JIS/JIC Planning for Tribal, State, and Local PIOs (G291)

Student Manual

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Unit 1: Introduction to Public Information

Welcome to G0291 JIS/JIC Planning for Tribal, State and Local PIOs

Refer to Visual: 1

Welcome and Course Overview

Refer to Visual: 2

Course Purpose

Refer to Visual: 3

- To equip Public Information Officers (PIOs) with the skills needed to establish and operate a Joint Information System/Joint Information Center
- To impart a working knowledge of operational practices for performing PIO duties within the NIMS multiagency coordination system

Note	The purpose of this course is to equip public information officers with the skills needed to establish and operate a Joint Information System/Joint Information Center, and to impart a working knowledge of operational practices for performing PIO duties within the NIMS multiagency coordination system.

Introductions

Refer to Visual: 4

Tell us:

- Your name
- Your title, organization, and jurisdiction
- One unique contribution a public affairs operation makes to your organization

Course Agenda

Refer to Visual: 5

Unit 1: Welcome
Unit 2: Objective-Driven Communications in a Single-PIO Incident
Unit 3: Objective-Driven Communications in an Expanding Incident
Unit 4: Organizing and Leading a Local JIC
Unit 5: Integrating With State and Federal Partners
Unit 6: Wrap-up Exercise
Unit 7: Course Summary

Course Resources

Refer to Visual: 6

- Student Manual
- Resource Guide
- Instructors
- Your collective experience and expertise
- Building the JIS/JIC Worksheet

Course Objectives

Refer to Visual: 7

- Explain the importance of coordinating messages in a multi-agency environment
- Differentiate between the JIS and the JIC
- Given a 5% scenario, analyze and discuss strategic communications issues and options
- Analyze State JIC organizational structures and resources
- Evaluate strategies for building partnerships at all levels
- Given a 5% scenario, demonstrate organizing a JIC

Training Strategy

Refer to Visual: 8

Why Do We Train to This Level?

Refer to Visual: 9

During an emergency, getting the right information to the right people at the right time helps them to make the right decisions.

Unit Summary

Refer to Visual: 10

In this unit we reviewed:

- Course information
- Course purpose
- Course objectives
- Training strategy
- Resources

Unit 2: Objective-Driven Communications in a Single-PIO Incident

Unit 2: Objective-Driven Communications in a Single-PIO Incident

Refer to Visual: 1

Objectives

Refer to Visual: 2

- Define NIMS, and explain where public information fits in
- Define ICS
- Analyze the communications needs of a single-PIO incident

NIMS Overview

Refer to Visual: 3

- **What?...** NIMS provides a consistent nationwide template...
- **Who?...** to enable Federal, State, Tribal, and local governments, the private sector, and nongovernmental organizations to work together...
- **How?...** to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity...
- **Why?...** in order to reduce the loss of life and property, and harm to the environment…

NIMS Components

Refer to Visual: 4

Preparedness

Communications and Information Management

Resource Management

Command and Management

- Incident Command System
- Multiagency Coordination Systems
- Public Information

Ongoing Management and Maintenance

ICS Overview

Refer to Visual: 5

- Standardized, on-scene, all-hazard incident management concept
- Allows its users to adopt an integrated organizational structure that matches the complexities and demands of incidents
- Permits seamless integration of responders from all jurisdictions
- Can be used for incidents of any type, scope, and complexity

Where the PIO Fits In

Refer to Visual: 6

- Represents and advises the Incident Command
- Manages on-scene media and public inquiries
- Works with audiences and partners to ensure unified messaging

Note

Public information consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on an incident's cause, size, and current situation to the public, responders, and other stakeholders. Public information must be coordinated and integrated across jurisdictions and agencies. Well-developed public information, education strategies, and communications plans help to ensure that lifesaving measures, evacuation routes, threat and alert systems, and other public safety information is coordinated and communicated to numerous audiences in a timely, consistent manner.

The **Public Information Officer (PIO)** supports the Incident Command structure as a member of the Command staff. The PIO advises the Incident Commander on all public information matters relating to the management of the incident. The PIO handles inquiries from the media, the public, and elected officials; emergency public information and warnings; rumor monitoring and response; media monitoring; and other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident, particularly regarding information on public health, safety, and protection.

The PIO coordinates through the **Joint Information Center (JIC)**, an interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident.

Scenario: Chemical Plant Fire

Refer to Visual: 7

At 10:30 a.m., the fire department responded to a fire at Palumbo Plastics, 3601 Y Street, Central City, Columbia

Activity (Plenary Discussion)

Refer to Visual: 8

You are the first Public Information Officer on the scene at the Palumbo Plastics fire.
What are you thinking about at this stage?

Activity (Table Group Discussion)

Refer to Visual: 9

You are the first Public Information Officer on the scene at the Palumbo Plastics fire. Working in your table group, discuss the following:

What are the barriers to communications at this stage?

Unit Summary

Refer to Visual: 10

In this unit we reviewed:

- NIMS
- ICS
- Strategies for an effective single-PIO operation
- Barriers to communications in a single-PIO operation

Unit 3: Objective-Driven Communications in an Expanding Incident

Unit 3: Objective-Driven Communications in an Expanding Incident

Refer to Visual: 1

Unit Objectives

Refer to Visual: 2

- Given a 5% scenario, analyze the actions and barriers to communications in an expanding incident
- Describe the advantages and challenges of working with multiple PIOs

Scenario Update #1

Refer to Visual: 3

Fire at Palumbo Plastics 3601 Y Street, Central City, Columbia

- This has been declared a working fire
- There are reports of people trapped
- Injuries being reported by first responders
- The surrounding streets are being closed to make room for additional fire apparatus

Activity (Table Group Discussion)

Refer to Visual: 4

Working in your table groups, discuss the following:

- Who are the new PIOs now at this incident? How do you integrate them into the operation?
- What are you thinking about now?

Note

Activity Time:

- Table group discussion: 10 minutes
- Debriefing: 5 minutes

Activity (Plenary Discussion)

Refer to Visual: 5

What are the new barriers to communications now that there are more PIOs present?

Note

Activity Time:

- Plenary discussion: 10 minutes

Working with Multiple PIOs

Refer to Visual: 6

- Interagency agreements
- Agency autonomy
- Competing priorities
- Message coordination
- Interpersonal dynamics

Interagency Agreements

Refer to Visual: 7

Does your agency have formal, or informal agreements for the use of PIOs?

Agency Autonomy

Refer to Visual: 8

Every PIO has a boss.
Every boss has priorities.
How do you get everyone working toward the same goal?

Competing Priorities

Refer to Visual: 9

How do you handle conflicting or competing priorities at the height of an incident, in the field or in the JIC?

Message Coordination

Refer to Visual: 10

One message, many voices

Note	When an event occurs that prompts activation of Incident Command, it may be some time before a JIC can be established. Public information functions must still be coordinated and integrated across jurisdictions and across agencies; among federal, state, local, and tribal partners; and with private-sector and nongovernmental organizations. Organizations participating in incident management retain their autonomy, but the lead PIO must provide message guidance to avoid confusing the affected audiences.

Interpersonal Dynamics

Refer to Visual: 11

Attitude – Mental disposition
Personality – Traits, characteristics, behaviors
Character – Qualities that make up a person
Habit – Act performed without conscious thought
Culture – Socially gained patterns

Objective-Driven Communication

Refer to Visual: 12

Objective

- What are the incident needs? Why are you communicating?
  - Educate? Persuade? Call to action?

Audience

- Who are you trying to reach?
  - What do they already know? What is their perception?

