCESS TO DISASTER HELP AND RESOURCES

DISASTER ASSISTANCE IMPROVEMENT PROGRAM (DAIP) FISCAL YEAR 2012 ANNUAL REPORT

DAIP AT A GLANCE

In Fiscal Year 2012, DAIP made the following progress toward achieving the program's strategic goals and objectives:

GOAL 1: PROVIDE DISASTER SURVIVORS ACCESS TO NEEDED ASSISTANCE

- Used disaster survivor feedback from surveys (phone and online) and three usability studies to improve DisasterAssistance.gov's homepage and navigation, simplifying the disaster assistance process for survivors
- Created a new area on DisasterAssistance.gov for users to download informational materials and forms needed to complete the application process, reducing wait time for postal mail or in-person completion on the Declaration and Release Form

GOAL 2: IMPROVE DAIP BUSINESS PROCESSES

- Launched a new mobile applicant inquiry feature, allowing on-the-go survivors to check the status of their disaster assistance application on their smartphone
- Implemented a ForeSee customer satisfaction survey to gather real-time disaster survivor feedback to help continually improve the website
- Completed migration of DAIP systems into DHS Data Center 2, eliminating the need for the program to rely on a commercial data center in Plano, Texas, to provide redundancy and improve scalability for DisasterAssistance.gov registration intake capabilities
- Collaborated with FEMA National Processing Service Centers to improve disaster assistance account creation processes, help survivors better understand the disaster assistance process, and improve controls to help reduce duplication of benefits and prevent improper payments

GOAL 3: COORDINATE INTERAGENCY OPERATIONS

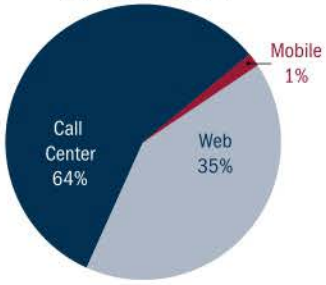
- Leveraged the DAIP Working Group and Executive Steering Committee to direct coordinated updates and enhancements to DisasterAssistance.gov, ensuring a government-wide approach to providing cross-partner disaster assistance
- Established memorandums of understanding with partner agencies to reduce paperwork, ensure DisasterAssistance.gov funding and maintain continuity of operations
- Conducted a DisasterAssistance.gov partnership roadshow to introduce DAIP's new Program Manager Karole Johns to agency leadership and discuss the vision of the program moving forward

DisasterAssistance.gov AT A GLANCE

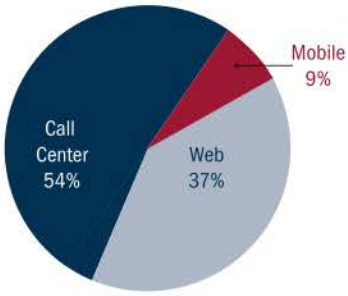
DisasterAssistance.gov supported 12 presidentially declared disasters (individual assistance) and received a 98% satisfaction rating.*

*phone customer satisfaction survey results of applicants who applied online

FISCAL YEAR 2012 APPLICATIONS FOR ASSISTANCE
PRE-HURRICANE ISAAC
(10/1/11–8/30/12)



FISCAL YEAR 2012 APPLICATIONS FOR ASSISTANCE
POST-HURRICANE ISAAC
(8/31/12–9/30/12)



APPLICATIONS FOR ASSISTANCE	FY 12	ISAAC
WEB	129,773	80,133
MOBILE	21,290	19,155
CALL CENTER	208,695	116,675
TOTAL	359,758	215,963

VISITS	FY 12	ISAAC
WEB	1,444,803	478,317

On September 4, DisasterAssistance.gov received 55,752 visits—the greatest volume of single-day traffic to the site since the launch in 2008, far surpassing the previous single-day high of 33,434 visits from Hurricane Irene and Tropical Storm Lee in September 2011.

DisasterAssistance.gov

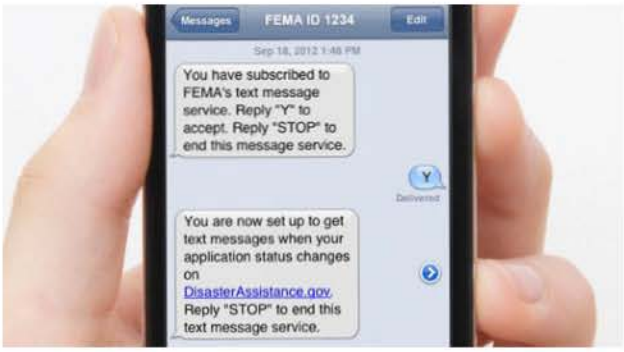
ACCESS TO DISASTER HELP AND RESOURCES

DISASTER QUESTIONNAIRE GOES MOBILE, DELIVERS RESULTS

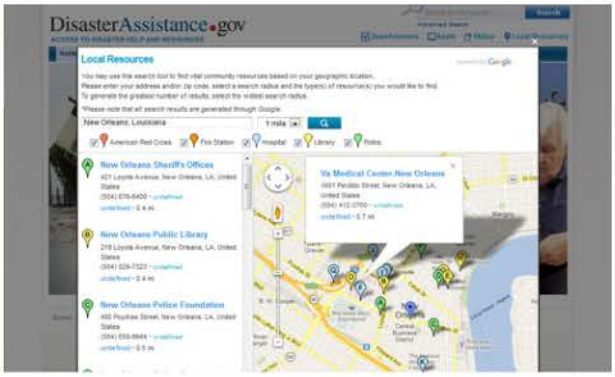
In Fiscal Year 2012, disaster survivors took the DisasterAssistance.gov questionnaire more than 16,000 times, more than half of which came following Hurricane Isaac's landfall. Survivors used the tool to quickly and anonymously get a personalized list of possible assistance. DAIP made improvements to the questionnaire by making it dynamic, meaning it tailors recommendations in real time based on how survivors answer questions. The tool also allows users to search forms of assistance by category or agency. Users can sort, tag and find more information on specific forms of assistance, and then print or email their results.

DAIP deployed a mobile version of the questionnaire fully equipped with buttons and drop downs, enabling users easier access and use of the tool via Web-enabled mobile devices.

FUTURE ENHANCEMENTS



Application status updates via FEMA text messaging service will help survivors keep track of and manage their recovery process.



Google Maps integration will help users locate local resources, such as police, fire stations, urgent cares and hospitals.

PARTNERS CONNECT TO HELP DISASTER SURVIVORS

In May, FEMA raised awareness of DisasterAssistance.gov capabilities by presenting the site at the Annual National Voluntary Organizations Active in Disaster Conference, and the Department of the Interior raised awareness of the site by presenting the portal's capabilities at the 3rd Annual Tribal Assistance Coordination Group Conference.

In August, DAIP worked with the Department of Agriculture to add a banner on the DisasterAssistance.gov homepage directing land owners faced with severe drought conditions to critical resources and forms of assistance.

Partnering with the Small Business Administration, DAIP kicked off a federated application project that will reduce data entry for disaster survivors, allowing DisasterAssistance.gov to safely and securely share more, relevant data with partner agencies.

Talking Points

Homeowner Flood Insurance Affordability Act Implementation of Section 3 – Further Clarification of the Repeal of Certain Rate Increases (April 15, 2014 Bulletin)

- National Flood Insurance Program (NFIP) is providing a bulletin to its private sector, Write Your Own insurance company partners to provide updated information for Bulletin W-14014, dated April 15, 2014, pertaining to the implementation of the Homeowner Flood Insurance Affordability Act of 2014 (HFIAA). Specifically, the NFIP is providing further clarification on options for notifying policyholders of changes in premium resulting from restoring Pre-Flood Insurance Rate Map (FIRM) subsidies for policyholders affected by section 3 of the HFIAA. It also provides guidance for acceptance of a statement of primary residence in lieu of documentation.

Background:

- On March 21, 2014, President Obama signed the Homeowner Flood Insurance Affordability Act of 2014 into law. This law repeals and amends certain provisions of the Biggert-Waters Flood Insurance Reform Act of 2012 (Biggert Waters) and the National Flood Insurance Act of 1968.

- As we informed you last week, steps are underway to begin implementation of the new legislation and provide relief to qualifying policyholders who received rate increases under Biggert-Waters. This action begins to implement FEMA's first priority to stop policy increases for certain subsidized policyholders as outlined in the Act.

- As part of implementing the Act, FEMA is required to consult with its partner Write Your Own (WYO) insurance companies to develop guidance for implementing policy changes. As a result of the most recent WYO consultation meeting with the WYO companies who service the existing and new policies on behalf of the NFIP, identified areas of the April 15, 2014 bulletin that require updated clarifying information.

- FEMA is providing additional guidance on the following areas:

    - Policyholder Notifications: To provide options for renewal procedures for Renewal Notices, Revised Renewal Notices, Revised Final Notices, and Notices of Revised Premium for Expired Policies for those policies with changes in premium resulting from restoring Pre-FIRM subsidies the NFIP is providing specific notification requirements.

    - New Homeowners Proof of Residency Requirements: The NFIP will accept a signed statement from the insured instead of prescribed verification documentation of primary residence when documentation is not yet available for newly purchased properties.

- Tentative and Provisional Rates: These policies that are effective on or after October 1, 2013, and become eligible for a Pre-FIRM subsidized rate, can be changed to the Pre-FIRM subsidized rate in order to process a claim.

Office of External Affairs
U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

Talking Points

Recoupment of Improper Payments – Individuals and Households Program

March 14, 2014

TOPLINE MESSAGE:

- At FEMA, we are committed to being responsible stewards of taxpayer dollars.
- We have made excellent progress in reducing improper payments, and continue to work diligently to put protections in place that will safeguard against waste, fraud and abuse.
- FEMA has reduced the percentage of improper payments below its current rate of 1%, while maintaining a fair and transparent process for recovering these payments.

TALKING POINTS:

- A January 2011, DHS Office of Inspector General management advisory reinforced that FEMA and other federal agencies are required by law to recoup incorrectly paid funds. These may have been paid correctly based on the information available at the time and later new information came to light, or they may have been paid in error.
- We have made progress in reducing improper payments. We continue to work diligently to put protections in place that will safeguard against waste, fraud and abuse and reduce further the percentage of improper payments below its current rate of 1%, while maintaining a fair and transparent process for recovering these payments.
- Following every federally declared disaster, as a standard part of our processes, FEMA conducts audits of disaster assistance payments to individuals, ensuring taxpayer dollars were provided appropriately and in an amount meeting the eligible needs of the applicant.
- Should FEMA's review find that there potentially was fraud, FEMA sends the case to the DHS Office of Inspector General for further investigation. Recoup actions on the case are suspended pending a determination from the OIG on whether they will proceed with prosecution of the case.
- Upon discovery of a improper payment, with no indication of fraud, FEMA will mail a Notice of Debt letter to the disaster survivor with details about why they are receiving

such a letter and their choices, including how they may appeal, or request a compromise of their debt and/or a payment plan.

- The letter FEMA sends will explain that the applicant has received funds from FEMA that need to be repaid. The letter also explains why the applicant has to pay back the money and spells out the applicant's rights and options.

- FEMA is committed to working with all applicants identified for recoupment to ensure they have a complete understanding of the determination made in their case and the various options available to them to resolve this debt. If an individual has immediate questions about their case, they may contact FEMA's Recoupment Helpline at 1-800-816-1122 or TTY at 1-800-462-7585 for persons who are deaf, hard of hearing or those with speech disabilities, between the hours of 9:00 a.m. and 8:00 p.m. EST, Monday through Friday.

- Individuals who receive a Notice of Debt may choose one of the following options:
  - Pay the amount in full;
  - Request a payment plan;
  - Request a compromise of the debt;
  - Request a copy of their FEMA records for inspection or review and/or file an appeal within 60 days or;
  - Contact FEMA to discuss the case

- If applicants choose to file an appeal, they may also submit a written request for an oral hearing as part of that appeal. Cases which raise issues of truth, veracity or other appealable concerns and cannot be resolved using documentary evidence will be granted an oral hearing.

