# CRISIS & EMERGENCY RISK COMMUNICATION TOOL KIT

## Workbook For Use By

## Local Community Water Systems in California

PREPARED BY THE CALIFORNIA DEPARTMENT OF HEALTH SERVICES

# Crisis and Emergency Risk Communication Small Water System Workbook

Developed for Local Community Water Systems
by
the California Department of Health Services

Adapted from CDCynergy Tools and Templates and the CDC Crisis Emergency Risk Communication Manual

March 2006

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# I. Introduction

# I. Introduction

This "Crisis and Emergency Risk Communication Small Water System Workbook" provides smaller water systems the essential resource materials to assist in effectively managing and communicating during an emergency or crisis. The Workbook is specifically designed to support writing and implementing a crisis communication plan for smaller water systems. A crisis communication plan clearly defines your goals, objectives and actions. It provides specific guidelines and instructions for communicating during emergencies.

Crisis communication is a team effort. It is essential to identify a communication team prior to an emergency. The team should be comprised of individuals from various organizations to ensure your crisis plan is a comprehensive document. Team members should be assigned specific duties and familiarize themselves with the Workbook.

The Workbook offers worksheets to assist in:

- Updating and revising your organization's crisis manual
- Customizing resources for your organization
- Informing and protecting the public during an emergency
- Communicating clearly with law enforcement officials, medical providers and other officials in an emergency
- Engaging partners/stakeholders to best support communication responses
- Collaborating with local public and environmental health, law enforcement, fire, and other first responders in the planning process
- Effectively coordinating with the California Department of Health Services (CDHS), the California Office of Emergency Preparedness and other state and federal agencies using the Standardized Emergency Management System (SEMS) model
- Working with California's diverse populations

This condensed Workbook has been developed for smaller water systems from the main Crisis Emergency Risk Communication Tool Kit for Public Water Systems. Please note that worksheets needed in an emergency situation have been identified with a red border. To ensure you have a complete and ready-to-use manual should an emergency occur, we suggest you complete the worksheet templates in this Workbook, or you can complete the blank templates that can be found on the CD ROM in the "Emergency Communication Guide" and place each one in the "Completed Worksheets" section at the back of the Workbook.

The Workbook *supplements* public notification requirements mandated by state and federal statutes and regulations. Its fact sheets and tools should be used in addition to these required notifications to enhance the response by the water system during crisis events. When implemented, this Workbook will assist in executing a well-planned crisis and emergency risk communication plan. Preparation can give your organization the critical boost necessary to ensure the public it serves is well informed and protected.

"The Crisis & Emergency Risk Communication Tool Kit" (CERC Tool Kit), similar to this document, has been distributed statewide to all local public health departments by CDHS. It is recommended that you contact your local public health department to coordinate your risk communication strategies and insure a unified approach. Your local public health department can assist in the development of your plan.

Guidance and strategies were provided from several sources for this project:

*Crisis and Emergency Risk Communication*, by Barbara Reynolds, Centers for Disease Control and Prevention, October, 2002. The entire book is available on-line at http:/www.orau.gov/cdccynergy/erc/CERC%20Course%20Materials/CERC_Book.pdf

*Consulting, Training and Research in Risk Communication* by Peter Sandman, Ph.D.

Vincent T. Covello, Ph.D, Director, Center for Risk Communication

Scott Minamyer, United States Environmental Protection Agency.

# II. Crisis Communication Plan

## Developing Your Crisis and Emergency Risk Communication Plan

In this section, you will find worksheets, checklists and graphs that you can use to develop a crisis communication plan and organize your local emergency communication response capability from start to finish.

A true water system emergency will involve a number of agencies and departments, and a good plan will reflect that coordination. It should address all of the roles, lines of responsibility and resources you are sure to encounter as you provide information to the public, media and partners during a water system emergency. More than anything, your crisis communication plan is a resource of information – the "go to" place for must-have information.

The single most important thing to remember about your plan is that all elements **must be updated regularly.** It is recommended that you schedule an annual review, rather than wait until there are so many changes that the plan is useless when you take it off the shelf.

The CERC Plan should include dissemination of information through your water system management structure. Remember to update employees as information changes.

## Your Crisis Communication Team and its Roles

Your crisis communication team, the key responders during a crisis, can be broken down into six roles. Optimally, there will be at least one person assigned to each role. In a large scale crisis, you might want to go outside your own office, to bring in support from a nearby university or college, volunteers, or outside contractors. In a smaller, localized emergency, you might be able to fulfill all of these roles with just one or two staff members. Regardless of available staffing, these position functions will need to be performed during a major emergency. Details of each position can be found in the CERC Tool Kit.

**1. The Public Information Officer (Command Staff)**
Activates the Risk Communication Plan and directs the work related to the release of information.