Message

- What will you say? How will you say it?
  - What words and medium?

Note

When formulating communications objectives, consider these three main areas:

- Objective
- Audience
- Message

As the communication moves from the objective to the audience and finally the message, keep these questions in mind for each stage.

For the objective, what are the community needs?

- Why are we communicating?
- Are we trying to educate, persuade, or call the audience to action?

For the audience, who are we trying to reach?

- What do they already know?
- What is their perception?
- What will it take to change that perception?

For the message, what will we say?

- How will we say it?
- What words will we use?
- What medium will we use?

Scenario Update #2

Refer to Visual: 13

Fire at Palumbo Plastics 3601 Y Street, Central City, Columbia

- There has been a report of a chemical release
- The Incident Commander has ordered a shelter–in–place be instituted in a one mile radius of the fire

Activity: Public Alert and Warning

Refer to Visual: 14

The Incident Commander has just ordered a shelter-in-place for a one-mile radius around the fire scene

Working in your table groups:

- Identify your communications needs
- List methods of public alert and warning
- Draft a 90 character EAS/WEA message for this order

Note

Activity Time:

- Table group discussion: 10 minutes
- Debriefing: 10 minutes

BACKGROUND

Integrated Public Alert and Warning System (IPAWS)

FEMA's Integrated Public Alert and Warning System (IPAWS) is an internet-based capability Federal, State, territorial, tribal, and local authorities can use to issue critical public alerts and warnings.

IPAWS is accessed through software that meets IPAWS system requirements. There is no cost to send messages through IPAWS, although there may be costs associated with acquiring compatible alert origination software. IPAWS is not mandatory and does not replace existing methods of alerting, but instead complements existing systems and offers new capabilities.

FEMA built IPAWS to ensure that under all conditions the President of the United States can alert and warn the American people. Federal, State, territorial, tribal and local authorities also have the opportunity to use IPAWS to send alerts and warnings within their jurisdictions. IPAWS improves alert and warning capabilities by allowing alerting authorities to deliver alerts simultaneously through multiple communications devices reaching as many people as possible to save lives and protect property. These communication pathways include:

Emergency Alert System (EAS) Wireless Emergency Alerts (WEA) National Weather Service Dissemination Systems, including National Oceanic and Atmospheric Administration (NOAA) Weather Radio Unique Systems; Future Systems

Source: www.fema.gov

Wireless Emergency Alerts (WEA)

Wireless Emergency Alerts (WEA) is a public safety system that allows customers who own certain wireless phone models and other enabled mobile devices to receive geographically-targeted, text-like messages alerting them of imminent threats to safety in their area. The technology ensures that emergency alerts will not get stuck in highly congested areas, which can happen with standard mobile voice and texting services.

WEA enables government officials to target emergency alerts to specific geographic areas (e.g. lower Manhattan) through cell towers. The cell towers broadcast the emergency alerts for reception by WEA-enabled mobile devices.

WEA complements the existing Emergency Alert System (EAS) which is implemented by the FCC and FEMA at the federal level through broadcasters and other media service providers. WEA and the EAS are part of FEMA's Integrated Public Alert and Warning System (IPAWS). Wireless companies volunteer to participate in WEA, which is the result of a unique public/private partnership between the FCC, FEMA and the wireless industry to enhance public safety.

Source: www.fcc.gov

Emergency Alert System (EAS)

The Emergency Alert System is a national public warning system that requires TV and radio broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, direct broadcast satellite service providers and wireline

video service providers to offer to the President the communications capability to address the American public during a national emergency. The system also may be used by state and local authorities to deliver important emergency information such as AMBER (missing children) alerts and emergency weather information targeted to a specific area.

The FCC works with the Federal Emergency Management Agency and the National Oceanic and Atmospheric Administration's National Weather Service to implement the EAS at the national level. Only the President determines when the EAS will be activated at the national level, and has delegated the administration of this function to FEMA. Accordingly, FEMA activates the national EAS, and directs national EAS tests and exercises. The NWS uses the EAS on a local and statewide basis to provide the public with alerts and warnings regarding dangerous weather and other emergency conditions.

The EAS allows participating providers to send and receive emergency information quickly and automatically, even if their facilities are unattended. If one link in the system for spreading emergency alert information is broken, members of the public have multiple alternate sources of warning. EAS equipment also provides a method for automatic interruption of regular programming, and in certain instances is able to relay emergency messages in languages other than English.

Source: www.fcc.gov

Activity: The Nonparticipating PIO

Refer to Visual: 15

The school district PIO, who is not at the scene of the fire, issued the following social media statement:

Kennedy Elementary choir concert still on at 1 p.m. today. School not affected by Palumbo fire. Use east parking lot.

Working in your table groups, discuss the following:

- What are the problems created by this message?
- What corrective measures would you take?

Note

Activity Time:

- Table group discussion: 10 minutes
- Debriefing: 5 minutes

Scenario Update #3

Refer to Visual: 16

There has been a report of a chemical released into the local water supply.

- There is a sheen on the water
- The Central City Water Department has issued an order to stop using tap water
- Residents within a three block area of the fire have started reporting to Central City and Faith Hospitals with complaints of respiratory distress
- The mayor has signed a state of emergency for Central City and on recommendation of the Incident Commander ordered an evacuation in a radius between one and three miles from the fire

Activity (Plenary Discussion)

Refer to Visual: 17

- Based on what you now know, who is likely to be in charge of the message?
- What are the barriers to communications now?

Note

Activity Time:

- Plenary discussion: 10 minutes

Unit Summary

Refer to Visual: 18

- PIO actions and interactions in an escalating incident
- Barriers to communications in an escalating incident
- Working with multiple PIOs and balancing priorities

Unit 4: Organizing and Leading a Local JIC

Unit 4: Organizing and Leading a Local JIC

Refer to Visual: 1

Unit Objectives

Refer to Visual: 2

At the end of this unit, you will be able to:

- Differentiate between the JIS and the JIC
- Describe triggers for JIC activation
- Describe the preparedness activities for establishing and maintaining a JIC
- Describe flexible and scalable structures for organizing a JIC based on incident needs

Scenario Update #4

Refer to Visual: 3

- There has been a report of a chemicals released into the local water supply
  - There is a sheen on the water
  - The Central City Water Department has issued an order to stop using tap water
- Residents within a three block area of the fire have started reporting to Central City and Faith Hospitals with complaints of respiratory distress
- The mayor has signed a state of emergency for Central City and on recommendation of the Incident Commander ordered an evacuation in a radius between one and three miles from the fire
- The Central City EOC is activated, triggering full multiagency coordination

Activity (Table Group Discussion)

Refer to Visual: 4

Working in your table groups, answer the following questions:

- Who are the new PIO(s) now involved with this incident?
- What are you now thinking about?
- What are the new barriers to communications now that there are more PIOs present?
- What are the new strategic communication needs?

Note

Activity Time:

- Table group discussion: 10 minutes
- Debriefing: 5 minutes

Participants will meet in their table groups and discuss the following questions:

- Who are the new PIOs now involved with this incident?
- What are you thinking about?
- What are the new barriers to communications now that there are more PIOs present?
- What are the new strategic communications needs?

Activity (Plenary Discussion)

Refer to Visual: 5

Based on what you know now, who is in charge of the message?

What Is the JIS? What Is the JIC?