- FEMA will make a decision on an applicant's appeal and send them a follow-up letter explaining the basis of the decision along with a description of the next steps in the process, such as the opportunity to request a payment plan and/or a compromise of the debt based on inability to pay.

- If applicants choose not to file an appeal, they will have the opportunity to request a payment plan and/or a compromise of the debt based on inability to pay.

- FEMA's current improper payment rate for the Individuals and Households Program is less than 1 percent.

- Since 2007, FEMA has worked diligently to develop new processes and system improvements to identify, reduce and recover improper payments disbursed to disaster assistance applicants.

- FEMA has focused on the increased prevention of improper payments by developing new information management procedures in our National Processing Service Centers (NPSCs). The NPSCs have worked with the Office of Chief Information Officer to

improve the National Emergency Management Information System (NEMIS) software used to process applications for disaster assistance. These actions include:

- Using identity and occupancy verification checks to prevent automated payments to applicants who may have used false representation of a name, social security number or address;
- Flagging "high risk" addresses such as check cashing stores, mail drops, cemeteries, and jails to block them from receiving automated payments;
- Blocking duplicative rental assistance payments for overlapping months or payments over the IHP maximum;
- Stopping duplicative registrations over the Internet to prevent duplicate payments to the same applicant;
- Improving the NEMIS business rules to prevent duplicate payments to applicants at the same address; and
- Adding a NEMIS direct assistance module to track individuals in mobile homes or travel trailers in order to prevent the provision of financial rental assistance to applicants who were already housed by FEMA.

- FEMA has focused on the increased prevention of improper payments by instituting organizational changes which have further contributed to the decreased error rate:

  - IHP Assistance Group - FEMA established the National Coordination Team (NCT) in 2008 at the NPSCs to provide clear, consistent and timely guidance regarding IHP policies and case processing procedures in order to reduce case processing errors, improve operational efficiency and overall delivery of service.
  - Specialized Processing Groups - The NPSCs have established specialized teams of employees referred to as Specialized Processing Groups dedicated to the processing of some of the more difficult cases, such as appeals and recoupments.
  - Quality Control Enhancements - The NPSCs have expanded the Quality Control group to include reviews of special projects and new case processing procedures. This has enabled the NPSCs to rapidly identify problems with projects and new processing guidelines and take remedial action as necessary.
  - Audit Group – The NPSCs have established an Audit Group responsible for performing internal audits and analysis on the efficiency and effectiveness of the manner in which IHP is administered by the NPSC enterprise.
  - Re-Credentialing Training - The NPSCs have updated their IHP credentialing training curriculum to include changes in IHP policy and case processing procedures. In 2009, all NPSC staff involved in manual case processing received re-credentialing training and refresher courses in 2012.

AMERICA'S PrepareAthon!™
BE SMART. TAKE PART. PREPARE.

Talking Points

Key messages to communicate consistently with various audiences about America's PrepareAthon![SM]

- Being prepared for disasters is a shared responsibility. It takes the whole community working together to effectively prepare for, respond to, and recover from the destructive forces of nature and other emergencies and disasters.
- America's PrepareAthon! is a national community-based campaign for action to increase emergency preparedness and resilience.
- The Ready Campaign established four universal building blocks of preparedness − Be Informed, Make a Plan, Build a Kit and Get Involved − and raised awareness about the importance of preparing. America's PrepareAthon! builds on this foundation by adding a focused national call to action for individuals and organizations to take simple, specific actions to increase their preparedness for a potential disaster.
- America's PrepareAthon! provides preparedness guides and resources to help workplaces, schools, houses of worship, community-based organizations, and the whole community practice specific preparedness activities necessary to stay safe before, during, and after an emergency or disaster.
- When Americans prepare and practice for an emergency in advance of the event, it makes a real difference in their ability to take immediate and informed action, which, in turn, enables them to recover more quickly. Participation in drills, exercises, and trainings help to establish brain patterns that support quick and effective action during an emergency.
- America's PrepareAthon! provides instructions for educational discussions, simple drills, and exercises for a range of disasters that will help people:
  - understand which disasters could happen in their community;
  - know what to do to be safe and mitigate damage;
  - take action to increase their preparedness; and
  - participate in community resilience planning.
- America's PrepareAthon! is modeled on the success of The Great ShakeOut earthquake drills, which have moved millions of people to practice what to do during an earthquake and improve preparedness. The Great ShakeOut will continue to be a day of action for earthquake preparedness associated with America's PrepareAthon!

AMERICA'S PrepareAthon!™
BE SMART. TAKE PART. PREPARE.

Examples of Sector-Specific Talking Points

Workplace-Specific Talking Points

- Twice a year, your business has an opportunity to join other businesses in workplace drills and exercises that can strengthen your company and its workforce against disasters.
- America's PrepareAthon! provides step-by-step instructions on drills and activities that are easy to implement. America's PrepareAthon! provides resources to help businesses assess their continuity of operations plan and develop a corrective action plan for identified gaps.
- The continuity of commerce and community services is a cornerstone of community resilience.
- Participating in America's PrepareAthon! will help reduce a disaster's devastating impacts, including injury and disability, financial loss, loss of life, and property damage.

School-Specific Talking Points

- Children comprise approximately 25 percent of our Nation's population and they play an important role in disaster preparedness.
- America's youth are highly effective messengers to reach and influence parents, other adults and their peers.
- Youth who are trained in preparedness are more resilient in actual disasters.
- Ensuring that school children are safe is an essential component of community preparedness.

AMERICA'S PrepareAthon!
BE SMART. TAKE PART. PREPARE.

Background Statistics

State of Preparedness and Basis for America's PrepareAthon!

1. Between 1980 and 2010, the United States experienced 24 earthquakes, 392 storms, and 132 floods (Prevention Web).[1]
2. In 2011, deadly weather killed more than a thousand people across the country, causing more than $53 billion in property damage (Prevention Web).[2]
3. In 2012, there were more than 450 weather-related fatalities and nearly 2,600 injuries (National Oceanic and Atmospheric Administration).[3]
4. A recent report by the National Academies found annual federal spending on disasters jumped from $20.9 million in 1953 to a staggering $1.4 billion in 2009.[4] This spending increase comes at a time when many individuals believe there is an increased chance of a disaster affecting them in the future, yet most still remain unprepared for them.[5]
5. Despite multiple campaigns and awareness efforts, a large percentage of Americans have not performed preparedness actions to increase their personal safety in the event of a disaster or emergency.
6. The 2012 Federal Emergency Management Agency (FEMA) National Survey found that only 39 percent of individuals reported having a household emergency plan, which included instructions for household members about where to go and what to do in the event of a disaster.[6]
7. Groups of people who most American would presume to be more prepared for a disaster, such as health care workers, lack preparedness efforts at home, according to a study of U.S. health care workers, which found that 75 percent were either "minimally prepared" or "not prepared."[7]
8. A 2011 FEMA study on disaster and earthquake preparedness recommended that a focus be placed on outreach efforts that are "locally relevant and hazard-specific."[8]

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[1] United States of America – Disaster Statistics: 1980-2010. *Prevention Web*, http://www.preventionweb.net/english/countries/statistics/?cid=185.

[2] United States of America – Disaster Statistics: 1980-2010. *Prevention Web*, http://www.preventionweb.net/english/countries/statistics/?cid=185.

[3] National Severe Weather Preparedness Week 2013 Talking Points. *National Oceanic and Atmospheric Administration*, http://www.nws.noaa.gov/com/weatherreadynation/files/Talking Points Template_Severe Weather Preparedness Week.pdf.

[4] Disaster resilience: A national imperative. National Academies, 2012, http://nas-sites.org/resilience/disaster-resilience-report/.

[5] 2012 FEMA National Survey Report, www.ready.gov/prepare.

[6] 2012 FEMA National Survey Report, www.ready.gov/prepare.

[7] Sivan Kohn, et al. Personal disaster preparedness: An integrative review of the literature. *Disaster Medicine and Public Health Preparedness* 6, no. 3 (2012): 217–31.

9. Drills, exercises, and trainings are key tools that help the brain acquire that enable individuals to better overcome shock and support crisis response.[9]
10. An increase in awareness of the disasters most relevant to their community is shown to prompt people to take preparedness actions.[10]
11. Collective action promotes and provides opportunities for peer-to-peer discussions within and across community networks. Peer-to-peer discussions about disaster preparedness have been shown to be linked to motivation to act.[11]
12. Community members such as businesses, schools, local governments, faith-based organizations, and community-based organizations working together better ensure communities are able to build capacity in education, engagement, and self-sufficiency to survive on their own following a disaster, before outside help is able to arrive.[12]
13. The workplace, schools, and volunteer organizations that support community preparedness, safety, or emergency response are effective channels for preparedness outreach.[13]
14. A recent media analysis showed FEMA was portrayed as a go-to resource for tips and information about preparedness and as an agency taking action by coordinating with other organizations and governments.[14]

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[8] FEMA. 2011 FEMA Central States Disaster and Earthquake Preparedness Survey Report. July 2012, http://www.fema.gov/library/viewRecord.do?id=6403.

[9] Koichi Shiwaku and Rajib Shaw. Proactive co-learning: A new paradigm in disaster education. *Disaster Prevention and Management* 17, no. 2 (2008): 183–198.

[10] David M. Simpson and Sandra E. Sephton. Citizen participation, social support, and disaster preparedness: Promoting self-protection action in risk prone environments. Working Paper No. 53-P, Texas A&M University: Hazard Reduction and Recovery Center, 1998.

[11] Summary report on awareness to action: A workshop on motivating the public to prepare. Federal Emergency Management Agency and American Red Cross, February 2013, http://www.fema.gov/library/viewRecord.do?id=7124.

[12] Anita Chandra, et al. Building community resilience to disasters: A way forward to enhance national health security. 2011, http://www.rand.org/pubs/technical_reports/TR915.html.

[13] Preparedness in America, Research Insights to Increase Individual, Organizational, and Community Action, September 2013, www.ready.gov/prepare.

[14] Gallup Poll (Unreleased Report, 2012).

From:	Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=AMY.CONNOLLY.FEMA.DHS.GOV>
To:	"Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Jan.gaudet.fema2.dhs.gov68b>"; "Litke, Linda </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Linda.litke.dhs.gov>"; "Schexnaildre, Charles </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Charles.schexnaildre.dhs.gov>"; "Bradford, Julie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie.bradford.dhs.gov>"; "Beasley, Philip </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Philip.beasley.dhs.gov>"; "Mancha, Patricia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.mancha.fema.gov>"; "Clifford, Chad </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Chad.clifford.dhs.gov>"; "Adamcik, Carol Ann </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carolann.adamcik.dhs.gov>"; "Pierson, Brock </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Brock.pierson.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
CC:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"; "Davis, Aaron J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Aaron.Davis.fema.dhs.gov442>"
Subject:	RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/14 13:41:02
Priority:	Normal
Type:	Note

All,

We have attached some old information (talking points, media inquiries, etc) for historical background information and reference for developing talking points if needed at a later point.

Thank you.

Amy Connolly
Congressional and Intergovernmental Affairs Supervisor
FEMA Louisiana Recovery Office
Dsk: 504-762-2048
Cell: 225-678-6673
Fax: 504-762-2891
Amy.connolly@fema.dhs.gov

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-----Original Appointment-----
From: Gaudet, Jan
Sent: Thursday, April 10, 2014 10:25 AM
To: Gaudet, Jan; Litke, Linda; Schexnaildre, Charles; Bradford, Julie; Beasley, Philip; Mancha, Patricia; Clifford, Chad; Adamcik, Carol Ann; Pierson, Brock; Connolly, Amy; Travis, Alexandra
Cc: Watson, Dan; Eswood, Louis; Fontenot, Lynette; Davis, Aaron J
Subject: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
When: Monday, April 14, 2014 2:00 PM-4:00 PM (UTC-06:00) Central Time (US & Canada).
Where: 1-800-(b)(5);(b)(6) PIN (b)(5);(b)(6)

The meeting has been rescheduled for **Monday, April 14, 2014 starting at 2:00 p.m. (CST)** to discuss the "litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues". The PIN will not change.