**2. Content and Messages Coordinator**
Develops mechanisms to rapidly receive information from the Emergency Operations Center (EOC) regarding the public health emergency and works with subject matter experts to create situation-specific fact sheets, Q&A fact sheets and updates.

**3. Media Coordinator**
Assesses media needs and organizes mechanisms to fulfill those needs.

**4. Direct Public Outreach Coordinator**
Activates the telephone information line and crisis web site and develops public service announcements.

**5. Partner/Stakeholder Coordinator**
Establishes communication protocols based on prearranged agreements with identified partners and stakeholders.

**6. Rumor Control Coordinator**
Monitors internal and external communications, identifies misinformation, provides feedback on the quality of communication, and takes action to correct false information. This may involve revising your key messages.

## Resources for a Crisis

Most public information officers are accustomed to working with little or no budget. During a crisis, you must be able to get supplies, people, equipment and space as needed. Based on your needs assessment, summarize your needs and the procurement mechanisms. Try to connect with a part of your organization that has logistical savvy. Take the time to learn where to get resources. Put that information in your plan. Don't wait for an emergency to start telling emergency response management what you need. Integrate that information into the planning. Make sure that the Emergency Operations Center (EOC) plans indicate your needs for space, people, telephone lines, etc. It is better to have more resources than you think you'll need than not enough.

**Space**
Meeting space should be available both within and outside of the EOC for interviews, etc.

**People**
Staff members with varied skills, including the ability to post information to the website, may be needed 24 hours a day during the emergency. Consider contacting other organizations such as your local health department to assist with surge capacity demands.

**Equipment and Other Resources**
Telephones, television, fax machine, copy machine, and Tool Kit are essential during a crisis.

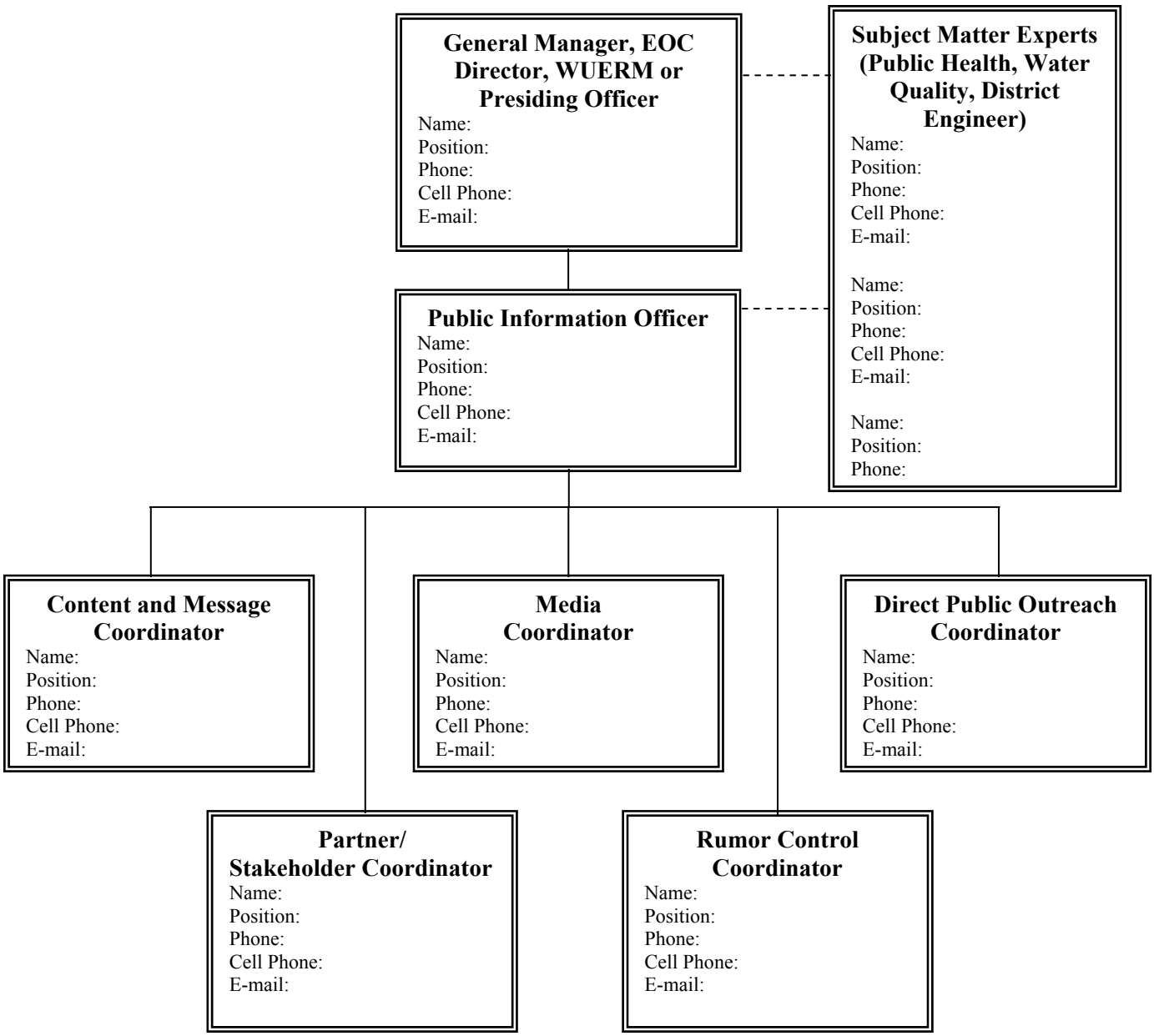
## Joint Information Center (JIC)