Refer to Visual: 6

The Joint Information System (JIS) is the method of operating during an incident

The Joint Information Center (JIC) is a central location to facilitate JIS

Note

- The Joint Information System, or JIS, is the method of operating that allows multiple sources to coordinate efficiently and consistently. The JIS can be as simple as two PIOs talking across the hood of a truck or a multi-location operation with many PIOs from many agencies.
- The Joint Information Center, or JIC, is the central location that supports the operation. The JIC enhances information coordination, reduces misinformation, and maximizes resources by co-locating PIOs as much as possible.
- The Joint Information System (JIS) provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector. The JIS includes the plans, protocols, procedures, and structures used to provide public information.
- The Joint Information Center (JIC) is a central location that facilitates operation of the JIS, where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

Benefits of the JIS

Refer to Visual: 7

The JIS:

- Facilitates coordination
- Ensures timely, accurate, accessible, and consistent messaging
- Allows participating organizations to retain individual autonomy and responsibilities

Note	It is common for Public Information Officers (PIOs) from different jurisdictions and departments to interact on a regular basis to share information and ideas. When an event occurs that prompts activation of Incident Command, however, the JIS will be activated and these working relationships become formalized and structured. The JIS supports the NIMS principles of public information systems: The JIS is the method of operating during an incident that allows multiple PIOs to coordinate information and integrate messages to avoid confusing the public Public information functions must be coordinated and integrated across jurisdictions and across functional agencies; among Federal, State, local, and tribal partners; and with private-sector and nongovernmental organizations. Organizations participating in incident management retain their autonomy. The PIO is responsible for knowing when and how to activate the Joint Information System (JIS).

Benefits of a JIC

Refer to Visual: 8

The JIC:

- Provides a central location to facilitate operation of the JIS during and after an incident
- Enhances information coordination, reduces misinformation, and maximizes resources

How the JIS and JIC Are Different

Refer to Visual: 9

- The Joint Information System (JIS) is the method of operating during an incident.
- The Joint Information Center (JIC) is a central location to facilitate operation of the JIS.

How the JIS and JIC Work Together

Refer to Visual: 10

The JIC supports the JIS.

Barriers to Getting Information Out

Refer to Visual: 11

- Disruption of communication systems
- Inability of public to absorb information
- Not enough information; information not timely
- Uncoordinated communication from multiple sources

Challenge of Multiple Audiences

Refer to Visual: 12

Triggers for JIC Activation

Refer to Visual: 13

- Emergency Management Assistance Compact (EMAC) activation
- Impact of the incident Potential level of media attention
- Duration of the incident, response, and recovery
- Activation of Emergency Operations Center (EOC)

Note

The concept of using a JIC to facilitate the dissemination of emergency public information is not new. The idea initially emerged in the late 1970s after unsuccessful attempts to communicate crisis information to the media and public during the Three Mile Island Nuclear Power Plant incident.

It is important to remember that the JIC is simply a tool to facilitate the JIS. The JIS is the key to any crisis communication effort.

Through the co-location of public information professionals, the JIC speeds information release time, enhances information coordination and analysis, reduces misinformation, maximizes resources, and helps build public confidence in response efforts.

Types of JICs

Refer to Visual: 14

- Incident: single location, typical JIC
- Virtual: when physical collocation not feasible
- Satellite: smaller, supports incident JIC
- Area: supports multiple-incident, widespread event
- Support: supplements several incident JICs
- National: for incidents requiring Federal coordination of long duration

Note

- **Incident JIC.** Typically, an incident-specific JIC is established at a single, on-scene location in coordination with Federal, State, tribal, and local agencies, or at the national level, if the situation warrants. An incident JIC provides easy media access, which is paramount to success. An incident JIC is the typical JIC.
- **Virtual JIC.** A virtual JIC is established when a physical co-location is not feasible. It connects PIOs through e-mail, cell/landline phones, faxes, video teleconferencing, Web-based information systems, etc. For a pandemic incident where PIOs at different locations coordinate information electronically, it may be appropriate to establish a virtual JIC.
- **Satellite JIC.** A satellite JIC is smaller in scale than other JICs. It is established primarily to support the incident JIC and to operate under its direction; a satellite JIC is not independent of the incident JIC. A satellite JIC is typically located closer to the scene.
- **Area JIC.** An area JIC supports multiple-incident ICS structures that are spread over a wide geographic area. It is typically located near the largest media market and can be established on a local, State, or multistate basis. Multiple States experiencing storm damage may participate in an area JIC.
- **Support JIC.** A support JIC is established to supplement the efforts of several incident JICs in multiple States. It offers additional staff and resources outside of the disaster area.
- **National JIC.** A national JIC is established when an incident requires Federal coordination and is expected to be of long duration (weeks or months) or when the incident affects a large area of the country. A national JIC is staffed by numerous Federal departments and/or agencies, as well as State agencies and nongovernmental organizations.

Scalable, Flexible, Functional System

Refer to Visual: 15

The role of the PIO remains the same regardless of the type or size of the incident.

JIC Location

Refer to Visual: 16

JIC location must be arranged and a memorandum of understanding signed with the site operator. Requirements include:

- Sufficient size and appropriate space
- Sufficient power/communication
- Sufficient parking
- Security

What options do you have for JIC location?

Getting Information to the Public

Refer to Visual: 17

NIMS describes an ongoing cycle that involves four steps:

- Gathering
- Verifying
- Coordinating
- Disseminating

Note

GATHERING INFORMATION

Gathering information is the first step in the process of getting information to the public and additional stakeholders. Information is collected from:

- On-Scene Command: A source of ongoing, official information on the response effort.
- On-Scene Public Information Officers: Report to the JIC what they are observing at the incident from the news media, elected officials and their staff, and the public.
- Media Monitoring: Used to assess the accuracy and content of news media reports. It also helps to identify trends and breaking issues.
- News Media: A valuable source of developing information and current issues.
- Public and Elected/Appointed Officials: Inquiries from elected/appointed officials, community leaders, and the general public point to the specific concerns of those in the affected areas.

VERIFYING INFORMATION

The next step in the process is to verify the accuracy of the information that has been collected, by consulting the following sources:

- Other Public Information Officers in the JIC: Comparing notes—especially with the lead Public Information Officer and Public Information Officers who are liaisons to the various assistance programs or response/recovery partners—is one way to verify information accuracy.
- EOC Sources: Including program leads, who should be asked to confirm information.
- On-Scene Public Information Officers: A valuable source for checking the accuracy of information reported to the EOC with reports from the news media, the offices of elected officials, and people on the scene.

COORDINATING INFORMATION

The next step in the process is to coordinate with other Public Information Officers who are part of the JIS. These Public Information Officers include both those represented in the JIC and those working from another location who are part of the JIS. Coordinating information involves:

- Establishing Key Message(s): After gathering information from all sources, unified messages are crafted that address all informational needs and are prioritized according to the overall Federal, State, tribal, and local response/recovery strategy. The

mission includes getting accurate, consistent information to the right people at the right time so they can make informed decisions.

- Obtaining Approval/Clearance From Those With Authority: Ensuring that the information is consistent, accurate, and accessible. The approval process should be streamlined, however, to ensure that the information is released in a timely manner.

DISSEMINATING INFORMATION

The next step in the process is to disseminate information to the public and additional stakeholders. This step involves:

- Using Multiple Methods: In an emergency, there may not be many options. Phone calls and interviews might be the primary means of getting information to the news media. Personal visits or town meetings may be the most effective avenue for the public, elected/appointed officials, or other stakeholders. These outreach efforts can be supported by providing talking points and fliers to on-scene Public Information Officers.
- Monitoring the Media: Media monitoring is invaluable for ensuring that the message is understood by the news media and reported accurately and completely. Important inaccuracies should be addressed before they are reported incorrectly a second time.