For those of you who will not be able to attend the meeting in person, you may participate by phone by using the following:

1-800- (b)(5);(b)(6) **PIN:** (b)(5);(b)(6)

I have reserved 10 lines for 2 hours.

Sender:	Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=AMY.CONNOLLY.FEMA.DHS.GOV>
Recipient:	"Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Jan.gaudet.fema2.dhs.gov68b>"; "Litke, Linda </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Linda.litke.dhs.gov>"; "Schexnaildre, Charles </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Charles.schexnaildre.dhs.gov>"; "Bradford, Julie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie.bradford.dhs.gov>"; "Beasley, Philip </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Philip.beasley.dhs.gov>"; "Mancha, Patricia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.mancha.fema.gov>"; "Clifford, Chad </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Chad.clifford.dhs.gov>"; "Adamcik, Carol Ann </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carolann.adamcik.dhs.gov>";

	"Pierson, Brock </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Brock.pierson.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"; "Davis, Aaron J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Aaron.Davis.fema.dhs.gov442>"
Sent Date:	2014/04/14 13:41:01
Delivered Date:	2014/04/14 13:41:02
From:	Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=AMY.CONNOLLY.FEMA.DHS.GOV>
To:	"Cadogan, Andre </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Andre.cadogan.dhs.gov>"; "Broussard, Manuel </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Manuel.broussard.dhs.gov>"; "Doran, William </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=William.doran1.dhs.gov>"; "Mitchell, Melanie J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Melanie.mitchell.dhs.gov>"; "Connolly, John </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=John.connolly2.dhs.gov>"; "Williams, Eddie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Eddie.williams.dhs.gov>"
CC:	"Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"; "Campora, Jenny W </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Jenny.campora.dhs.gov>"
Subject:	FW: media inquiry -- Livingston Parish Debris appeals -- Congressional letter
Date:	2013/02/20 15:13:40
Priority:	Normal
Type:	Note

FYI

Amy Webbeking Connolly
Governmental and Congressional Affairs Supervisor
FEMA - Louisiana Recovery Office
504-762-2048 dsk
225-678-6673 cell

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From: Shipp, Barbara
Sent: Wednesday, February 20, 2013 12:31 PM
To: Moffett, Stephanie
Cc: Bradford, Julie; Connolly, Amy; Broussard, Manuel; Armstrong, Earl; Chandler, Jacqueline; Alvey, Robert J; Beasley, Philip; Mancha, Patricia; Reyes, Norma
Subject: RE: media inquiry -- Livingston Parish Debris appeals -- Congressional letter

Stephanie,

I checked with Maria and the region has not received a letter from Rep. Cassidy for Livingston Parish. HQ received a letter and provided a response. Both are attached.

Barbara Shipp
Congressional &
Intergovernmental Affairs Liaison
FEMA Region 6
800 N. Loop 288
Denton, TX 76209
desk) 940-898-5377
cell) 940-235-0113
fax) 940-898-5243
barbara.shipp@fema.dhs.gov

Follow us on twitter: http://twitter.com/femaregion6
Visit our blog at: http://blog.fema.gov

From: Reyes, Norma
Sent: Wednesday, February 20, 2013 12:26 PM
To: Moffett, Stephanie
Cc: Bradford, Julie; Connolly, Amy; Broussard, Manuel; Armstrong, Earl; Chandler, Jacqueline; Alvey, Robert J; Beasley, Philip; Mancha, Patricia; Shipp, Barbara
Subject: RE: media inquiry -- Livingston Parish Debris appeals -- Congressional letter

I did not find anything in our database that indicated that Congressman Cassidy had sent anything via EA.

Norma E. Reyes
Congressional/Tribal Affairs Liaison
External Affairs
FEMA Region 6
800 North Loop 288
Denton, Texas 76209
1-940-268-9519 Cell
940-898-5233 Desk
940-898-5243 Fax
norma.reyes@fema.dhs.gov

Follow us on Twitter: http://twitter.com/femaregion6
Visit our blog at: http://blog.fema.gov

Description: Description: nation preparedness week

From: Moffett, Stephanie
Sent: Wednesday, February 20, 2013 11:56 AM
To: Reyes, Norma; Shipp, Barbara
Cc: Bradford, Julie; Connolly, Amy; Broussard, Manuel; Armstrong, Earl; Chandler, Jacqueline; Alvey, Robert J; Beasley, Philip; Mancha, Patricia
Subject: RE: media inquiry -- Livingston Parish Debris appeals -- Congressional letter

Additional information to include from reporter:

I am writing a story for tomorrow's paper about Livingston Parish's request to have its appeal reopened on PW 54v1 from Hurricane Gustav and about recent letters from the Louisiana Governor's Office and U.S. Rep. Bill Cassidy concerned the matter.

Congressman Bill Cassidy has sent a letter to Regional Tony Robinson asking that FEMA reconsider its decision on appeals by Livingston Parish, La. In that Feb. 14 letter he says he thinks an investigation is need of the Louisiana Recovery Office.

My questions are:

Has Region VI received that letter?

Does Region VI intend to re-open the appeal?

Does Region VI intend to investigate the LRO?

Stephanie Moffett
FEMA Region 6 External Affairs
Email: Stephanie.moffett@fema.dhs.gov
Desk Phone: (940) 383-7349
Blackberry: (940) 390-6492
News Desk: (940) 898-5454

From: Moffett, Stephanie
Sent: Wednesday, February 20, 2013 11:55 AM
To: Reyes, Norma; Shipp, Barbara
Cc: Bradford, Julie; Connolly, Amy; Broussard, Manuel; Armstrong, Earl (Earl.Armstrong@fema.dhs.gov); Chandler, Jacqueline; Alvey, Robert J (Robert.Alvey@fema.dhs.gov); Beasley, Philip; 'Mancha, Patricia' (Patricia.Mancha@fema.dhs.gov)
Subject: media inquiry -- Livingston Parish Debris appeals -- Congressional letter

Norma and Barbara – can you shed any light on this? I am also reaching out to PA to get any updates on this PW… thanks!

Reporter: Bob Anderson/Baton Rouge Advocate
Cell: (b)(6)

Reporter is asking about Gustav PW pw54 version one… which I assume is the PW for Livingston Parish Debris Removal. He wants to know:

- Has Region 6 received the letter from Congressman Bill Cassidy requesting Tony Robinson reconsider the decision made on the PW? (the letter also recommends that an investigation of the LRO take place and that Region 6 reopen the appeal in relation to this PW)
- Will Region 6 reopen the appeal?
- Will Region 6 investigate the LRO?

His deadline is 3pm today.

Stephanie Moffett
FEMA Region 6 External Affairs
Email: Stephanie.moffett@fema.dhs.gov
Desk Phone: (940) 383-7349
Blackberry: (940) 390-6492
News Desk: (940) 898-5454

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Recipient:	"Cadogan, Andre </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Andre.cadogan.dhs.gov>"; "Broussard, Manuel </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Manuel.broussard.dhs.gov>"; "Doran, William </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=William.doran1.dhs.gov>"; "Mitchell, Melanie J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Melanie.mitchell.dhs.gov>"; "Connolly, John </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=John.connolly2.dhs.gov>"; "Williams, Eddie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Eddie.williams.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP

	(FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"; "Campora, Jenny W </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Jenny.campora.dhs.gov>"
Sent Date:	2013/02/20 15:13:39
Delivered Date:	2013/02/20 15:13:40

Joint Information Center, TRO
New Orleans, LA

FEMA

December 15, 2009
MEDIA CONTACTS:
FEMA News Desk: 504-762-2477

Talking Points

Livingston Parish Debris Removal – Current as of 12/15/09

FEMA Public Assistance funds are available to eligible applicants for debris clearance, removal and disposal operations.

- Eligible applicants include State and local governments, Indian tribes, and certain private nonprofit organizations. In order to be eligible for FEMA funding, the debris removal work must:
  - Be a direct result of a Presidentially declared disaster;
  - Occur within the designated disaster area; and
  - Be the responsibility of the applicant at the time of the disaster.

- In addition, at least one of the following must apply:
  - Removal eliminates immediate threats to human lives, public health and safety;
  - Removal eliminates immediate threats of significant damage to improved public and private property; and/or
  - Removal ensures economic recovery of the affected areas to the benefit of the community-at-large.

- Debris located on public property and rights-of-way may be eligible. Eligible debris can include downed trees, sand, building wreckage, and damaged personal property.

<u>Gustav/Ike</u>

- To date, FEMA has approved $9.6 million toward debris removal operations in Livingston Parish for Gustav/Ike debris.

- The Parish has not turned down any payments, nor has the Parish President asked FEMA to do an investigation.

- FEMA is not conducting an investigation into debris removal in Livingston Parish.

- FEMA is working with the State and Livingston parish officials to help document their claim.

- Because of the magnitude of the work and documentation required, FEMA has agreed to continue eligibility reviews as new documentation is presented. The claim includes over 80,000 cuts of broken limbs in trees and work in over 100 streams.

- FEMA has assigned 6 experienced debris specialists to Livingston Parish. These specialists are dedicated to reviewing documentation, doing field assessments to collect and validate the applicant's documentation, and to writing PWs for all FEMA eligible work in Livingston Parish.

Katrina/Rita

- FEMA obligated $437,447 in Public Assistance funding for debris removal in Livingston Parish for Katrina/Rita.

- The majority of debris removal work for the Katrina/Rita was done by the United States Army Corps of Engineers (USACE) on a Mission Assignment.

- Total funding obligated to Livingston Parish is $5,009,523 for Katrina/Rita and $18,923,825 for Gustav/Ike.

FEMA coordinates the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or man-made, including acts of terror.

# # #

From:	Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CARMEYIA.GILLIS.DHS.GOV>
To:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
Subject:	FW: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/14 11:43:22
Priority:	Normal
Type:	Note

Dan, are you attending this or should I jump on this call now. Please advise ASAP! -- Why are we/should we discuss litigation? The topic of this call is: How to handle inquiries regarding the upcoming Livingston Parish trial.

Shouldn't this be our typical talking point: *We do not publicly discuss litigation.*

The time of this meeting will now be from 1:30-3:30 on Monday.

A meeting has been scheduled for Monday, April 14, 2014 starting at 11:30 a.m. (CST) to discuss the "litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues".

For those of you who will not be able to attend the meeting in person, you may participate by phone using the following:

1-800- (b)(5);(b)(6) **PIN:**

(b)(5);(b)(6)

From: Eswood, Louis
Sent: Friday, April 11, 2014 5:24 PM
To: Watson, Dan; Travis, Alexandra; Gillis, Carmeyia
Subject: Re: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Up to you guys.

Louis J. Eswood III

US Dept. of Homeland Security
Federal Emergency Management Agency
Office of External Affairs
202-674-8349 - BB

From: Watson, Dan
Sent: Friday, April 11, 2014 05:02 PM
To: Eswood, Louis; Travis, Alexandra; Gillis, Carmeyia
Subject: RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Neither Aaron and I can do the new time… Should we see if we can have this postponed until Tuesday?

From: Eswood, Louis
Sent: Friday, April 11, 2014 5:01 PM
To: Travis, Alexandra; Watson, Dan; Gillis, Carmeyia
Subject: Fw: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

I'm out of the office on Monday. Not sure who else is available. Please feel free to meet without me and I can pick back up on Tues with a back brief.

I have been working on a document about how we should respond to inquiries about any arbitration case. Realize this one is high profile but if we can agree on a standard methodology and statement for all of these it will save us a lot of work down the road. I would expect the number of arbitration cases to go up now that the pilot is available.