A JIC is a temporary organization established to pool crisis communication among emergency responders and affected local, state and federal agencies. In a crisis, rapid communication with the media and with the general public becomes a top priority, and the JIC will be a source of information on the crisis. In addition, running communication through a JIC ensures that available information is released as quickly as possible, with consistent and accurate messages that take into account the often disparate viewpoints of each of the response organizations. Water system personnel may be asked to participate in a JIC at the city or county level.

## Worksheet: Assembling Your Crisis Team

Use this chart to plan staffing for your local crisis and emergency risk communication team. Staffing all of these positions will be difficult for small water systems. Do not forget to consider individuals from outside your department including, state/county/local partners, volunteers, contractors and other government agencies. In cases where staff resources are very limited, individuals may need to cover 2 or more responsibilities listed below.

**People who will play a leading role in your crisis communication team:**



## Worksheet: Organizing Your Resources

In many crisis situations, joining a Joint Information Center (JIC) will be the answer to your resource needs. However, some emergencies can tax your organization and may not trigger the operation of a JIC. Although your water system may be setting up an Emergency Operation Center (EOC), you will need a separate space from which to run your communication operation. For more information on how to train and organize in a crisis event, see the Crisis Communication Plan section of the Crisis and Emergency Risk Communication Tool Kit.

**Resources you will need to successfully execute a crisis communication plan:**
(Check all that apply)

**Space** (The first three rooms may be combined if space allows.)

☐ Room/space for your communications team to work
Location: _____

☐ Room/space for quickly training spokesperson(s)
Location: _____

☐ Room/space for holding team meetings
Location: _____

☐ Separate room to house media on-site
Location: _____

☐ Room/space for housing equipment, exclusive for your use (You cannot stand in line for the copier when crisis communications deadlines loom.)
Location: _____

☐ Restroom and (preferably) kitchen facilities
Location: _____

**People** (These people will supplement the members of the crisis communication team.)

☐ Staff for public and media information center or JIC support

1. _____
Name Position Telephone E-mail

2. _____
Name Position Telephone E-mail

3. _____

Name | Position | Telephone | E-mail

4. _____

Name | Position | Telephone | E-mail

5. _____

Name | Position | Telephone | E-mail

## Equipment and Other Resources

☐ Telephone system

_____

Name | Position | Telephone | E-mail

_____

Company | Contact | Telephone | E-mail

☐ Computer/IT technician

_____

Company | Contact | Telephone | E-mail

☐ Language services

- ✓ Translators for simultaneous translations
- ✓ Translators for written translations
- ✓ Back-up translators located outside your immediate area (in case of widespread power outages)

_____

Company | Contact | Telephone | E-mail

☐ Fax Machine and Copier

_____

Company | Contact | Telephone | E-mail

☐ Televisions

_____

Company | Contact | Telephone | E-mail

☐ Tables and chairs

| Company | Contact | Telephone | E-mail |
|---|---|---|---|

- ☐ Standard supplies (copy paper, pens, pencils, notebooks, organizers, staplers, folders, etc)
- ☐ Calendars, flow charts, easels and bulletin board
- ☐ Reference material
- ☐ Consider Backup Power

## Worksheet: Identifying Your Local JIC

Identify who in your county normally takes the lead in forming a Joint Information Center (JIC). JICs are formed on a deliberate basis; however, either by protocol or by custom, there might be one individual or office that will most likely call for the formation of a JIC. This might be the County Administrative Officer, the Coordinator of the Office of Emergency Services, fire or law enforcement authorities, public health or someone in a similar position. If your water system is directly affected by an event, participation in a JIC will be critical to the protection of public health.

County departments or other agencies within the county that may play a leading role or be part of a JIC:

1.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

2.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

3.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

4.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

List agreements that are required for joining a JIC organized by someone outside the water system:

1. _____

2. _____

Are agreements on file: Yes _____ No _____

Explain steps that need to be taken to secure agreements, if necessary.