Gathering

Refer to Visual: 18

In the field by yourself
In the JIC

Verifying

Refer to Visual: 19

In the field by yourself
In the JIC

Coordinating

Refer to Visual: 20

In the field by yourself
In the JIC

Disseminating

Refer to Visual: 21

In the field by yourself
In the JIC

JIC Functions

Refer to Visual: 22

- Media Relations
- Media Analysis
- Research and Writing
- Field Operations
- Social Media
- Special Events/Projects
- Broadcast, Photo, Video
- Administration

Lead PIO

Refer to Visual: 23

- Manages the JIC
- Reports to and advises Incident Commander
- Provides overall direction
- Recommends and develops strategy
- Obtains approval for releases
- Conducts JIS/JIC briefings

! If leading a team, don't micromanage—delegate and support!

Note

- The Lead Public Information Officer (PIO) comes from the agency that has the lead in handling the crisis. This individual reports to the Incident Commander/Unified Command and acts as an advisor on all issues relating to public information.
- The Lead PIO is a management function and should provide overall direction and policy rather than getting involved in "hands-on" details. Unlike other functions, there can be only one Lead PIO.
- PIOs from other agencies do not report to the Lead PIO. They represent their own agency but work with the Lead PIO to provide support.
- The Lead PIO provides overall guidance and direction to the Group Supervisors of the various functional areas in the JIC.
- He/she acts as a liaison between the function and other sections in the organization. The Lead PIO reports directly to the EOC Director or Incident Commander.
- If at all possible, the Lead PIO should NOT be the on-camera spokesperson or the JIC Manager/Logistics Liaison. He/she will not have the time to both lead the JIC and perform these functions.
- The Lead PIO must make the big decisions needed, such as overall strategy, wording in critical releases, staffing, and resolving conflicts.

Logistics

Refer to Visual: 24

- Coordinates opening, setup, and closing of JIC
- Ensures adequate equipment and supplies
- Coordinates JIC security and other services
- Manages JIC support services

Liaisons

Refer to Visual: 25

- Tribal
- Private Sector
- NGOs

Note

The Liaison function provides a coordinated, two-way communication link with key program areas and other entities involved in the response and recovery operation (e.g., elected officials, community leaders, VIPs, and other governmental and nongovernmental support agencies). This is different than the liaison officer in the command staff. Note that the liaison officer in the command staff is responsible for establishing and coordinating interagency contacts, while this PIO function is to provide two-way communication with key program areas.

The liaisons are the “human face” of the crisis response. The power of the liaison is in face-to-face contact with the people (and the media) in the affected area.

The liaisons report back to the JIC information they observe or receive while out in the affected area. This includes community concerns, media issues, or direct observations such as crowded highways, unruly crowds, or problems in shelters.

In addition to Field Liaisons (Field PIOs), a JIC may have VIP Liaisons who:

- Work closely with VIPs (e.g., high-level political or other visitors) in the field.
- Provide VIPs with the latest information.
- Send information back to the JIC—issues, activities, and concerns.
- Help brief and prepare VIPs prior to interviews.
- Coordinate with VIPs’ staffs at all times.
- Liaisons will also work with PIOs from other agencies who may be in the field but not represented at the JIC (and at the scene of major interest) to coordinate information and provide a unified front for media stories.

Other positions

Refer to Visual: 26

- Resource Manager
- Reports Specialists
- Strategic Communication Specialist
- Special Events/Project/VIP
- Limited English Proficiency Specialist
- Assistant Safety Officer

Access and Functional Needs

Refer to Visual: 27

Goal: To ensure information reaches the whole community, including those with limited English proficiency.

What are the demographics of your community?

How will you reach these audiences?

Note	People with disabilities must be able to access and benefit from emergency programs, services, and activities equal to the general population. Equal access applies to emergency preparedness, notification of emergencies, evacuation, transportation, shelter, distribution of supplies, food, first aid, medical care, housing, application for and distribution of benefits and communications. People with disabilities must be given information that is comparable in content and detail to that given to the general public. It must also be accessible, understandable and timely. The Joint information center must keep this in mind when disseminating information to the public. It is important to know the community, and to have systems in place to reach the whole community when providing emergency public information. Auxiliary aids and services may be needed to ensure effective communication. These resources may include sign language interpreters through on-site or video (for example, during press conferences); and interpretation aids for people who are deaf, deaf-blind, hard of hearing or have speech impairments. People who are blind, deaf-blind, have low vision, or have cognitive disabilities may need large print information or people to assist with reading and filling out forms.

Multiple roles

Refer to Visual: 28

- In a JIC, you have responsibilities to your agency as well as the JIC
- You do not abdicate your daily role but may be required to serve in research and writing, media analysis or other functions within then JIC
- Time management is critical

Note	In a JIC, PIOs have responsibilities to their agencies as well as the JIC. Many PIOs at the tribal, state and local levels perform a function within the JIC while maintaining communications and responsibilities to their agencies. Time management is critical when working in a high-stress environment.

Dealing With Stress

Refer to Visual: 29

Be aware of the signs of stress in yourself and others.

- Cognitive
- Emotional
- Physical
- Behavioral

! Used with first responders, Critical Incident Stress Debriefing (CISD) may be equally beneficial for PIOs exposed to a traumatic event.

Activity: Building the JIS/JIC

Refer to Visual: 30

Instructions: Use the worksheet provided to assess the key relationships you have built that will lead to a strong JIS.

- Turn to the Building the JIS/JIC worksheet
- Begin by assessing your current capabilities to staff and operate a JIC
- Identify staff and logistical resources you might be able to tap, if needed

Note

Activity Time:

- Table group discussion: 15 minutes
- Debriefing: 5 minutes

Instructions:

- Participants will assess their current capacity for developing and maintaining a JIS/JIC and identify strategies to enhance that capacity.
- Refer the participants to the Building the JIS/JIC Worksheet in the Appendix of their Student Manual.
- Tell the participants that they will be working individually.

Unit Summary

Refer to Visual: 31

In this unit, we discussed:

- Difference between JIS and JIC
- Triggers for JIC activation
- NIMS information cycle: gather, verify, coordinate and disseminate information
- JIC functions, roles and positions
- Dealing with stress

Unit 5: Integrating With State and Federal Partners

Unit 5: Integrating With State and Federal Partners

Refer to Visual: 1

Unit Objectives

Refer to Visual: 2

At the end of this unit, you will be able to:

- Describe circumstances when state and federal partners might be integrated into the JIS/JIC
- Describe the state JIC organizational structures and resources
- Describe the federal ESF #15 organizational structures and resources
- Identify strategies for building partnerships at all levels

Public Safety Responsibility

Refer to Visual: 3

State, tribal, and local governments:

- Are generally responsible for the health, welfare, and safety of their citizens
- Carry out these mandates using authorities enumerated in their laws and codes

Escalating Incidents Require Resources

Refer to Visual: 4

The previous scenario was managed entirely by local responders – most common

- Initial response
- Automatic aid
- Mutual aid agreements

Some instances require additional resources

- Local state of emergency
- County (Parish – Borough) state of emergency
- State-wide state of emergency

Federal Involvement – The Next Step

Refer to Visual: 5

There are many types of disaster aid available for states when disasters strike

- Federal agencies have various legal authorities for declaring disasters (Small Business Administration, Agriculture Department, Federal Emergency Management Agency)
- Record keeping throughout an incident is critical for obtaining these declarations
- Declarations provide varied levels of support Declarations may come shortly after an incident or months later.