Louis J. Eswood III
US Dept. of Homeland Security
Federal Emergency Management Agency
Office of External Affairs
202-674-8349 - BB

From: Gaudet, Jan
Sent: Friday, April 11, 2014 04:52 PM
To: Schexnaildre, Charles; Bradford, Julie; Beasley, Philip; Mancha, Patricia; Clifford, Chad; Adamcik, Carol Ann; Pierson, Brock; Connolly, Amy; Travis, Alexandra; Litke, Linda
Cc: Watson, Dan; Eswood, Louis; Fontenot, Lynette
Subject: RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Good Afternoon All,

Linda asked that I contact all of you to advise that Mr. Kieserman has scheduled a meeting with Linda and others on Monday, 4/14/2014 at 1:00 p.m. (CST). Further, Linda asked that I reschedule the meeting to discuss "talking pointes on how to handle inquiries regarding the upcoming Livingston Parish trial" from 2:00-4:00 p.m. on Monday, 4/14/2014. Please advise at

your earliest convenience if you will be available on**Monday, 4/14/2014 starting at 2:00 p.m.until 4:00 p.m. (CST)**.

I will be sending out the new calendar invitation for the new meeting date and time.

Jan G. Gaudet

Legal Assistant

Federal Emergency Management Agency

Louisiana Recovery Office

Office of Chief Counsel

1500 Main Street

Baton Rouge, LA 70802

Desk Phone: 225-389-7299

BlackBerry: 225-281-2327

Fax Number: 225-387-8284

jan.gaudet@fema.dhs.gov

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-----Original Appointment-----
From: Gaudet, Jan
Sent: Friday, April 11, 2014 3:06 PM
To: Litke, Linda; Schexnaildre, Charles; Bradford, Julie; Beasley, Philip; Mancha, Patricia; Clifford, Chad; Adamcik, Carol Ann; Pierson, Brock; Connolly, Amy; Travis, Alexandra
Cc: Watson, Dan; Eswood, Louis; Fontenot, Lynette
Subject: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
When: Monday, April 14, 2014 11:30 AM-1:00 PM (UTC-06:00) Central Time (US & Canada).
Where: 1-800-(b)(5);(b)(6) PIN (b)(5);(b)(6)

The time of this meeting will now be from 1:30-3:30 on Monday.

A meeting has been scheduled for Monday, April 14, 2014 starting at 11:30 a.m. (CST) to discuss the "litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues".

For those of you who will not be able to attend the meeting in person, you may participate by phone using the following:

1-800-320-4330 PIN: 855014

I have reserved10 lines for1.5 hours.

Sender:	Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CARMEYIA.GILLIS.DHS.GOV>
Recipient:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
Sent Date:	2014/04/14 11:43:21
Delivered Date:	2014/04/14 11:43:22

From:	Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CARMEYIA.GILLIS.DHS.GOV>
To:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
CC:	"Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"
Subject:	RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/14 12:00:15
Priority:	Normal
Type:	Note

Let me confirm it is still on for today. There seems to be a lot of back and forth with this one.

From: Watson, Dan
Sent: Monday, April 14, 2014 11:57 AM
To: Gillis, Carmeyia; Travis, Alexandra
Subject: RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

I can't make it. See what talking points they have... Usually, it's the advice of the lawyers that we don't discuss litigation, but if we can develop a statement with them, that would be helpful.

From: Gillis, Carmeyia
Sent: Monday, April 14, 2014 11:43 AM
To: Watson, Dan; Travis, Alexandra
Subject: FW: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Dan, are you attending this or should I jump on this call now. Please advise ASAP! -- Why are we/should we discuss litigation? The topic of this call is: How to handle inquiries regarding the upcoming Livingston Parish trial.

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For those of you who will not be able to attend the meeting in person, you may participate by phone using the following:

1-800-(b)(5);(b)(6) PIN:

(b)(5);(b)(6)

From: Eswood, Louis
Sent: Friday, April 11, 2014 5:24 PM
To: Watson, Dan; Travis, Alexandra; Gillis, Carmeyia
Subject: Re: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Up to you guys.

Louis J. Eswood III
US Dept. of Homeland Security
Federal Emergency Management Agency
Office of External Affairs
202-674-8349 - BB

From: Watson, Dan
Sent: Friday, April 11, 2014 05:02 PM
To: Eswood, Louis; Travis, Alexandra; Gillis, Carmeyia
Subject: RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Neither Aaron and I can do the new time… Should we see if we can have this postponed until Tuesday?

From: Eswood, Louis
Sent: Friday, April 11, 2014 5:01 PM
To: Travis, Alexandra; Watson, Dan; Gillis, Carmeyia
Subject: Fw: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

I'm out of the office on Monday. Not sure who else is available. Please feel free to meet without me and I can pick back up on Tues with a back brief.

I have been working on a document about how we should respond to inquiries about any arbitration case. Realize this one is high profile but if we can agree on a standard methodology and statement for all of these it will save us a lot of work down the road. I would expect the number of arbitration cases to go up now that the pilot is available.

Louis J. Eswood III
US Dept. of Homeland Security

Federal Emergency Management Agency
Office of External Affairs
202-674-8349 - BB

From: Gaudet, Jan
Sent: Friday, April 11, 2014 04:52 PM
To: Schexnaildre, Charles; Bradford, Julie; Beasley, Philip; Mancha, Patricia; Clifford, Chad; Adamcik, Carol Ann; Pierson, Brock; Connolly, Amy; Travis, Alexandra; Litke, Linda
Cc: Watson, Dan; Eswood, Louis; Fontenot, Lynette
Subject: RE: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial

Good Afternoon All,

Linda asked that I contact all of you to advise that Mr. Kieserman has scheduled a meeting with Linda and others on Monday, 4/14/2014 at 1:00 p.m. (CST). Further, Linda asked that I reschedule the meeting to discuss "talking pointes on how to handle inquiries regarding the upcoming Livingston Parish trial" from 2:00-4:00 p.m. on Monday, 4/14/2014. Please advise at your earliest convenience if you will be available on**Monday, 4/14/2014 starting at 2:00 p.m.until 4:00 p.m. (CST)**.

I will be sending out the new calendar invitation for the new meeting date and time.

Jan G. Gaudet

Legal Assistant

Federal Emergency Management Agency

Louisiana Recovery Office

Office of Chief Counsel

1500 Main Street

Baton Rouge, LA 70802

Desk Phone: 225-389-7299

BlackBerry: 225-281-2327

Fax Number: 225-387-8284

jan.gaudet@fema.dhs.gov

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-----Original Appointment-----
From: Gaudet, Jan
Sent: Friday, April 11, 2014 3:06 PM
To: Litke, Linda; Schexnaildre, Charles; Bradford, Julie; Beasley, Philip; Mancha, Patricia; Clifford, Chad; Adamcik, Carol Ann; Pierson, Brock; Connolly, Amy; Travis, Alexandra
Cc: Watson, Dan; Eswood, Louis; Fontenot, Lynette
Subject: CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
When: Monday, April 14, 2014 11:30 AM-1:00 PM (UTC-06:00) Central Time (US & Canada).
Where: 1-800-(b)(5);(b)(6) PIN (b)(5);(b)(6)

The time of this meeting will now be from 1:30-3:30 on Monday.

A meeting has been scheduled for Monday, April 14, 2014 starting at 11:30 a.m. (CST) to discuss the "litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues".

For those of you who will not be able to attend the meeting in person, you may participate by phone using the following:

1-800- (b)(5);(b)(6) **PIN:**

(b)(5);(b)(6)

I have reserved10 lines for1.5 hours.

Sender:	Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CARMEYIA.GILLIS.DHS.GOV>
Recipient:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"
Sent Date:	2014/04/14 12:00:14
Delivered Date:	2014/04/14 12:00:15

From:	Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAN.GAUDET.FEMA2.DHS.GOV68B>
To:	"Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Jan.gaudet.fema2.dhs.gov68b>"; "Litke, Linda </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Linda.litke.dhs.gov>"; "Schexnaildre, Charles </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Charles.schexnaildre.dhs.gov>"; "Bradford, Julie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie.bradford.dhs.gov>"; "Beasley, Philip </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Philip.beasley.dhs.gov>"; "Mancha, Patricia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.mancha.fema.gov>"; "Clifford, Chad </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Chad.clifford.dhs.gov>"; "Adamcik, Carol Ann </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carolann.adamcik.dhs.gov>"; "Pierson, Brock </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Brock.pierson.dhs.gov>"; "Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Amy.Connolly.fema.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
CC:	"Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"; "Davis, Aaron J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Aaron.Davis.fema.dhs.gov442>"
Subject:	CBCA 3608 - LIVINGSTON PARISH - Discuss talking points on how to handle inquiries for upcoming trial
Date:	2014/04/10 12:30:18
Start Date:	2014/04/14 15:00:00
End Date:	2014/04/14 17:00:00
Type:	Appointment
Location:	1-800-(b)(5);(b)(PIN (b)(5);(b)(
Attendees:	Litke, Linda; Schexnaildre, Charles; Bradford, Julie; Beasley, Philip; Mancha, Patricia; Clifford, Chad; Adamcik, Carol Ann; Pierson, Brock; Connolly, Amy; Travis, Alexandra; Watson, Dan; Eswood, Louis; Fontenot, Lynette; Davis, Aaron J (Aaron.Davis@fema.dhs.gov)

The meeting has been rescheduled for **Monday, April 14, 2014 starting at 2:00 p.m. (CST)** to discuss the "litigation and develop some talking points, product needs, our position if we receive inquiries and any other issues". The PIN will not change.

For those of you who will not be able to attend the meeting in person, you may participate by phone by using the following:

1-800- (b)(5);(b)(6) **PIN:** (b)(5);(b)(6)

I have reserved 10 lines for 2 hours.

Sender:	Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAN.GAUDET.FEMA2.DHS.GOV68B>
Recipient:	"Gaudet, Jan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Jan.gaudet.fema2.dhs.gov68b>"; "Litke, Linda </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Linda.litke.dhs.gov>"; "Schexnaildre, Charles </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Charles.schexnaildre.dhs.gov>"; "Bradford, Julie </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie.bradford.dhs.gov>"; "Beasley, Philip </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Philip.beasley.dhs.gov>"; "Mancha, Patricia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.mancha.fema.gov>"; "Clifford, Chad </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Chad.clifford.dhs.gov>"; "Adamcik, Carol Ann </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carolann.adamcik.dhs.gov>"; "Pierson, Brock </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Brock.pierson.dhs.gov>"; "Connolly, Amy </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Amy.Connolly.fema.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Watson, Dan </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Daniel.Watson.fema.dhs.govb19>"; "Eswood, Louis </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Louis.eswood.dhs.gov>"; "Fontenot, Lynette </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Lynette.fontenot.dhs.gov>"; "Davis, Aaron J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Aaron.Davis.fema.dhs.gov442>"
Sent Date:	2014/04/10 12:30:18

From:	FEMA-Recovery-Request-Management </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=FEMA-RECOVERY-REQUEST-MANAGEMENT.FEMA2.DHS.GOV0BC>
To:	"Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carmeyia.gillis.dhs.gov>"; "FEMA-Recovery-Request-Management </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Fema-recovery-request-management.fema2.dhs.gov0bc>"
CC:	"Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
Subject:	RE: Recoupment TPs that need a run through recovery
Date:	2014/03/14 12:26:43
Priority:	Normal
Type:	Note

Good afternoon Carmeyia,

Attached please find Recovery edits to the recoupment talking points.