_____

_____

_____

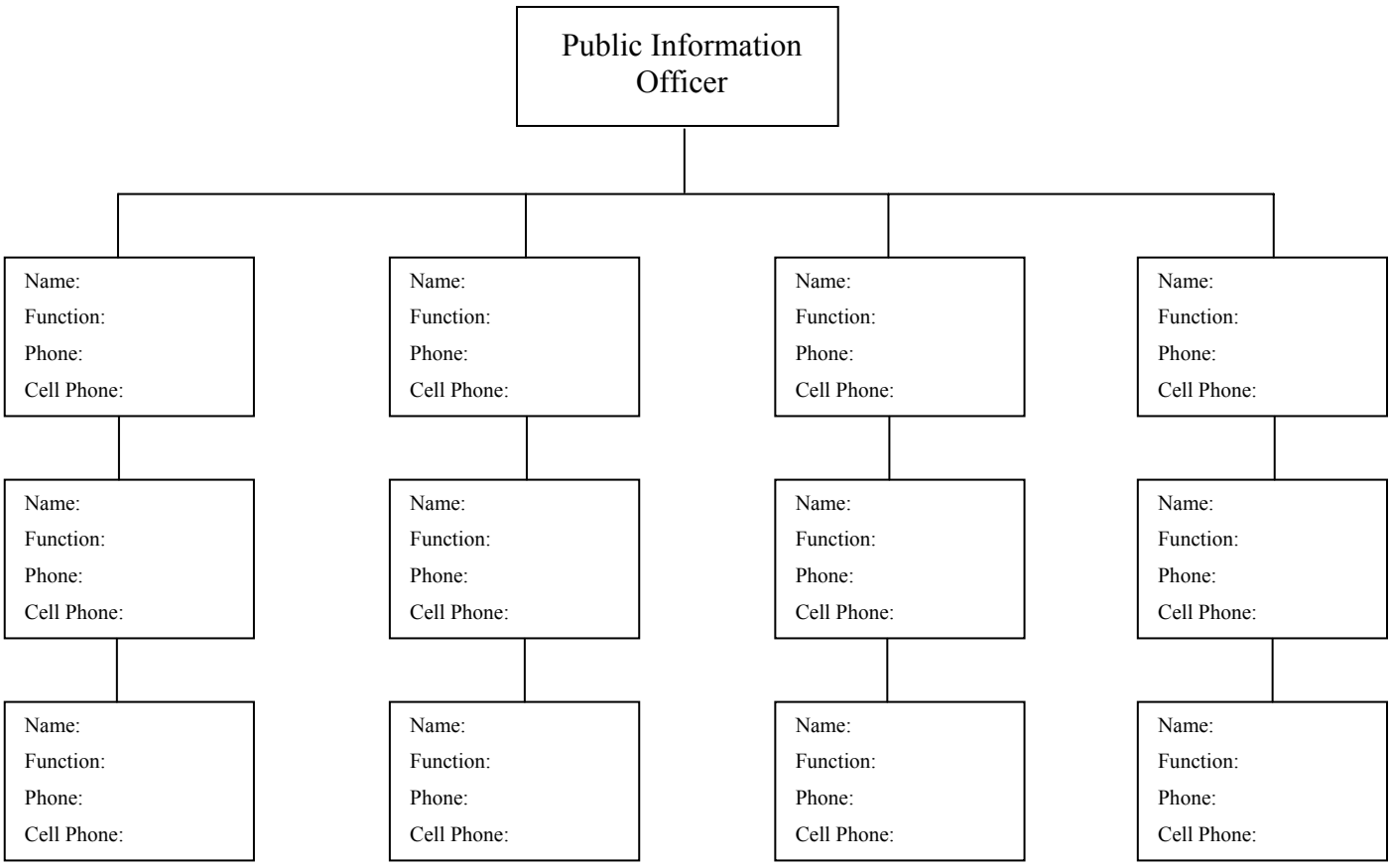
_____

Date Authorized By:

## Worksheet: Emergency Phone Tree

Use this phone tree to identify people you will need to contact, such as your spokespersons, partners, and safety and health officials. Share this contact information with your communication team.

- Limit the number of people each person must call.
- Leave a message for unavailable contacts. The caller should continue down the phone tree and continue attempting contact with unavailable persons.
- Each unit should have provisions for getting the information to a person who was not contacted.
- The last person called should report back to a designated person to signal the end of the calling process.
- Keep the message short and concise. Only the facts should be given and each caller should avoid speculation. Confidentiality should be stressed.
- Update the phone tree at least annually to insure accurate phone numbers and inclusion of all staff.
- Include Water Quality Emergency Notification Plan as required by CDHS.




***Remember to contact CDHS District Engineer***

# III. Messages and Spokespersons

## Developing Your Messages

During a crisis or emergency, it is important that your media spokespersons not just "wing it" when it comes time to relay important information about the incident. It is critical that you take some time to prepare and develop key media messages.