Activity

Refer to Visual: 6

All Incidents Begin and end Locally

Refer to Visual: 7

- As more Emergency Operation Centers open, more Joint Information Centers will also open
- All JICs focus on getting the right information to the right people at the right time so they are empowered to make the right decisions.

Understanding the State JIC

Refer to Visual: 8

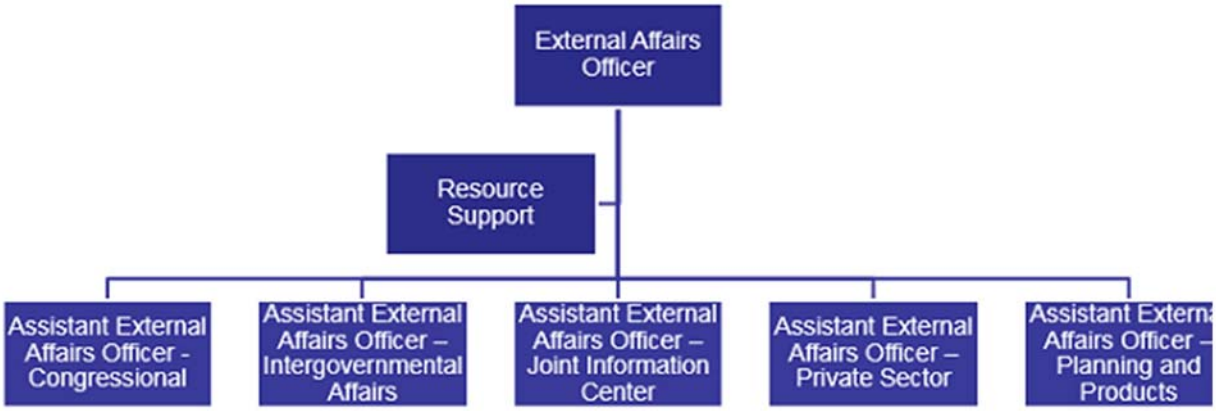
Federal Joint Information Centers

Refer to Visual: 9

- External Affairs
- One of 14 Emergency Support Functions (ESF) used by FEMA
- ESF #15

Federal ESF #15 Organization

Refer to Visual: 10



Federal ESF #15 Organization Description

A hierarchical structure chart of the Federal ESF #15 organization: Level 1: External Affairs Officer; Level 2: Resource Support; Level 3: Assistant External Affairs Officer – Congressional, Assistant External Affairs Officer – Intergovernmental Affairs, Assistant External Affairs Officer – Joint Information Center, Assistant External Affairs Officer – Private Sector, Assistant External Affairs Officer – Planning and Products

Note

- The External Affairs organization follows ICS principles and the External Affairs Officer reports to the federal government's incident commander, called the Federal Coordinating Officer or Unified Coordination Group.
- External Affairs uses management by objectives, the same strategic communication planning process taught in these PIO courses and expands and contracts as necessary using ICS span of control principles to manage potentially hundreds of personnel.
- The work done at the federal level is similar to the work done at other levels of government. The organization is specific to federal needs, however, there are advantages to the organization when considering communicating with complicated audiences and delivering complex messages.
- The ESF #15 standard operating procedures can provide position descriptions that might be adopted at state and local levels, but there is no requirement to do so.
- The External Affairs organization is designed to communicate directly with the public as well others who communicate with the public.
- Congressional Affairs focuses on federal elected officials who are serving their constituents.
- Intergovernmental Affairs works with state/local/tribal/territorial officials as they work with their constituents during the response and recovery process. You may likely work with these specialists as they will seek you out for local contacts and information sharing.

ESF #15 Joint Information Center Description

Refer to Visual: 11

A hierarchical structure chart of the ESF #15 Joint Information Center organization: Level 1: Assistant External Affairs Officer – Joint Information Center; Level 2: Medial Relations Manager, Visual Imaging Manager, Broadcast Manager The following Specialists report to the Media Relations Manager: Media Relations Specialist, Media Analysis Specialist, and Digital Communication Specialist Videography Specialist and Photography Specialist report to the Visual Imaging Manager.

Note

- The ESF #15 Joint Information Center communicates with the media and manages FEMA's social media integration.
- Media relations specialists handle media calls and are stationed throughout the disaster declaration areas to work with the media and be available for media interviews on federal matters. They can be requested through the state to assist you with any tasks. In fact, all the EA positions can be requested through the state if you require additional assistance.
- FEMA regularly send photographers and videographers to catalog disaster damage and the work of responders.
- The Broadcast Manager position is filled when FEMA uses satellite services to send video to major news outlets.

ESF #15 Planning and Products

Refer to Visual: 12

A hierarchical structure chart of the ESF #15 Planning and Products organization: Level 1: Assistant External Affairs Officer - Planning and Products; Level 2: Creative Services Manager and Program Liaison Manager. The following Specialists report to the Creative Services Manager: Research and Writing Specialist, Limited English Proficiency Specialist, Speakers Bureau Specialist, and Strategic Communication Specialist The Reports Specialist and Program Liaison Specialist report to the Program Liaison Manager.

ESF #15 Planning and Products Description

A hierarchical structure chart of the ESF #15 Planning and Products organization: Level 1: Assistant External Affairs Officer - Planning and Products; Level 2: Creative Services Manager and Program Liaison Manager. The following Specialists report to the Creative Services Manager: Research and Writing Specialist, Limited English Proficiency Specialist, Speakers Bureau Specialist, and Strategic Communication Specialist The

Reports Specialist and Program Liaison Specialist report to the Program Liaison Manager.

Note

- Planning and Products serves as the production arm of External Affairs. The purpose is to consolidate and verify all information gathered, develop strategic communication plans for coordinated messaging and create products to be disseminated to various audiences.
- Program liaisons work in assigned areas as dedicated External Affairs advisors, attending meetings and coordinating information gathering and verification. The larger the incident, the more program liaisons assigned. This position prevents numerous people contacting others in the incident management structure and assists in coordinating information gathering and verification.
- Reports specialists are tasked with documenting various aspects of information gathering and dissemination as well as completing a number of reports required by the Department of Homeland Security. Often, these reports go to the White House.
- The Limited English Proficiency Specialists assist with determining language and other communication needs of the various audiences, and work through contractors to provide translations and other services.

Possible External Affairs Structure Description

Refer to Visual: 13

A hierarchical structure chart of the Possible External Affairs Structure organization: Level 1: External Affairs Officer; Level 2: Resource Support Manager, Resource Support Specialist, Resource Support Specialist, Resource Support Specialist; Level 3: Assistant External Affairs Officer -Intergovernmental Affairs; Level 4: IGA Manager; Level 5: 3 IGA Specialists; Level 4: IGA Manager; Level 5: 2 Tribal Affairs Specialists; Level 3: Assistant External Affairs Officer - Congressional Affairs; Level 4: CA Manager; Level 5: 3 CA Specialists; Level 4: CA Manager; Level 5: 2 CA Specialists; Level 3: Assistant External Affairs Officer – Joint Information Center; Level 4: Media Relations Manager; Level 5: 3 Media relations Assistant Managers; Two of the Media Relations Assistant Managers have 3 Media Relations Specialists reporting. The third Media Relations Assistant Manager has 2 Media Analysis Specialists and a Digital Commutations Specialists reporting; Level 4: Visual Imaging Manager; Level 5: 2 Videography Specialists and 2 Photography Specialists; Level 4: Broadcast Manager; Level 3: Assistant External Affairs Officer – Planning and Products; Level 4: Creative Services Manager; Level 5: 4 Research and Writing Specialists; Level 4: Creative Services Manager; Level 5: 2 Strategy and Messaging Specialists, 1 Limited English Proficiency Specialist, and 2 Speakers Bureau Specialist; Level 4: Program Liaison Manager; Level 5: 3 Reports Specialists; Level 4: Program Liaison Manager; Level 5: Program Liaison Specialist – Operations, Program Liaison Specialist - Housing, Program Liaison Specialist – Mitigation, Program Liaison Specialist – Public Assistance, Program Liaison Specialist – Division A, Program Liaison Specialist - Division Z, Program Liaison Specialist – Mass Care; Level 3: Assistant External Affairs Officer – Private Sector; Level 4: 3 PS Specialists

Note

- This is an example of an FEMA External Affairs operation at a moderately sized disaster. It indicates 75 personnel assigned to this organization. Some may be assisting and working in local jurisdictions, others are dedicated to the federal response.
- FEMA external affairs communication efforts are always planned in cooperation with the state/tribal/territorial jurisdictions indicated in the disaster declaration which ensures a coordinated message.