Thanks,
Lauren

Lauren Butler
Executive Communications Unit
Recovery Directorate
Phone: 202-212-4494
Blackberry: 202-557-5926
Email: lauren.butler@fema.dhs.gov

From: Gillis, Carmeyia
Sent: Tuesday, March 11, 2014 12:05 PM
To: FEMA-Recovery-Request-Management
Cc: Travis, Alexandra
Subject: FW: Recoupment TPs that need a run through recovery
Importance: High

Please review and revise if needed, If at all possible, please reply back today. Many thanks, Carmeyia

TOPLINE MESSAGE:

- At FEMA, we are committed to being responsible stewards of taxpayer dollars. We have made excellent progress in reducing improper payments, and continue to work diligently to put protections in place that will safeguard against waste, fraud and abuse and reduce further the percentage of improper payments below its current rate of 1%, while maintaining a fair and transparent process for recovering these payments.

TALKING POINTS:

- A January 2011, DHS Office of Inspector General management advisory reinforced that FEMA and other federal agencies are required by law to recoup incorrectly paid funds. These may have been paid correctly based on the information available at the time and later new information came to light, or they may have been paid in error.

- We have made progress in reducing improper payments. We continue to work diligently to put protections in place that will safeguard against waste, fraud and abuse and reduce further the percentage of improper payments below its current rate of 1%, while maintaining a fair and transparent process for recovering these payments.

- Following every federally declared disaster, as a standard part of our processes, FEMA conducts audits of disaster assistance payments to individuals, ensuring taxpayer dollars were provided appropriately and in an amount meeting the eligible needs of the applicant.

- Should FEMA's review find that there potentially was fraud, FEMA sends the case to the DHS Office of Inspector General for further investigation. Recoup actions on the case are suspended pending a determination from the OIG on whether they will proceed with prosecution of the case.

- Upon discovery of a potential improper payment, with no indication of fraud, FEMA will mail a Notice of Debt letter to the disaster survivor with details about why they are receiving such a letter and their choices, including how they may appeal, or request a compromise of their debt and/or a payment plan.

- The letter FEMA sends will explain that the applicant has received funds from FEMA that need to be repaid. The letter also explains why the applicant has to pay back the money and spells out the applicant's rights and options.

- FEMA is committed to working with all applicants identified for recoupment to ensure they have a complete understanding of the determination made in their case and the various options available to them to resolve this debt. If an individual has immediate questions about their case, they may contact FEMA's Recoupment Helpline at 1-800-816-1122 or TTY at 1-800-462-7585 for persons who are deaf, hard of hearing or those with speech disabilities, between the hours of 9:00 a.m. and 8:00 p.m. EST, Monday through Friday.

- Individuals who receive a Notice of Debt may choose one of the following options:
  - Make payments of the debt.
  - Request a copy of their FEMA records for inspection or review and/or file an appeal within 60 days.

- If applicants choose to file an appeal, they may also submit a written request for an oral hearing as part of that appeal. Cases which raise issues of truth, veracity or other

appealable concerns and cannot be resolved using documentary evidence will be granted an oral hearing.

- FEMA will make a decision on an applicant's appeal and send them a follow-up letter explaining the basis of the decision along with a description of the next steps in the process.

- If applicants choose not to file an appeal or they file an appeal and it is denied, applicants will have the opportunity to request a payment plan and/or a compromise of the debt based on inability to pay.

- FEMA's current improper payment rate for the Individuals and Households Program is less than 1 percent.

- Since 2007, FEMA has worked diligently to develop new processes to improve the identification, reduction, and recovery of improper payments disbursed to federal disaster assistance applicants.

-

- FEMA has focused on the increased prevention of improper payments by developing new information management procedures in our National Processing Service Centers (NPSCs). The NPSCs have worked with the Office of Chief Information Officer to improve the National Emergency Management Information System (NEMIS) software used to process applications for disaster assistance. These actions include:

    - Using identity and occupancy verification checks to prevent automated payments to applicants who may have used a fraudulent name, SSN or address;
    - Flagging "high risk" addresses such as check cashing stores, mail drops, cemeteries, and jails to block them from receiving automated payments;
    - Blocking duplicative rental assistance payments for overlapping months or payments over the IHP maximum;
    - Stopping duplicative registrations over the Internet to prevent duplicate payments to the same applicant;
    - Improving the NEMIS business rules to prevent duplicate payments to applicants at the same address; and
    - Adding a NEMIS direct assistance module to track individuals in mobile homes or travel trailers in order to prevent the provision of financial rental assistance to applicants who were already housed by FEMA.

- FEMA has focused on the increased prevention of improper payments by instituting organizational changes which have further contributed to the decreased error rate:

    - IHP Assistance Group - FEMA established the IHP Assistance Group in 2008 at the NPSCs to provide clear, consistent and timely guidance regarding IHP policies and case processing procedures in order to reduce case processing errors, improve operational efficiency and overall delivery of service.

- Specialized Processing Groups - The NPSCs have established specialized teams of employees referred to as Specialized Processing Groups dedicated to the processing of some of the more difficult cases, such as appeals and recoupment's.
- Quality Control Enhancements - The NPSCs have expanded the Quality Control group to include reviews of special projects and new case processing procedures. This has enabled the NPSCs to rapidly identify problems with projects and new processing guidelines and take remedial action as necessary.
- Audit Group – The NPSCs have established an Audit Group responsible for performing internal audits and analysis on the efficiency and effectiveness of the manner in which IHP is administered by the NPSC enterprise.
- Re-Credentialing Training - The NPSCs have updated their IHP credentialing training curriculum to include changes in IHP policy and case processing procedures. In 2009, all NPSC staff involved in manual case processing received re-credentialing training and refresher courses in 2012.

Sender:	FEMA-Recovery-Request-Management </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=FEMA-RECOVERY-REQUEST-MANAGEMENT.FEMA2.DHS.GOV0BC>
Recipient:	"Gillis, Carmeyia </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Carmeyia.gillis.dhs.gov>"; "FEMA-Recovery-Request-Management </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Fema-recovery-request-management.fema2.dhs.gov0bc>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"
Sent Date:	2014/03/14 12:26:42
Delivered Date:	2014/03/14 12:26:43
Message Flags:	Unread

Talking Points for Regional Administrator Tony Robinson

- On June 2, at the direction of the President and Homeland Security Secretary Jeh Johnson, FEMA Administrator Craig Fugate was named as the Federal Coordinating Official for the Unified Coordination Group, or UCG.

- The UCG is responsible for addressing the immediate needs of the recent influx of unaccompanied children, creating a humanitarian challenge at the southern U.S. border.

- The safety and well-being of the children affected by these challenges are the top priority of the federal government.

- As the lead coordinating agency, FEMA is leveraging the capabilities of the federal government to support U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), and the U.S. Department of Health and Human Services (HHS). These agencies have the lead roles in addressing the immediate needs of unaccompanied children.

- The Unified Coordination Group is also supported by the Department of Defense (DOD), Department of Justice (DOJ), Department of State (DOS), and the General Services Administration (GSA) as well as other Federal agencies as needed.

- FEMA is making available a national incident management assistance team, or IMAT, and providing other technical expertise that can be leveraged for the humanitarian coordination underway to address and build the overall capability needed to meet the planning, mass care, and logistics needs of these unaccompanied children.

- FEMA has positioned a National Incident Management Assistance Team at the National Response Coordination Center in Washington, D.C. to lead and coordinate the Unified Coordination Group and the supporting agencies.

- In addition, the FEMA National Watch Center is operating at an enhanced watch level in support of the Unified Coordination Group.

- Specifically, FEMA is providing expedited contract vehicles to accelerate the processing and placement of unaccompanied children from U.S. Customs and Border Protection to HHS custody as directed by law.

Final Response 3b

Office of External Affairs
U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

Talking Points

Waste, Fraud and Abuse

October 2012

- Residents of XXSTATEXX affected by XXINCIDENTXX are urged to be alert for and report any suspicious activity or potential fraud.

- To safeguard against disaster-related fraud, survivors should keep in mind that federal and state workers never ask for or accept money. There is no fee required to apply for or to get disaster assistance from FEMA.

- Survivors should also beware of individuals claiming to be associated with FEMA or the U.S. Small Business Administration (SBA) who say they have the survivor's email address and then try to get the person to reveal bank account or social security numbers.

- Federal and state disaster officials always carry proper identification.

- People who intentionally try to defraud the government are committing a federal crime and are taking money away from those who are truly in need.

- It's important to remember that scam attempts can be made over the phone, by mail or email, or in person.

- Those who suspect fraud should report it to the DHS Office of Inspector General Hotline online at http://www.oig.dhs.gov/hotline/hotline.php, by telephone at 1-800-323-8603, or by fax at 1-202-254-4297.

- Complaints may also be made to local authorities or through the XXSTATEXX Attorney General's office at XXPHONEXX or online at XXWEBSITEXX.

- As we progress through the recovery effort in XXSTATEXX, we are working to ensure that assistance money gets to survivors who need it, rather than to the few who will try to take advantage of them.

- Survivors in XXSTATEXX can register with FEMA or get their questions answered online at disasterassistance.gov or via smart phone at m.fema.gov. They also may call 1-800-621-3362 or TTY 1-800-462-7585. Those who use 711 Relay or Video Relay Services may call 1-800-621-3362.

- Individuals who have made a mistake when reporting damage or who have misrepresented their losses may correct the situation immediately by updating their online application or by calling the toll-free FEMA Helpline at 1-800-621-FEMA (3362), or for those with speech- or hearing- impairments, 1-800-462-7585.

- The Department of Homeland Security's Office of Inspector General routinely audits individuals, state and local governments and nonprofit organizations that receive FEMA disaster-recovery funds. The audits are independent assessment to determine whether recipients spent the funds according to federal regulation and FEMA guidelines.

From:	McKay, Samuel </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=SAMUEL.MCKAY.DHS.GOV>
To:	"McIntyre, James </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=James.mcintyre.fema.gov>"; "Allen, Diane </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Diane.allen.dhs.gov>"; "Brodoff, Bruce </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bruce.brodoff.dhs.gov>"; "Hutchings, Bettina </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bettina.hutchings.dhs.gov>"
CC:	"Cottrill, Margaret J </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Margaret.cottrill.dhs.gov>"; "Hudak, Mary </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Mary.hudak.dhs.gov>"; "Bahamonde, Marty </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Marty.bahamonde.dhs.gov>"; "Travis, Alexandra </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Alexandra.kirin.dhs.gov>"; "Vick, Hannah </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Hannah.vick.dhs.gov>"; "Skinner, Harry </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Harry.skinner.dhs.gov>"; "Crager, Patricia Lea </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Patricia.Crager.fema.dhs.gov284>"
Subject:	Updated TPs on texts from FEMA
Date:	2014/05/13 12:24:13
Priority:	Normal
Type:	Note

FYI we've updated the Talking Points to reflect the new information from NPSC on the texts.

May 13, 2014
FEMA-4175-DR TP 013
MEMA News Desk: (866) 920-6362
FEMA News Desk: (601)-790-8904

Talking Points

For internal distribution only

Text messages from FEMA &#10 &#10

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After registering for assistance, you will receive various messages from FEMA.

- • * Read any notification from FEMA carefully. If, when registering with FEMA, you choose to receive updates to your smartphone or other device via SMS/text, you will receive application status updates, sometimes soon after you complete the registration process.
- The official FEMA number that will send messages to your device is 43362 and all notifications will contain the last four digits of your FEMA registration number at the beginning of the message (FEMA ID####).
- • * You will receive various messages from FEMA, such as when a determination of eligibility is made and when any type of request letter has been mailed to you and you need to provide additional information to FEMA.
- • * If you receive a text stating more information is needed, you should log into your account on DisasterAssistance.gov for more details. Failure to follow through could delay the assistance process.
- • * If you receive a text saying a FEMA inspector was unable to contact you, you should call the FEMA helpline at **800-621-3362** as soon as possible.
- • * If you receive a text saying your case has been updated, you should always follow through by logging into your account on DisasterAssistance.gov to view the status update. You will receive this message when a decision has been made.
    - • * If the decision is you are eligible for assistance, you may receive a message stating a payment is scheduled.
    - • * If the decision isyou are ineligible for assistance, this isn't necessarily a final decision. FEMA may need further information or documentation from you to further evaluate your application. So read the information carefully.
- • * All applicants will receive a letter from FEMA regarding their eligibility. If you receive a FEMA letter stating you are ineligible, it will include an explanation of what steps need to be taken if you disagree with FEMA's decision or for FEMA to reconsider the decision.