To be useful, key media messages must:

- **Be few in number, usually no more than two or three.** During an emergency, people will be upset. They will have difficulty remembering lots of information.
- **Be short and concise, generally no more than a sentence or two each.** Short messages are easier for your spokesperson and the public to remember and are more likely to be conveyed without editing by the media.
- **Be in writing.** Writing your messages down makes sure they are short, concise and understandable.

Consider the following when creating your initial communication to your audiences:

For the general public, **present a short, concise and focused message** (6th-grade level). It's difficult in a heightened state of anxiety or fear to take in copious amounts of information. Get the important facts out first. In time, the public will want more information.

**Cut to the chase**. State *relevant information only* at this time. Do not start with massive amounts of background information. Do not spend a lot of time establishing yourself or your organization. One sentence should be enough.

**Acknowledge uncertainty.** Sounding more confident than you are rings false, sets you up to turn out wrong, and provokes debate with those who disagree. It is better to say what you know, what you do not know, and what you are doing to learn more. Model the ability to bear uncertainty and take action anyway.

**Give positive action steps.** Instead of negatives, use positive messages, such as "In case of fire, use stairs," and "Stay calm." Negative messages are "Do not use elevator" and "Don't panic."

**Repeat the message.** Repetition reflects credibility and durability. Correct information is correct each time you repeat it. Reach and frequency, common advertising concepts, tell us that your message is more apt to be received and acted upon as the number of people exposed to the message (reach) and the number of times each person hears the message (frequency) increase.

**Create action steps in threes or rhyme, or create an acronym.** There are ways to make basic information easier to remember, such as "stop/drop and roll." Three is not a magic number, but in an emergency, you should expect someone to absorb three simple directions. Research indicates that people will more likely memorize and recall somewhere between three and seven bits of information. It makes sense during the stress of an emergency to ask your audience to remember fewer bits of information. For example, Anthrax is a bacterium that is treated with antibiotics. Anthrax is not transmitted from person to person. Seek medical care if you believe you have symptoms of anthrax: fever, body aches, and breathing problems.

**Use personal pronouns for the organization.** "We are committed to . . ." or "We understand the need for . . ."

**Be careful about speculation.** Try to stick to the known facts. Keep in mind that too much speculation weakens your credibility, but also recognize that people want answers. Concentrate on describing the steps in place to get the facts and help the audience deal with the uncertainty while that process goes on.

**Treat emotion as legitimate.** In a crisis, people are right to be fearful and miserable. Both emotions are at risk of slipping into denial, or escalating into terror or depression, or receding into apathy. To help people bear their feelings, it is important to respect their feelings.

**Establish your own humanity.** Express your feelings and wishes: "I wish we could give you a more definite answer." Touch upon your family and your reactions to the crisis.

**Offer people things to do.** Self-protective action helps mitigate fear. Helping victims and their families helps mitigate misery. Giving people things to do helps prevent denial.

***Avoid***

**Technical jargon**

- Instead of saying "people may suffer morbidity and mortality," say, "people exposed may become sick or die."
- Instead of "epidemic" or "pandemic," say "outbreak" or "widespread outbreak."
- Instead of "deployed," say "sent" or "put in place."
- Instead of "correlation" say "relationship" (avoid using "cause").

**Unnecessary filler** – Save background information for news releases or fact sheets.

**Attacks** – Attack the problem, not the person or organization. (e.g., Be careful not to point fingers at a specific person or group, but talk about the issue at hand.)

**Promises/guarantees** – State only what you can deliver. Otherwise, promise to remain committed to keeping people informed throughout the emergency response.

**Discussion of money** – In the initial phase, discussion of the problem's magnitude should be in context with the health and safety of the public or environment. Loss of property is secondary. Also, a discussion of the amount of money spent is not a substitute for the level of concern and response from your organization.

**Humor** – Seldom is humor a good idea. People rarely "get the joke" when they are feeling desperate. Humor is a great stress-reliever behind closed doors. Anyone who has responded to emergencies knows that sometimes-inappropriate humor acts as a coping mechanism. Be careful not to offend others responding to an emergency, even behind closed doors. Be especially sensitive when speaking to the public. One person's attempt at humor may be another's insult.

*Information in this section is adapted from The CDC Crisis Emergency Risk Communication Manual and Consulting, Training and Research in Risk Communication by Peter Sandman, Ph.D.*

## Sample Key Messages for a Confirmed Event
## [Insert Water System], California

Use the following as a template in developing specific key messages in your county in the event of a confirmed crisis.

**1. Situation/Response**

There has been a confirmed [*insert crisis event*] in [*insert location*]. We are working with federal, state and local agencies to take the appropriate steps to ensure the health and safety of residents, employees and others in the affected area.