Unit Summary

Refer to Visual: 14

In this unit, we discussed:

- Circumstances when State and Federal partners might be integrated into the JIS/JIC
- State JIC organizational structures and resources
- Federal ESF #15 organizational structures and resources
- Strategies for building partnerships at all levels

Activity: Building the JIS/JIC – Part IV

Refer to Visual: 15

Instructions: Use the worksheet provided to assess the key relationships you have built that will lead to a strong JIS.

- Turn to Part IV of the worksheet
- Begin by assessing your current relationships with state and federal partners
- Identify actions you can take to enhance these relationships

Building the JIS/JIC Worksheet -

Instructions: This worksheet asks you to assess your current situation in four areas and to identify resources you can tap or actions you can take to enhance your capabilities to develop and maintain a strong Joint Information System (JIS)/Joint Information Center (JIC).

PART I: Developing Positive Working Relationships With PIOs and the News Media

Relationships with PIOs within your jurisdiction	Current Assessment: • Already have strong relationships • Would like to further develop relationships	How I will further develop relationships with PIOs within my jurisdiction:
Relationships with PIOs from neighboring jurisdictions and at the State level	Current Assessment: • Already have strong relationships • Would like to further develop relationships	How I will further develop relationships with PIOs from neighboring jurisdictions and the State:
Relationships with the news media (e.g., conduct regular outreach; have current contact information)	Current Assessment: • Already have strong relationships • Would like to further develop relationships	How I will further develop relationships with the news media:

PART II: Identifying Resources for Organizing and Leading a Local JIC

JIC staffing from within your own organization (consider all positions that could supplement PIO staff) and from outside your organization (e.g., other agencies, higher education institutions, professional organizations)	Current Assessment: • Already have strong relationships • Would like to further develop relationships	Potential JIC staffing I have identified for: • Information gathering and analysis: • Writing: • Graphics: • Photography: • Videography: • Media relations: • Dissemination: • Media monitoring: • Support:
Possible JIC location	Current Assessment: • Already have strong relationships • Would like to further develop relationships	Potential JIC location I have identified, or actions I will take to identify a location:
Possible JIC equipment and supplies (consult the JIC Readiness Assessment checklist in your Student Manual for ideas)	Current Assessment: • Already have strong relationships • Would like to further develop relationships	Potential source(s) of JIC equipment and supplies I have identified, or actions I will take to identify source(s):

PART III: Developing Relationships With State and Federal Partners

Relationships with State partners	Current Assessment: • Already have strong relationships • Would like to further develop relationships	How I will further develop relationships with State partners:
Relationships with Federal partners	Current Assessment: • Already have strong relationships • Would like to further develop relationships	How I will further develop relationships with Federal partners:

PART IV: Building a Strong Knowledge Base

Knowledge of emergency management concepts (e.g., ICS, NIMS)	Current Assessment: • Already quite knowledgeable • Would like to learn more	How I will enhance knowledge of NIMS and ICS:
Knowledge of local emergency management (e.g., local EOP and your organization's role)	Current Assessment: • Already quite knowledgeable • Would like to learn more	How I will enhance knowledge of local emergency management:
Knowledge of organization's programs, operations, and SOP (e.g., can speak knowledgably; have contact information for key personnel)	Current Assessment: • Already quite knowledgeable • Would like to learn more	How I will enhance knowledge of my organization:

Unit 6: Wrap-Up Exercise

Unit Objective

Refer to Visual: 1

At the end of this unit, you will be able to demonstrate organizing a JIC given a 5% scenario.

Activity: Earthen Dam Failure

Refer to Visual: 2

Instructions: Given a scenario, use what you have learned in this class to develop a JIS/JIC:

- Identify who will be part of the JIS
- Decide whether to create a JIC and, if so, what type
- Identify the functions you will need and describe how they will be staffed
- Identify a location for the JIC and list the equipment and resources you will need immediately

Note

Time for Activity: 1 hour and 50 minutes

Conduct the Activity:

You will be answering several questions:

- Who will be in the JIS?
- Will you establish a JIC? Why or why not? If yes, what type?
- What functions will you need? How will you staff the functions?
- Where will you locate the JIC? What equipment and supplies will you need immediately?

Select a recorder/reporter and record their answers on chart paper; and be prepared to report out in 90 minutes.

Activity: Exercise Scenario

Refer to Visual: 3

- You are the PIO for Empire County Emergency Management
- Heavy rainfall and storm runoff caused excessive spillway flow in last 2 weeks
- Read the scenario details in your Student Manual

Note	The full scenario starts on the next page.

Scenario 3: Earthen Dam Failure Scenario

Scenario:

Round Creek Watershed Structure No. 15B is located on a tributary of Round Creek in Empire County in the State of Metropolis. The dam was designed for flood control and water supply for the city of Magnolia. USDA Natural Resources Conservation Service (NRCS) was the dam designer. It is owned by the city of Magnolia and is managed by the Round Creek Watershed Management District (RCWMD). The reservoir is referred to locally as Lake Eagle.

The RCWMD is managed by a commissioner and assistant commissioner who employ four (4) full-time and five (5) part-time watershed technicians. The watershed technicians are responsible for the monitoring and maintenance of the water control structures located within the watershed district. The RCWMD has one (1) large portable pump; three (3) dump trucks; one (1) backhoe; and five (5) pickup trucks.

Lake Eagle is partially located within the corporate limits of the town of Magnolia. The watershed structure is located to the west-northwest of Magnolia (see Map). The two main waterways that feed into the watershed structure are Euclatubba Creek and Flat Creek.

Magnolia has a population of approximately 3,500. The police department employs six (6) full- time officers and two (2) part-time officers with six (6) patrol cars. The fire department is comprised of one (1) full-time chief and 22 certified volunteer firefighters with two (2) Type 1 pumpers; one (1) Type 2 engine; one (1) tanker; and one (1) quick response vehicle.

Approximately 3 miles south of the watershed structure is the city of West Bend which has a population of approximately 34,000. West Bend is also located in Empire County. West Bend has a police department with 109 full-time officers and 30 reserve officers with 40 patrol cars and other vehicles. The fire department has 80 full-time certified firefighters with seven (7) Type 1 pumpers; one (1) ladder truck; one (1) rescue unit;

and one (1) special response unit. The West Bend Fire Department also has a dive team.