- • * Sometimes people do not qualify for financial help right away, but that decision may change if further documents are submitted. Some of the reasons for an initial turn down are:
    - • * You didn't provide records showing the damaged property was your primary residence at the time of the disaster;
    - • * You might not have submitted your insurance settlement documentation;
    - • * You may not have given FEMA all the information needed;
    - • * You may not have provided proof of ownership or occupancy; or
    - • * You may not have signed essential documents.

If you have insurance:

- If you have insurance, be sure to file your claim and register with FEMA. FEMA cannot provide assistance which is available from another source, including insurance. However, you should still register and submit your insurance settlement documentation to FEMAbecause FEMA may be able to assist with losses not covered by insurance.
    - • * The insurance documents will be reviewed; then an inspector may arrange a visit to your damaged home or apartment to determine if you have uninsured, eligible losses.
    - • * You can fax insurance settlement information to **800-827-8112** or mail to the following address:

      The Federal Emergency Management Agency
      P.O. Box 10055
      Hyattsville, MD 20782-8055

If you have questions:

- • * If you have questions about any messages or letters you receive from FEMA, visit a disaster recovery center or call the FEMA helpline at **800-621-3362**. Applicants who are deaf, hard of hearing or have a speech disability can call TTY **800-462-7585**. To locate the nearest disaster recovery center, go to **FEMA.gov/DRCLocator** or call the FEMA helpline.
- • * You have the right to appeal an eligibility decision by FEMA. For help, call the FEMA helpline at **800-621-FEMA** (TTY **800-462-7585)** or visit a disaster recovery center. Appeals must be filed within **60** days of the date of the determination letter.

SBA disaster loans are part of the federal assistance process

- • * After registering with FEMA, you may be contacted by the U.S. Small Business Administration. If you are contacted by SBA, you should select the option to complete and submit an application in order to continue the federal assistance process. It is part of the FEMA grant process and can pave the way for additional disaster assistance.
    - • * SBA can offer loans to help homeowners, renters and businesses cover immediate repair, rebuild and replacement expenses until insurance is settled.
    - • * Complete an online application at **https://disasterloan.sba.gov/ela**. If you need help applying, visit the nearest disaster recovery center or call the SBA customer service center at **800-659-2955** (**TTY 800-877-8339**.) For more information, visit **sba.gov**.

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FEMA News Desk: (601)-790-8904

Talking Points

For internal distribution only

Text messages from FEMA

After registering for assistance, you will receive various messages from FEMA.

- Read any notification from FEMA carefully. If, when registering with FEMA, you choose to receive updates to your smartphone or other device via SMS/text, you will receive application status updates, sometimes soon after you complete the registration process.
- The official FEMA number that will send messages to your device is 43362 and all notifications will contain the last four digits of your FEMA registration number at the beginning of the message (FEMA ID####).
- You will receive various messages from FEMA, such as when a determination of eligibility is made and when any type of request letter has been mailed to you and you need to provide additional information to FEMA.
- If you receive a text stating more information is needed, you should log into your account on DisasterAssistance.gov for more details. Failure to follow through could delay the assistance process.
- If you receive a text saying a FEMA inspector was unable to contact you, you should call the FEMA helpline at **800-621-3362** as soon as possible.
- If you receive a text saying your case has been updated, you should always follow through by logging into your account on DisasterAssistance.gov to view the status update. You will receive this message when a decision has been made.
    - If the decision is you are eligible for assistance, you may receive a message stating a payment is scheduled.
    - If the decision is you are ineligible for assistance, this isn't necessarily a final decision. FEMA may need further information or documentation from you to further evaluate your application. So read the information carefully.
- All applicants will receive a letter from FEMA regarding their eligibility. If you receive a FEMA letter stating you are ineligible, it will include an explanation of what steps need to be taken if you disagree with FEMA's decision or for FEMA to reconsider the decision.

MORE

- Sometimes people do not qualify for financial help right away, but that decision may change if further documents are submitted. Some of the reasons for an initial turn down are:
    - You didn't provide records showing the damaged property was your primary residence at the time of the disaster;
    - You might not have submitted your insurance settlement documentation;
    - You may not have given FEMA all the information needed;
    - You may not have provided proof of ownership or occupancy; or
    - You may not have signed essential documents.

If you have insurance:

- If you have insurance, be sure to file your claim and register with FEMA. FEMA cannot provide assistance which is available from another source, including insurance. However, you should still register and submit your insurance settlement documentation to FEMA because FEMA may be able to assist with losses not covered by insurance.
    - The insurance documents will be reviewed; then an inspector may arrange a visit to your damaged home or apartment to determine if you have uninsured, eligible losses.
    - You can fax insurance settlement information to **800-827-8112** or mail to the following address:

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From:	Burgess, Scott H </O=DHS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=SCOTT.BURGESS.FEMA2.DHS.GOVC2C>
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Subject:	FW: Today's Release of the Third National Climate Assessment - May 6, 2014
Date:	2014/05/06 12:20:26
Priority:	Normal
Type:	Note

FYI - In case you did not see this…

Dear Adaptation Colleagues,

We are so pleased to support today's release of the Third National Climate Assessment: *Climate Change Impacts in the United States*. The Third National Climate Assessment (NCA), which delivers on USGCRP's legal mandate and the President's Climate Action Plan, is the most comprehensive, authoritative, transparent scientific report ever generated on U.S. climate impacts, both as currently observed and as projected for the future. The Third NCA documents climate change-related impacts and responses across key sectors and all regions of the U.S. with the goal of better informing public and private decision-making at all levels.

WHERE CAN YOU FIND THE ASSESSMENT?
The Third NCA is available to download and also can be explored in a novel interactive format through USGCRP's newly redeployed web presence at http://globalchange.gov. An important feature of this interactivity is the traceability of the data and other information in the report, giving users the means to refer back to these data for their analyses and decision support. The site is mobile-compatible and every piece of the report—from highlights to chapters to key messages to graphics—has its own unique URL for social network sharing. Please find below links that will help you navigate the Third NCA:

- • * **Full Report:** http://nca2014.globalchange.gov/
- • * **Highlights:** http://nca2014.globalchange.gov/highlights
- • * **Adaptation Chapter:** http://nca2014.globalchange.gov/report/response-strategies/adaptation

Beyond the Third NCA, the new globalchange.gov features accessible and dynamic information on a wide range of climate-related topics. Please find below links of particular interest to the adaptation community:

- • * **Topical call-out page on adaptation**, with links to key resources such as the NCA adaptation chapter (web and download), Federal adaptation resources (see below), and more: http://globalchange.gov/explore/adaptation
- • * **Resources to help Federal agencies with their adaptation planning and implementation activities:** http://globalchange.gov/browse/federal-adaptation-resources *(this is the same website that was available on our former website)*

Any White House materials about the release of the Third NCA will be available from: http://www.whitehouse.gov/climate-change. At 2:00 pm EDT, the White House is hosting a stakeholder event that will feature speakers from the Administration, NCA authors, and users of the report. For those who won't be at the event in person, you can tune into the live webcast: http://www.whitehouse.gov/live.

WHAT CAN BE FOUND IN THIS LATEST ASSESSMENT?

The data and information in the Third NCA can be of great value to the adaptation planning and implementation efforts of U.S. Federal Agencies and their partners and stakeholders. Some examples include:

- • * The latest science on **observed trends and projected future conditions** of changes in the climate across the 8 NCA regions and contiguous U.S. as well as 13 sectors and cross-sectors.
- • * Examples throughout of **on-the-ground impacts** across the U.S., many of which are already directly affecting substantial numbers of Americans.
- • * For the first time in a U.S. national assessment, explicit chapters on **Decision Support, Mitigation, and Adaptation**, with specific information on those topics as they are practiced now in addition to identifying research needs associated with these topics for improving future implementation of climate resilience measures. Specifically related to adaptation, the following information is captured in the Adaptation chapter:
    - • * Adaptation **key terms** defined
    - • * An overview of adaptation **activities at multiple levels** including the Federal government, states, tribes, local and regional governments, non-governmental organizations, and the private sector
    - • * Example **barriers** to adaptation
    - • * Several illustrative **case studies** of adaptation in action
- • * A useful and informative section that answers some **frequently asked questions about climate change**. The questions addressed range from those purely related to the science of climate change to those that extend to some of the issues being faced in consideration of mitigation and adaptation measures.

- • * **Data and metadata behind content and images** used in the assessment are accessible and traceable.

WHAT ARE SOME KEY TALKING POINTS ABOUT THIS ASSESSMENT?

Below are the very high level talking about the Third NCA.

- • * **Climate change is not just a problem for the future - it has moved firmly into the present.** Observed climate changes across the United States and within its major regions over the past century are extensively documented in the Third NCA. The Assessment links these climate changes to impacts on the American people and on the environment in every region of our country.
- • * **Many Americans are already feeling the effects of increases in certain types of extreme weather and sea level rise that are fueled by climate change.** Prolonged periods of heat and heavy downpours, and in some regions, drought, are affecting our health, agriculture, water resources, energy and transportation infrastructure, and much more. Rising sea level and higher storm surges are putting people and property at risk.
- • * **This Assessment is the most comprehensive analysis to date of how climate change is affecting our nation now and could affect it in the future.** The Assessment helps inform Americans' choices and decisions about investments, where to build and where to live, how to create safer communities and secure our own and our children's future.
- • * **America has important opportunities to reduce emissions and prepare for the effects of climate change.** Large reductions in global emissions could avoid some of the damaging impacts of climate change. Just as importantly, communities that prepare for the range of climate change impacts can prevent needless harm.

WHAT EVENTS ARE COMING UP HIGHLIGHTING THE ASSESSMENT?

Once the report goes live, there will be a number of other events that amplify the release and leverage the Third NCA to discuss the impacts of and responses to climate change in the U.S. Information about these events is available on the NCAnet Partners Calendar (http://ncanet.usgcrp.gov/partners/calendar).

Thank you,
USGCRP's Adaptation Science Interagency Working Group Co-chairs
Jeff Arnold, Tom Cuddy, and Emily Seyller

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IP#12 National Network of Fusion Centers

TALKING POINTS:

- Fusion centers are state and locally owned and operated assets that provide a critical link between the Federal Government and state and local partners.
    - Fusion centers serve as focal points within the state and local environment for the receipt, analysis, gathering and sharing of threat-related information.
    - They are not solely focused on terrorism and often address a variety of threats and hazards that can impact their unique jurisdictions.

- Over the past decade, the federal government has focused its resources—including deployed personnel, classified systems and training—on building the necessary capabilities of state and local governments to execute the fusion process and seamlessly work with their federal partners.

- Significant progress has been made by the National Network of Fusion Centers (National Network) to develop and implement these capabilities.

- Moving forward, the federal government is focused on ensuring these capabilities are sustained and that fusion centers are able to properly utilize this expertise for mission accomplishment.

- Execution of the intelligence cycle within the state and local environment ensures that:
    - Fusion centers serve as a force multiplier that directly contribute to and inform law enforcement activities, such as investigations conducted by the Joint Terrorism Task Force; and
    - Fusion centers contribute raw information to law enforcement and Intelligence Community partners to assist in identifying previously unknown threats.

BACKGROUND:

- Immediately following 9/11, some state and local entities established "fusion centers" to improve information sharing and analysis within their local jurisdiction on a range of threats.
- These centers, which are state and locally owned and operated, were generally built upon existing criminal intelligence efforts resident in state and major city police departments.
- By building upon their experience and expertise in addressing criminal threats, fusion centers are uniquely positioned to identify and detect crimes or threats that may have a national security or homeland security implication.
- In order to assist in standardizing the development of these entities, DHS and DOJ worked with a group of state and local stakeholders to develop and publish guidance to enable individual fusion centers to operate at a baseline level of capability.
    - The *Fusion Center Guidelines* (2005) and the *Baseline Capabilities for State and Major Urban Area Fusion Centers* (2008) were developed and outline specific

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capability targets for fusion centers that allow for the full implementation of the intelligence cycle.