- **Empathy**
  Our thoughts are with the victims and their families.
- **Scope**

At this time it is unclear if this is an isolated incident. We are working with federal, state and local authorities to determine the extent of the situation.

- **[*Insert Water System*] actions**
  We are working with federal, state and local authorities to ensure that all who have been affected are receiving appropriate treatment.

**2. Risk**

The risk to residents in [*insert service area*] is [*insert information on risk*].

**3. Action**

The public can play a key role in helping authorities to be alert for further acts of terrorism or to report other water equipment damages/problems.

.

- **Be alert**
  If you see a suspicious person doing something to a fire hydrant, discolored water/unusual odor water or an unattended or suspicious package in a public place, call 911 or local law enforcement for additional instructions.
- **Seek medical treatment in case of exposure**
  [*Insert information on recommended actions specific to crisis event*].

## Sample Key Messages for an Unconfirmed Event
## [Water System], California

Use the following as a template in developing specific key messages in your water system in the event of an unconfirmed crisis.

**1. Situation/Response**

There has been an unconfirmed [*insert crisis event*] in [*insert location*]. We are working with federal, state and local agencies to gather as much information as possible and take the appropriate steps to ensure the quality of drinking water of residents, employees and others in the affected area.

- **Scope**

At this time it is unclear if this is an isolated incident. We are working with federal, state and local authorities to determine the extent of the situation.

- **[*Insert water system*] actions**
  We are working with federal, state and local authorities to ensure that all who have been affected will receive appropriate treatment.

**2. Risk**

We are determining the risk to residents in [*insert service area*] and will provide more information as soon as possible.

**3. Action**

The public can play a key role in helping authorities to be alert for acts of terrorism or to report damages/problems with water equipment.

.

- **Be alert**
  If you see a suspicious person or package in a public place, call 911 or local law enforcement for additional instructions.
- **Seek medical treatment in case of exposure**
  [*Insert information on recommended actions specific to crisis event*].
- **For more information**
  For more information on chemical, biological or radiological agents go to www.dhs.ca.gov or http://www.bt.cdc.gov/agent.

**California Department of Health Services**

**Division of Drinking Water and Environmental Management and the Emergency Preparedness Office**

## Public Information Recommendations for Emergency Water Quality Public Notifications

During a crisis, the public receives and processes information differently. To ensure a sufficient public response during an emergency, officials need to practice risk communication skills that share information openly, avoid mixed messages that can cause distrust, acknowledge what information is known and not known, and express empathy for the situation.

When releasing a Public Notice, there are additional steps that can be taken to increase the public's compliance with your agency's recommended actions. Following established guidelines for notifying the public about an immediate water source threat is the essential first step. Conducting further outreach with the public, media and other partners is the second step.

Once a Public Notice has been released, water utility agencies should consider taking the following actions:

- Within 1-2 hours of the Public Notice release, make contact with the media in the form of a news release, press conference or media advisory. When creating your message, be concise, avoid technical jargon and ensure that the message is consistent with all media sources. Also keep in mind the following:
    - Acknowledge the event with empathy
    - Explain the event in simple but clear form
    - Explain the response that is being taken and expected outcome, if known
    - Commit to continued communication, especially regarding unknown information
- Post information regarding the Public Notice on your agency Web site, along with fact sheets, Frequently Asked Questions (FAQ's), backgrounders, and any media materials that have been released.
- Immediately respond to any media errors; this is best done by working directly with the individuals reporting on the story.
- Contact community partners to coordinate information release and reach constituency groups and/or special populations.

If the event is ongoing beyond 48 hours, water utility agencies should consider the following actions:

- Hold a town hall meeting to discuss continuing investigation, resolution and actions needed by the community.
- Continue scheduled media briefings to keep information current.
- Set up a crisis hotline to disseminate public messages and instructions.
- Conduct community mailings, especially for hard to reach populations.

## The Role of Your Media Spokesperson in a Crisis or Emergency

The job of a spokesperson in an emergency is to communicate information the public wants or needs to know to **reduce the incidence of illness and death**. The job is also vital to reduce the likelihood that:

- Scarce water quality and water system resources might be misallocated through pressures brought forward based on incomplete or false information.
- Public health and safety recommendations are ignored or circumvented.
- Unneeded water quality and water system response resources are committed due to public or stakeholder demand based on faulty information or expectations.

Early in an emergency, the spokesperson is expected to describe the following:

- The health and safety risks for individuals and communities—what is the risk?
- The incident and its magnitude (e.g., who, what, where, when, why, how).
- What's being done to respond to the incident?

The spokesperson you choose to represent your organization should be knowledgeable about the situation at hand. He/she should be briefed with the most current information as it becomes available.