Dam No. 15B is constructed of compacted earth. Construction was completed in 1978. It has a normal surface area of 268 acres. Its height is 39 feet with a length of 3,050 feet. Maximum discharge is 3,290 cubic feet per second. Its maximum storage is 7,242 acre feet. Normal storage is 1,547 acre feet. It drains an area of approximately 8.6 square miles. The dam has a 30-inch reinforced concrete principal spillway with a 90-inch x 100-inch concrete inlet structure that is 20 feet tall. There is an 18-inch diameter slide gate at the base of the inlet structure. The downstream hazard potential is high. The Metropolis Department of Environmental Quality's (DEQ) Dam Safety Division is the State regulatory agency responsible for dam oversight as well as assisting with dam incidents. Neither an Emergency Action Plan nor a Breech Inundation Study has been prepared.

During the month of March, Magnolia and other surrounding areas in the County of Empire have experienced unusually heavy rainfall. Approximately 2 weeks ago, rainfall and associated watershed runoff caused excessive auxiliary spillway flow at Lake Eagle. Since construction of the dam, this was the first time that water had flowed through the auxiliary spillway. RCWMD personnel noticed late on Sunday afternoon that water was starting to seep through an area in the right side of the dam at approximately five (5) GPM and was mostly clear in appearance. Attempts to operate the slide gate on the principal spillway to initiate a water release failed. The RCWMD Commissioner immediately provided a situation report to the NRCS District Conservationist and Empire County Emergency Manager.

Conditions:

- The Empire County Emergency Manager has requested the Metropolis Dam Safety Incident Management Team.
- Additional RCWMD personnel have been requested to work on repairing the slide gate on the principal spillway, which will not function.
- Local law enforcement and fire department resources have been notified of the situation.
- At this time, no evacuations of residences or businesses directly below the dam have been requested.
- Empire County's Emergency Operation Center's Public Information Officer is seeking permission to release a press statement about the incident.
- Current weather conditions are sunny to partly cloudy with no precipitation and temperatures in the low fifties.

Critical Issues:

- Implement required safety measures to protect responding personnel and the public.
- Immediately make a determination of what measures can be taken to release water from Lake Eagle to reduce pressure on the earthen dam.

Unusual or emergency events may be detected by:

- Observations at or near the dam by government personnel (local, State, or Federal), landowners, visitors to the dam, or the public.

- Evaluation of instrumentation data.
- Earthquakes felt or reported in the vicinity of the dam.
- Forewarning of conditions that may cause an unusual event or emergency event at the dam (for example, a severe weather or flash flood forecast).

Background Information

After an unusual or emergency event is detected or reported, the event is classified into one of the following three emergency levels:

Emergency Level 1 - Non-emergency, unusual event, slowly developing:

This situation is not normal but has not yet threatened the operation or structural integrity of the dam, but possibly could if it continues to develop. NRCS technical representatives or State dam safety officials should be contacted to investigate the situation and recommend actions to take. The condition of the dam should be closely monitored, especially during storm events, to detect any development of a potential or imminent dam failure situation. The emergency management director should be informed if it is determined that the conditions may possibly develop into a worse condition that may require emergency actions.

Emergency Level 2 - Potential dam failure situation, rapidly developing:

This situation may eventually lead to dam failure and flash flooding downstream, but there is not an immediate threat of dam failure. The emergency management director should be notified of this emergency situation and placed on alert. The dam operator should closely monitor the condition of the dam and periodically report the status of the situation to the emergency management director. If the dam condition worsens and failure becomes imminent, the emergency management director must be notified immediately of the change in the emergency level to evacuate the people at risk downstream. If time permits, NRCS and State dam safety officials should be contacted to evaluate the situation and recommend remedial actions to prevent failure of the dam. The dam operator should initiate remedial repairs. Time available to employ remedial actions may be hours or days. This emergency level is also applicable when flow through the earth spillway is expected to result in flooding of downstream areas that could endanger people near the channel. Emergency services should be on alert to initiate evacuations or road closures if the flooding increases.

Emergency Level 3 - Urgent; dam failure appears imminent or is in progress:

This is an extremely urgent situation when a dam failure is occurring or obviously is about to occur and cannot be prevented. Flash flooding will occur downstream of the dam. This situation is also applicable when flow through the earth spillway is causing downstream flooding of people and roads. The emergency management director should be contacted immediately so emergency services can begin evacuations of all at-risk people and close roads as needed.

Scenario Update 1:

It is now approximately 0700 on Monday morning. On Sunday afternoon, technicians with the Round Creek Watershed Management District (RCWMD) begin assessing the damage to the dam and attempting to open the slide gate on the principal spillway.

Officials from the Natural Resources Conservation Service (NRCS) are involved currently in an advisory capacity.

RCWMD crews began the task of pumping out water from the lake to allow repairs to be made to the slide gate. The pumping process began just after 2100 on Sunday with the reservoir level approximately 12 feet below the top of the dam. The RCWMD Assistant Commissioner stated that a 10-inch pump was brought in that has the ability to pump 3,500 gallons of water per minute. Two other similar pumps are to be brought in by the end of the day on Monday to further assist with water removal.

Weather reports from the National Weather Service indicate that a weather system may move through the area on Thursday that could produce 1-2 inches of rainfall. Current temperatures remain in the low to mid fifties during the day with nighttime lows in the high forties. Currently, there is no precipitation.

The Governor has inquired through State Emergency Management if the National Guard will be needed should the dam fail.

At approximately 1300 on Monday, the water flow from the leak in the dam that was discovered on Sunday afternoon has now increased in flow. The two (2) additional pumps have been located and are about three (3) hours from being delivered. Watershed technicians have still been unable to open the non-functioning spillway release. Discussions between the RCWMD Assistant Commissioner and the West Bend Fire Chief have taken place regarding whether the West Bend Fire Department Dive Team may be able to assist with the opening of the slide gate on the principal spillway structure.

State Highway 145 is south-southeast of the dam and spillway. There is an older (wood pilings) bridge on State Highway 145 that crosses the creek through which the water from the spillway flows. The extra-heavy runoff from the auxiliary spillway two weeks ago resulted in significant erosion in the downstream release channel and caused considerable erosion on the embankment of the State Highway 145 bridge. With the principal spillway continuing to keep a large volume of running water in the creek, the embankment slopes are saturated and beginning to be unstable. Some slides on the slope are occurring. Metropolis Department of Transportation officials have inspected the damage and are very concerned that unless action is taken soon, the roadway and bridge could be in danger of being severely damaged. State Highway 145 is a major roadway in the county.

Several nearby homeowners are starting to ask questions about the situation, and small groups of people are gathering close to the dam to observe the work that is taking place.

Scenario Update 2:

It is now 0900 on Tuesday morning. Technicians with the Round Creek Watershed Management District (RCWMD) were only able to get one additional pump into service late Monday night. They plan to continue working to bring the third pump into service during the day on Tuesday.

Weather conditions continue to be favorable. However, the National Weather Service is still predicting that additional rainfall of 1-2 inches is expected Thursday afternoon or Thursday night.

There is another water containment structure in Empire County known as Lake Arthur that is located approximately 1.5 miles northeast of Magnolia. Lake Arthur is 330 acres in size and construction was completed in 1954. The lake is owned and managed by the Metropolis Game and Fish Commission and its primary purpose is recreation. The spillway from the lake drains into Sand Creek.

The Metropolis Fish and Game Commission released a considerable amount of water during the heavy rainfall two weeks ago to reduce the pressure on the lake's dam. This release of water apparently may have contributed to the recent damage that was noticed at the sewage treatment plant operated by the Town of Magnolia. Magnolia Department of Public Works' Sewage Treatment Commission has indicated that two of the plant's lagoons are starting to leak through their dikes, with runoff going into Sand Creek. They are requesting technical assistance from the Natural Resources Conservation Service (NRCS) to properly assess the problem.