- ***DHS Support for Fusion Centers***:
  - DHS has a unique mandate to function as a bridge between state and locally owned and operated fusion centers and the Intelligence Community (IC).
  - DHS support to fusion centers was mandated by the *Implementing Recommendations of the 9/11 Commission Act of 2007.*
  - In December 2009, the White House issued a memorandum on strengthening information sharing between and among all levels of government, calling upon DHS to coordinate federal support to the National Network.
  - I&A supports fusion centers through a variety of initiatives – including the deployment of personnel, training, technical assistance, exercise support, security clearances, connectivity to federal systems, and grant funding – to enhance their ability to perform their mission.
  - This approach allows DHS to ensure federal interagency partners are included in these activities, including the Department of Justice (DOJ), Federal Bureau of Investigation (FBI), Office of the Director of National Intelligence (ODNI), Office of Nuclear Detection and Counter Proliferation (ONDCP), Program Manager – Information Sharing Environment (PM-ISE), and Department of Defense (DoD).

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Talking Points

October 1, 2014, Program Changes - Section 5 of the Homeowner Flood Insurance Affordability Act of 2014 (HR 3370) (May TBD, 2014 Bulletin)

Key Messages:

- Steps are underway to implement changes to the National Flood Insurance Program (NFIP) and provide relief to qualifying policyholders who received rate increases under Biggert-Waters. This May TBD, 2014 Bulletin is the next step and establishes flood insurance premium rates, effective October 1, 2014, that are consistent with the Homeowners Flood Insurance Affordability Act of 2014 (HFIAA) and will be used to calculate refunds for certain policyholders that will be issued in the fall of 2014.

- In the coming weeks, the NFIP will issue further guidance to our WYO companies to issue refunds for certain policyholders who were charged full-risk premiums under Biggert-Waters and are now eligible for pre-Flood Insurance Rate Map subsidies. This would allow policyholders who qualify to see refunds as early as late-fall 2014.

- FEMA will continue to work with Congress, Write Your Own insurance companies, other industry partners, and our stakeholders to implement the Homeowner Flood Insurance Affordability Act of 2014 with the shared goal of helping families maintain affordable flood insurance, ensuring the financial stability of the NFIP, and reducing the risks and consequences of flooding nationwide.

Additional Messages:

- On March 21, 2014, President Obama signed the Homeowner Flood Insurance Affordability Act of 2014 into law. This law repeals and amends certain provisions of the Biggert-Waters Flood Insurance Reform Act of 2012 (Biggert Waters) and the National Flood Insurance Act of 1968.

- As part of implementing the Act, FEMA is required to consult with its partner Write Your Own (WYO) insurance companies to develop guidance for implementing policy changes.

- As a result of consultation, the NFIP is providing this bulletin to provide notification of the changes that the NFIP will implement effective October 1, 2014. These changes revise premium rate tables to comply with Section 5 of the HFIAA, which prohibits FEMA from increasing premiums more than 15 percent a year within a single risk class and not more than 18 percent for an individual policy with some exceptions.. These new rate tables will be used for new and renewal policies effective on or after October 1, 2014.

- Previous legislation (Biggert-Water 2012) allowed average premium increases up to 20 percent within a single risk class, with no per policy cap. It is important to note that in every case, the rates provided with this memorandum are the same or lower than the October 1, 2013 rates developed under the Biggert-Waters Flood Insurance Reform Act of 2012 (BW-12).

- This guidance (May TBD, 2014 bulletin) is to be used for new and renewal policies effective on or after October 1, 2014. In the coming weeks, FEMA will issue further guidance that will utilize these same tables to calculate premium refunds required under section 3. Additionally, to the extent a policyholder was charged a premium in excess of the premium increase caps mandated under Section 5, FEMA will use these rate tables to calculate the refund.

- This would allow policyholders who qualify to see refunds as early as late-fall 2014.

- New and renewal policies written prior to October 1, 2014 for properties covered by Section 3 of the new act will use the October 1, 2013 when more favorable in accordance with previous guidance (April 15, 2014 bulletin), issued in an effort to quickly stop rate increases implemented as a result of the Biggert-Waters.

- Prior to issuing guidance for new rates, the law requires FEMA to consult with its private sector Write Your Own (WYO) insurance company partners. To date, FEMA has held nine conference calls and met in person with senior company representatives.

Background specific to the 18% cap in individual polices:

- FEMA is required to increase premiums for most subsidized properties by no less than 5 to 15 percent annually, but no more than 18 percent annually for an individual until the class premium reaches its full-risk rate. It is important to note that close to 80 percent of NFIP policyholders paid a full-risk rate prior to either BW-12 or HFIAA, and are minimally impacted by either law.

- There are some exceptions to these premium increase caps.
    - Under Section 5 of the HFIAA, the 18-percent cap on premium increases the HFIAA do not apply to pre-FIRM rated property subject to the mandatory 25% increases mandated by Biggert Waters – non-primary residences, businesses, severe repetitive loss properties, cumulative loss properties, substantially damaged or improved;
    - The properties is located in a community that loses its Community Rating System standing;
    - The premium increasing is a result of a decrease in the deductible or an increase of coverage.; or
    - The property was mis-rated.

Background on Refunds:

- In the coming weeks, FEMA will issue further guidance that will utilize these same tables to calculate premium refunds in order to comply with Section 3 and Section 5 of the HFIAA. This would allow policy holders who qualify, to see refunds as early as late-fall 2014. FEMA is working in consultation with the WYO companies to develop guidance to help expedite refunds.

- Eligible policy holders may receive refunds for two reasons:
    - Under Section 3, the new law allows a return to subsidized rates for some pre-FIRM properties —and refunds of the difference paid between the subsidized and full-risk rate.
        - BW-12 required an immediate move to property-specific, full-risk rates when pre-FIRM properties were sold or new policies issued. Some policyholders saw significant premium increases.
    - Under section 5, the new law limits rate increase for most subsidized properties to no more than 18% for any one individual policy – and allows for refunds to policy holders with new or renewed policies that saw increases of more than 18%.
    - As a result of our consultation with our WYO companies, FEMA will issue guidance for refunds that will allow policy holders who are eligible to receive one refund payment when eligible for both types of refunds.

- FEMA and participating insurance companies are working to implement the refunds, currently planned to take place in fall 2014.

CLIMATE-SCIENCE TALKING POINTS

(J. Holdren, 4 May 2014)

I. Overview

- Decades of observation, monitoring, and research have demonstrated beyond reasonable doubt that (1) the Earth's climate is changing at an unusual pace compared to natural changes in climate experienced in the past; (2) emissions of carbon dioxide and other greenhouse gases from human activities, principally the combustion of fossil fuels but also land-use change, are the principal drivers of the recent and ongoing changes in climate; (3) climate change is already causing harm in many parts of the world; and (4) this harm will continue to grow unless and until global emissions of carbon dioxide and the other offending pollutants are drastically reduced.

- The recent measured changes in climate include a multi-decade increase in the year-round, global-average air temperature near Earth's surface ("global warming"), but they are not limited to that. The changes also include increased temperatures in the ocean; increased moisture in the atmosphere as a consequence of increased evaporation; increased numbers of extremely hot days; changed patterns of rainfall and snowfall; and, in some regions, increases in droughts, wildfires, and unusually powerful storms.

- In consequence of the temperature increase, moreover, glaciers are melting, the Greenland and Antarctic ice sheets are losing mass, and sea-level is rising. If unchecked, sea-level rise could lead to the displacement of populations from low-lying areas and pose an existential threat to some island nations.

- Carbon dioxide emissions from fossil-fuel combustion and deforestation have led not only to a build-up of this heat-trapping gas in the atmosphere but also to an increase in the dissolution of carbon dioxide into the surface layer of the ocean, where it forms carbonic acid and thus lowers the pH (increases the acidity) of surface ocean waters. This change puts at risk coral reefs and other marine organisms that build their shells or skeletons from calcium carbonate.

- Those conclusions are based on an immense number of observations and measurements made by thousands of scientists at both governmental and nongovernmental institutions around the world, as well as on fundamental understandings about atmospheric physics and increasingly sophisticated computer models of ocean-atmosphere-ecosystem interactions, all recorded in tens of thousands of peer-reviewed scientific publications; they have been endorsed by every major national academy of sciences in the world, including those of China, India, Russia, and Brazil as well as that of the United States, and by nearly every U.S. scientific professional society, by the World Meteorological Organization, and of course by the UN's Intergovernmental Panel on Climate Change (IPCC).

II. Basics of Climate Change and Weather-Related Extremes

- Weather is what is happening in the atmosphere (temperature, pressure, humidity, wind, precipitation) at a particular place and a particular moment in time. Climate is the set of patterns exhibited by the weather at a particular place (or region, or the world as a whole) over a period of decades, expressed in terms of average values of weather variables day and night at different times of the year, as well as the statistics of deviations (magnitude and frequency) from these averages.

- In general, one can't say with confidence that an individual extreme weather event (or weather-related event)—for example, a heat wave, drought, flood, powerful storm, or large wildfire—was caused by global climate change. Such events usually result from the convergence of multiple factors, and, obviously, these kinds of events occurred with some frequency before the onset of the discernible, largely human-caused changes in global climate in the late 20th and early 21st centuries. But there is much reason to believe that extreme weather events of many kinds are being influenced— in magnitude or frequency— by changes in climate.[1]

- The manifestations of those changes are observable almost everywhere:
  - The atmosphere has become warmer, averaged over the year, for the world as a whole and in most individual locations, and it has become wetter (the absolute humidity has increased), averaged over the year, for the world as a whole and in many individual locations.
  - Ocean surface temperatures have risen, averaged over the year, for the world as a whole and in most places, and the thickness of the ocean's warm surface layer has likewise increased.
  - The geographic unevenness of the warming[2] undoubtedly is affecting atmospheric and oceanic circulation patterns, although exactly how cannot always be sorted out, currently, from the natural variability in these patterns.

  This being so, it is reasonable to say that most weather in most places is being influenced in ways modest to significant by the changes in climate that have occurred as a result of human activities.

- A number of changes in extremes of weather and of weather-related events have become evident over the past few decades:
  - Extremes of high temperature—both individual hot days and heat waves (periods of unusually high temperature that last for more than five consecutive days)—have become both more frequent and hotter in many regions.

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[1] Increases in magnitude or frequency of extremes far beyond historical experience can be attributed to climate change with very high confidence. For example, an analysis provided by the UN's World Meteorological Organization with its 2014 assessment of global climate in the preceding year showed that the Australian country-wide temperature record set in 2013 would have been "virtually impossible" as a result of natural variability alone.

[2] For well understood reasons, the warming produced by the build-up of greenhouse gases is greater over land than over the oceans, and greater in the far North than in the mid-latitudes and tropics.

- A larger fraction of total precipitation is occurring in extreme downpours in the United States and many other parts of the world. This is plausibly contributing to an increased risk of flooding in at least some regions.
- Drought has become more frequent and more severe in the American West and in some other historically drought-prone parts of the world.[3]
- Annual average area burned by wildfires in the American West has been on an upward trend (superimposed on considerable year-to-year variability), increasing several-fold over the past three decades.
- The intensity of tropical storms is up in some regions (most notably the North Atlantic) but not in others. There is reason to believe, though, that the most powerful of these storms—called hurricanes in the Atlantic and Eastern Pacific and typhoons in the Western Pacific—are becoming more powerful than they otherwise would be because of warmer sea-surface temperature, greater depth of the warm ocean surface layer, and higher atmospheric moisture, and that they also are becoming more devastating than they otherwise would be when they make landfall, because their storm surges occur on top of a mean sea level made higher by global warming.
- There is recent evidence that conditions conducive to severe thunderstorms are becoming more prevalent in the Eastern United States under climate change. Observed increases are not yet statistically significant, however, because of high year-to-year variability. There is as yet not any evidence that tornadoes have increased in frequency or intensity as a result of global climate change.