General recommendations for spokespersons in all settings:

- Know the organization's policies about the release of information.
- Stay within the scope of responsibilities, unless he/she is authorized to speak for the entire organization or a higher headquarters.
- Don't answer questions that are not within the scope of the organization's responsibility.
- Tell the truth. Be as open as possible.
- Follow-up on issues.
- Use visuals when possible.
- Illustrate a point through examples, stories, and analogies. Ensure that they help make the point and do not minimize or exaggerate the key message. Try the stories out on a small group first.
- Discuss only the facts.
- Do not express personal opinions.
- Do not show off. This is not the time to display an impressive vocabulary.

*Information in this section is adapted from the CDC Crisis Emergency Risk Communication Manual and Consulting, Training and Research in Risk Communication by Peter Sandman, Ph.D.*

## Worksheet: Customizing Your Messages

During a crisis or emergency, it is important that your media spokespersons be prepared to relay important information about the incident. Use the steps below to develop your key messages for a crisis event.

**Step 1**:

**Determine Your Audience:**
- Relationship to event
- Demographics (age, language, education, culture)
- Level of panic/outrage

**Purpose of Your Message:**
- Give facts/update.
- Rally to action.
- Clarify event status.
- Address rumors.
- Satisfy media requests.

**Method of Delivering Your Message:**
- Print media release
- Web release
- Spokesperson (TV or in-person appearance)
- Radio
- Other (e.g., recorded phone message)

**Step 2**:

Use the message map below to construct your message with the following components:

| **Message Map** | | |
|---|---|---|
| ***Key Message 1*** | ***Key Message 2*** | ***Key Message 3*** |
| **Situation/Response** | **Risk** | **Action** |
| *Confirm knowledge of the incident.* | *Let the public know of the risks involved with the current incident (exposure to radiation or chemical, contraction of a disease, etc.).* | *Let people know that the public can play a key role in helping authorities be alert for acts of terrorism.* |
| ***Supporting Fact 1-1*** | ***Supporting Fact 2-1*** | ***Supporting Fact 3-1*** |
| *Express empathy.* | *Reference information from Public Health, CDC, or other Reliable sources* | *Persuade the public to be on alert.* |
| ***Supporting Fact 1-2*** | ***Supporting Fact 2-2*** | ***Supporting Fact 3-2*** |
| *Provide scope of the incident.* | | *Encourage people to seek medical treatment, as needed.* |
| ***Supporting Fact 1-3*** | ***Supporting Fact 2-3*** | ***Supporting Fact 3-3*** |
| *State actions being taken by your organization.* | | *State who to contact for more information.* |

## Worksheet: Identifying Your Media Spokesperson(s)

Use this worksheet to identify your spokespeople for different kinds of emergency or crisis situations. For more information on identifying and training a spokesperson, see pages 111-127 of The CDC Crisis Emergency Risk Communication Manual.

**People who will speak on behalf of your organization during different kinds of emergency or crisis situations:**

***Water System Emergency Related to Public Health***

1.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

***Natural Disaster***

2.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

***Source Water Quality Contamination***

3.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

***Water Quality/ Distribution System***

4.

| Name | Position | Telephone | E-mail |
|---|---|---|---|

Date Authorized By:

# IV. Media Outreach

## Understanding the Media

The news media has grown into one of the most powerful forces in the world. Everyday, billions of people rely on the media to provide information on local, national, and international news and events. While new technologies allow the broadcast media to receive reports from halfway around the world, local media outlets can cover stories happening in the community as news unfolds.

Never before has news and information been so readily available. As a result, the public has developed a greater reliance on the media and looks to newspapers, television, radio and the Internet to fulfill its information needs.

**Disasters are media events.** Major water system emergencies will instantly engage the media, especially if they are exotic, catastrophic or first of their kind. It may be natural for those responding to a water system emergency to think of the media as a nuisance that should be brushed away. In reality, the media is a major factor that cannot be ignored.

Emergency planners should acknowledge the media's role in a crisis and plan to meet reasonable media requirements during the crisis. Few reporters, editors, directors, or producers will abandon their effort to obtain information and provide perspective on a crisis just because, as an emergency response official, you do not want them involved.

It is imperative that emergency operations centers and all government and nongovernmental organizations involved in crisis response understand the legitimate needs of the media and how to fulfill those needs as an ongoing and well-thought-out part of the response plan.

It is also important to note, with California's diverse population, it is essential to work with representatives from specific populations or receive assistance from translators to effectively communicate with each community.

The worksheets and templates located in this section will help your organization respond to the media in a timely, thoughtful and accurate manner during an emergency. In this section, you will find ways to:

- Implement your Water Quality Emergency Notification Plan as required by CDHS
- Organize your emergency and risk communication response
- Develop Message Maps
- Communicate your story
- Contact the media
- Develop and distribute press releases and media advisories
- Conduct a press conference

## Organizing Your Emergency and Risk Communication Response

**Within Thirty Minutes After Start of Crisis:**
**Information Gathering**

1. Verify the Situation
   - ☐ Get the facts from your water system personnel.
   - ☐ Obtain information from additional sources such as, local public health, law enforcement, fire departments, hospitals or CDHS to put the incident in perspective.
   - ☐ Ascertain information origination and determine credibility.
   - ☐ Review and critically judge all information.
   - ☐ Determine whether the information is consistent with other sources in other markets.
   - ☐ Determine whether the characterization of the event is plausible.
   - ☐ Clarify information through subject matter experts.
   - ☐ Attempt to verify the magnitude of the event and human impact.