At approximately 1030, RCWMD Commissioner Joe Randle reports that the leak in the dam has not slowed and that the West Bend Dive Team was not successful in their efforts to hook a chain to the frozen slide gate and winch it open. Although the pumps are not removing enough water to lower the level sufficiently to open the slide gate, the decision is made to keep the pumps working.

At approximately 1430, the water flow significantly increases. The flow from the leak is now estimated to be at 15 GPM and is cloudy in appearance.

Several television stations have sent crews to the area to interview responders and neighboring property owners about the issue.

Strategies/Tactics:

Happy Valley Assisted Living Home is located southeast of Lake Eagle. The facility has an emergency action plan (EAP) that states that all residents will be relocated to their sister facility in West Bend, Metropolis. The plan calls for the use of private buses for ambulatory residents and the use of a private ambulance service to move non-ambulatory patients. In certain cases, the EAP states that assistance will be requested from the Fire Department and local school district.

The American Red Cross has established a shelter at the Magnolia High School. In collaboration with the Salvation Army and local churches, they will manage the shelter and provide food and other essentials for displaced residents.

The Magnolia Sewage Commission will monitor and work to protect the dikes on the town's sewage treatment lagoons. Metropolis Department of Transportation officials will continue to monitor and improve the structural integrity of the roadway and bridge on State Highway 145.

Sandbags will be provided to homeowners at no charge by the Magnolia Public Works Department.

Scenario Update 3:

It has been two weeks since the initial incident occurred and the slide gate has been repaired so that it can be opened to lower the water level. The pressure on the dam has been relieved but the water level is sufficient to support the City's water requirements.

Further inspections and testing are underway to determine the best method of repairing the weakened dam structure. Home and business owners have been allowed to return.

Activity: Exercise Debrief

Refer to Visual: 4

- What did you learn in this course that you were able to use in the activity?
- What was the most challenging part of the activity?
- Based on the exercise, do you feel ready to handle a similar situation?
- Do you have all the resources you need?

Unit Summary

Refer to Visual: 5

In this unit, we applied what we have learned in this course to a scenario to organize a JIS/JIC.

Unit 7: Course Summary and Next Steps

Course Summary and Next Steps

Refer to Visual: 1

Unit Objectives

Refer to Visual: 2

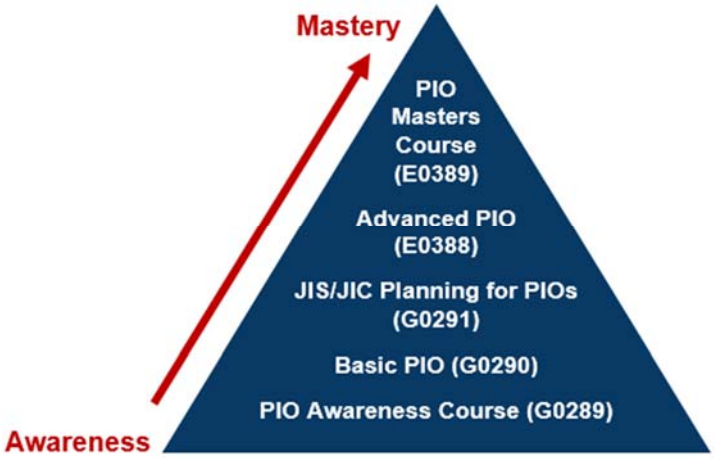
At the end of this unit, you will be able to:

- Recall course key points
- Update the public information training goals inventory

Continuing Your Development

Refer to Visual: 3

What will you do to continue your professional development?



Note

You can continue your professional development by progressing through the *Public Information Training Series* curriculum, including:

- G0290: Basic Public Information Officer
- G0291: JIS/JIC Planning for PIOs
- E0388: Advanced PIO
- E0389: PIO Masters Course

The instructor can tell you how to apply for admittance to these courses.

You can also expand your knowledge of public information and emergency management by completing FEMA Independent Study (IS) courses. IS courses are free, and available on line at www.training.fema.gov/is. Here is a sample list of the courses available:

- IS-100.b: Introduction to Incident Command System (or ICS course for specific specialty: healthcare, public works, etc.)
- IS-702.a: NIMS Public Information Systems
- IS-909: Community Preparedness: Implementing Simple Activities for Everyone
- IS- 42 Social Media in Emergency Management
- IS-100.b Introduction to Incident Command System (ICS) (or ICS course for specific specialty: healthcare, public works, etc.)
- IS-200.b ICS for Single Resources and Initial Action Incidents (or discipline specific course)
- IS-201 Forms Used for the Development of the Incident Action Plan (Waived if ICS-300 completed)
- IS-250.a: Emergency Support Function #15 (ESF 15) - External Affairs: A New Approach to Emergency Communication and Information Distribution
- IS-251 Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities
- IS-700.a National Incident Management System (NIMS), an Introduction
- IS-702.a NIMS Public Information Systems
- IS-800.b National Response Framework, An Introduction

Next Course – E0388

Refer to Visual: 4

Advanced Public Information Officer

- Analysis and Application

Note

This advanced course builds on the foundations established in the G0290, Basic Public Information Officers Course, by focusing on Public Information Officer (PIO) responsibilities in large-scale emergency situations. This is accomplished through a series of lectures and simulation exercises. Topics include legal issues, risk communication, interpersonal skills, and effective communication in emergencies, media relations, social media, and use of the Joint Information System.

Course Objectives:

- Operate effectively in day-to-day activities that involve fostering public awareness and emergency preparedness.
- Operate effectively at local emergencies (local flooding, warehouse fire, train derailment, weather emergency) where the level of emergency operation requires a command post or emergency operations center activation and involves local media coverage.
- Operate effectively during disasters (such as earthquakes or hurricanes) that exceed local resources, require extensive coordination among Public Information Officers within a Joint Information Center, and which may involve national media attention.

Networking Goals

Refer to Visual: 5

Take home activity:

- Develop clear goals with measurable objectives
- Plan in advance
- Prepare thoughtful questions
- Follow up

Note

- **Develop clear goals with measurable objectives.** Determine why you need to network (the purpose of networking for you personally) and then build clear goals built around that. For instance, one goal may be to get to know PIOs in your area so that you can more effectively get a safety message out to a wider audience. An objective for this goal would be to meet with two PIOs in your area during the next month to discuss organizational missions, contacts, and public outreach practices.
- **Plan.** Prepare what you'll say about yourself and your organization. Know what you need to convey, in words that communicate what you would want someone to remember. Too much info will result in them forgetting most of what you said. Funny, cute and clever may get someone's attention, but unless they have more time to learn the rest, they won't know what they need to remember to be able to help you.
- **Prepare thoughtful questions.** Take the time to prepare thoughtful questions of the people you encounter.
- **Follow up.** Set aside time in your schedule to follow-up with your network on a regular basis. Put it on your schedule as a meeting to ensure you set aside the time or put it on your list of tasks to do; just make sure that it doesn't always end up on the bottom of the list.

Course Purpose

Refer to Visual: 6

- To equip PIOs with the skills needed to establish and operate a JIS/JIC
- To impart a working knowledge of operational practices for performing PIO duties within the NIMS multiagency coordination system

Did we achieve our goal and meet your expectations?

Feedback

Refer to Visual: 7

- Please complete the course evaluation form

Use the course evaluation form to provide feedback on this training. Thanks for your participation!

Note