- In every case, there are good scientific explanations, supported by measurements, as to how the overall changes in climate brought about by the human-caused build-up of heat-trapping gases are leading to these observed changes in weather-related extremes.

- Accordingly, it is expected that the kinds of extremes already observed to be increasing will continue to increase in magnitude and/or frequency going forward, unless and until the changes in climate being driven by society's greenhouse-gas emissions are brought to a halt.

III. Has there been a "hiatus" in global warming?

Climate-change contrarians have been propagating the claim that "there's been no global warming since 1998." This is not correct. The reality is that the rate of increase in the globally and annually averaged temperature of the atmosphere near the surface has slowed since around 2000 compared to the rate of increase over the preceding three decades, but…

- Warming of the atmosphere has continued. The 2000s were warmer than the 1990s, and the 2010s so far have been warmer than the 2000s. Thirteen of the 14 warmest years since decent thermometer records became available (around 1880) have occurred since 2000.

[3] That drought can increase in some parts of a world that is getting more precipitation on the average is not a paradox. Global climate change is nonuniform. Precipitation is down in some places while up in others, and earlier melting of snowpack and higher losses of moisture to evaporation from soil and reservoirs contribute to low stream flows and soil drying in summer in many regions.

- The one year in the top 14 that occurred prior to 2000 was 1998. It was the third or fourth warmest year since 1880 as a result of an unusually powerful El Niño, which boosted the global-average surface temperature well above the trend line. The recent rate of temperature increase can be made to look smaller by "cherry-picking" the 1998 spike as the new start date for one's trend line. This, of course, is what the contrarians do.

- During the recent period in which the rate of increase of the average surface air temperature has slowed, other indicators of a warming planet— shrinkage of Arctic sea ice and mountain glaciers, increased discharges from the Greenland and Antarctic ice sheets, and increased ocean temperatures—have been proceeding at or above the rates that characterized the preceding decades.

- The long-term warming trend resulting from the build-up of heat-trapping gases and particles in the atmosphere is superimposed on a considerable amount of variability—year-to-year and decade-to-decade ups and downs in the global-average atmospheric temperature resulting from variations in solar output, in volcanic activity that injects reflecting particles into the stratosphere, and in ocean circulation patterns that govern how much of the trapped heat goes into the oceans as opposed to staying in the atmosphere.

- Scientists therefore do not <u>expect</u> the rate of atmospheric warming, which results from the combination of human and natural influences, to be uniform from year to year and decade to decade. The reduced rate of warming since around 2000 is understood to be the result of a partial offsetting of the warming influence of the continuing greenhouse-gas build-up by a combination of natural factors that tended to cool the atmosphere in this period, as well as, very possibly, in increase in emissions of sunlight-reflecting particulate matter from the ramp-up of global coal use.

- It is likely that increased heat uptake by the oceans has played a major role in slowing atmospheric warming during this period. The oceans normally take up more than 90 percent of the excess heat trapped by anthropogenic greenhouse gases, leaving less than 10 percent to warm the atmosphere. Thus, obviously, a small percentage increase in what goes into the ocean can take a large share away from what otherwise would have gone into the atmosphere.

- When the variability that has lately slowed surface-atmosphere temperature trends next shifts to contributing warming, it will then <u>reinforce</u> rather than offsetting the warming influence of the build-up of greenhouse gases. The rate of increase of the global-average surface temperature will then rebound, becoming more rapid, rather than less rapid, than the long-term average.

- It is not clear that all of what has long been called "natural variability" is really natural. It's known that the geographic unevenness of global warming (amplified in the Northern Hemisphere by the shrinkage of Arctic sea ice, among other factors), affects atmospheric and oceanic circulation patterns. There is some evidence that the El Niño / La Niña cycle, as well as other patterns that affect how much trapped heat ends up in the oceans rather than in the atmosphere, are being influenced by global warming.

IV. Recent relevant quotes from authoritative sources (inverse chronological order)

U.S. Global Change Research Program, Third U.S. National Climate Assessment, *Climate Change Impacts in the United States*, May 2014 http://nca2014.globalchange.gov

> *Long-term, independent records from weather stations, satellites, ocean buoys, tide gauges, and many other data sources all confirm that our nation, like the rest of the world, is warming. Precipitation patterns are changing, sea level is rising, the oceans are becoming more acidic, and the frequency and intensity of some extreme weather events are increasing. Many lines of independent evidence demonstrate that the rapid warming of the past half-century is due primarily to human activities.*

Intergovernmental Panel on Climate Change, Contribution of Working Group III to the IPCC Fifth Assessment: *Climate Change 2014: Impacts, Adaptation, and Vulnerability: Summary for Policy Makers*, April 2014,
http://report.mitigation2014.org/spm/ipcc_wg3_ar5_summary-for-policymakers_approved.pdf

> *Without additional efforts to reduce GHG emissions beyond those in place today, emissions growth is expected to persist driven by growth in global population and economic activities. Baseline scenarios, those without additional mitigation, result in global mean surface temperature increases in 2100 from 3.7 to 4.8°C compared to pre-industrial levels (median values; the range is 2.5°C to 7.8°C when including climate uncertainty, see Table SPM.1) (high confidence).*

American Association for the Advancement of Science (the largest general scientific society in the world and the publisher of the prestigious journal, SCIENCE), *What We Know: The Reality, Risks, and Response to Climate Change,* March 2014
http://whatweknow.aaas.org/wp-content/uploads/2014/03/AAAS-What-We-Know.pdf

> *The overwhelming evidence of human-caused climate change documents both current impacts with significant costs and extraordinary future risks to society and natural systems. The scientific community has convened conferences, published reports, spoken out at forums and proclaimed, through statements by virtually every national scientific academy and relevant major scientific organization — including the American Association for the Advancement of Science (AAAS)—that climate change puts the well-being of people of all nations at risk.*

U.N. World Meteorological Organization, *WMO Statement on the Status of the Global Climate in 2013*, WMO, March 2014
https://docs.google.com/file/d/0BwdvoC9AeWjUeEV1cnZ6QURVaEE/edit?usp=sharing&pli=1

> *The year 2013 tied with 2007 as the sixth warmest since global records began in 1850. … Thirteen of the fourteen warmest years on record, including 2013, have all occurred in the twenty-first century. … While the rate at which surface air temperatures are rising has slowed in recent years, heat continues to be trapped in the Earth system, mostly as increased ocean heat content. About 93 per cent of the excess heat trapped in the Earth*

system between 1971 and 2010 was taken up by the ocean. From around 1980 to 2000, the ocean gained about 50 zettajoules (10^{21} joules) of heat. Between 2000 and 2013, it added about three times that amount.

Intergovernmental Panel on Climate Change, Contribution of Working Group II to the IPCC Fifth Assessment: *Climate Change 2014: Impacts, Adaptation, and Vulnerability: Summary for Policy Makers*, March 2014, http://www.ipcc-wg2.gov/AR5/

Observed impacts of climate change are widespread and consequential. Recent changes in climate have caused impacts on natural and human systems on all continents and across the oceans.

U.K. Royal Society and U.S. National Academy of Sciences (the two most prestigious science academies in the world), *Climate Change: Evidence and Causes*, February 27, 2014, http://dels.nas.edu/resources/static-assets/exec-office-other/climate-change-full.pdf

Earth's lower atmosphere is becoming warmer and moister as a result of human-emitted greenhouse gases. This gives the potential for more energy for storms and certain severe weather events. Consistent with theoretical expectations, heavy rainfall and snowfall events (which increase the risk of flooding) and heat waves are generally becoming more frequent. … While changes in hurricane frequency remain uncertain, basic physical understanding and model results suggest that the strongest hurricanes (when they occur) are likely to become more intense and possibly larger in a warmer, moister atmosphere over the oceans. This is supported by available observational evidence in the North Atlantic.

Intergovernmental Panel on Climate Change, Contribution of Working Group I to the IPCC Fifth Assessment: *Climate Science 2013: The Physical Science Basis: Summary for Policy Makers*, September 2013 http://www.climatechange2013.org/images/report/WG1AR5_SPM_FINAL.pdf

Warming of the climate system is unequivocal, and since the 1950s, many of the observed changes are unprecedented over decades to millennia. The atmosphere and ocean have warmed, the amounts of snow and ice have diminished, sea level has risen, and the concentrations of greenhouse gases have increased. …It is extremely likely that human influence has been the dominant cause of the observed warming since the mid-20th century. [Emphasis in original. In IPCC terminology, "extremely likely" means the statement's probability of being correct is between 95 and 99 percent.]

Dr. Lonnie G. Thompson (Distinguished University Professor in the School of Earth Science at Ohio State University, winner of the National Medal of Science, member of the U.S. National Academy of Sciences, arguably the most distinguished glaciologist/paleoclimatologist in the world), "Climate Change: The Evidence and Our Options", Byrd Polar Research Center Publication 1402, 2010 http://researchnews.osu.edu/archive/TBA--LTonly.pdf

Climatologists, like other scientists, tend to be a stolid group. We are not given to theatrical rantings about falling skies. Most of us are far more comfortable in our laboratories or gathering data in the field than we are giving interviews to journalists or speaking before

Congressional committees. Why then are climatologists speaking out about the dangers of global warming? The answer is that virtually all of us are now convinced that global warming poses a clear and present danger to civilization.

Dr. Robert McCormick Adams (former Secretary of the Smithsonian Institution) and 254 other members of the U.S. National Academy of Sciences, "Climate Change and the Integrity of Science", Letters to the Editor, SCIENCE, May 10, 2010
http://www.pacinst.org/wp-content/uploads/sites/21/2013/02/climate_statement3.pdf

There is compelling, comprehensive, and consistent objective evidence that humans are changing the climate in ways that threaten our societies and the ecosystems on which we depend. … Natural causes always play a role in changing Earth's climate, but are now being overwhelmed by human-induced changes.

Dr. Alan Leshner (Executive Director of the American Association for the Advancement of Science) and the Presidents or Executive Directors of 17 other U.S. scientific NGOs (including the American Chemical Society, the American Geophysical Union, the American Meteorological Society, the American Statistical Association, and the Ecological Society of America), Open Letter to Members of the U.S. Senate, October 21, 2009
http://www.aaas.org/sites/default/files/migrate/uploads/1021climate_letter.pdf

Observations throughout the world make it clear that climate change is occurring, and rigorous scientific research demonstrates that the greenhouse gases emitted by human activities are the primary driver. These conclusions are based on multiple independent lines of evidence, and contrary assertions are inconsistent with an objective assessment of the vast body of peer-reviewed science. Moreover, there is strong evidence that ongoing climate change will have broad impacts on society, including the global economy and on the environment. For the United States, climate change impacts include sea level rise for coastal states, greater threats of extreme weather events, and increased risk of regional water scarcity, urban heat waves, western wildfires, and the disturbance of biological systems throughout the country.

Dr. Bruce Alberts (President of the U.S. National Academy of Sciences) and the presidents of all of the other national academies of science of the G8+5 countries (which include Russia, China, India, and Brazil), *G8+5 Academies Statement: Climate Change and the Transformation of Energy Technologies for a Low-Carbon Future*, May 2009
http://www.nasonline.org/about-nas/leadership/president/statement-climate-change.pdf

Climate change is happening even faster than previously estimated; global CO2 emissions since 2000 have been higher than even the highest predictions, Arctic sea ice has been melting at rates much faster than predicted, and the rise in the sea level has become more rapid. Feedbacks in the climate system might lead to much more rapid climate changes. The need for urgent action to address climate change is now indisputable.