2. Conduct Notification
   - ☐ Follow established communication protocol.
     - – Make sure your General Manager or emergency management chain of command is aware of the situation. Get his or her authorization to proceed.
     - – Contact key personnel and provide briefing on issue.
     - – Contact your CDHS District Engineer

3. Identify Staffing and Resource Needs
   - ☐ Assemble your crisis communication team.
   - ☐ Secure an appropriate space, equipment and supplies for the course of the event.
   - ☐ Ensure crisis information is being communicated to staff members.

4. Conduct Assessment/Activate Crisis Communication Plan
   - ☐ Continue to gather and check the facts.
   - ☐ Determine who is being affected by the crisis. What are their perceptions? What do they want and need to know?
   - ☐ Determine what the public should be doing.
   - ☐ Activate plan to join Joint Information Center (JIC) or begin emergency communication operation.
   - ☐ Activate your communication team with a call down list.
   - ☐ Determine stakeholders and partners.
   - ☐ Activate spokesperson(s).
   - ☐ Monitor what is being said about the event. Is the information accurate?

5. Organize Assignments
- ☐ Determine the current priorities.
- ☐ Identify subject matter experts and spokespersons.
- ☐ Decide whether communication should operate 10, 12, 20 or 24 hours a day.
- ☐ Decide whether communication should operate 5, 6 or 7 days a week.

**Thirty Minutes to One Hour After Start of Crisis:**
**Initial Release of Information**

6. Prepare Information and Obtain Approvals
- ☐ Determine special populations.
- ☐ Prepare key messages and initial media statement.
- ☐ Develop incident Q&A.
- ☐ Draft and obtain approval on initial news release.
  - – Provide only information that has been approved by the appropriate agencies. Do not speculate.
  - – Repeat the facts about the incident.
  - – Describe the data collection and investigation process.
  - – Describe what the water system is doing about the crisis.
  - – Explain what the public should be doing.
  - – Describe how to obtain more information about the situation.
- ☐ Confirm media contact list.

7. Release Initial Information to Media, Public and Partners through Arranged Channels
- ☐ Distribute news release to media contacts.
- ☐ Ensure spokesperson(s) are standing by for potential media inquiries.
- ☐ Distribute media materials to partner/stakeholder organizations. Establish regular briefing schedule and protocols with them.
- ☐ Establish regular briefing schedule and protocols for working with the media.

**One to Two Hours After Start of Crisis:**
**Follow-up Information**

8. Update Media with New Information
- ☐ Send follow-up release with additional incident information and details of any scheduled news conferences/media briefings.
- ☐ Create additional materials including fact sheet and media advisory for news conference and media briefings, as necessary.

**Two to Four Hours After Start of Crisis:**
**News Conference**
9. News Conference
   - ☐ Notify media of scheduled news conference.
   - ☐ Conduct news conference.
   - ☐ Gather information addressing unanswered journalist questions.
   - ☐ Notify media when next update will occur.

**Four to 36 Hours After Crisis:**
**Media Follow-up**
10. Disseminate Additional Information
   - ☐ Send additional information to media, as available.

**36 Hours to TBD After Crisis:**
**Conduct Evaluation**
11. Obtain Feedback and Conduct Crisis Evaluation
   - ☐ As soon as is feasible following a crisis, conduct an evaluation of the organization's response.
   - ☐ Compile and analyze media coverage.
   - ☐ Share results within your agency.
   - ☐ Determine need for changes to the crisis and emergency risk communication plan.
   - ☐ Determine need to improve policies and processes.
   - ☐ Institutionalize changes with appropriate training.
   - ☐ Revise crisis plan policies and procedures based on lessons learned.

12. Conduct Public Education
   - ☐ Once the crisis has subsided, your water system may need to carry out additional public education activities.
     - – Determine the public's perceptions and information needs related to the crisis.
     - – Focus on "worried well" (psychosomatic) individuals and other mental health messaging.
     - – Update your community on the crisis status through town hall meetings, flyers or other outreach activities.

*Information in this section is adapted from the CDC Crisis Emergency Risk Communication Manual.*

## Press Statements

The press statement is likely the first communication you will have with the media following an emergency or crisis. Even if you don't have every detail, it's important to release a statement with what you do know so people feel informed and updated on the incident. Often, you'll send out more than one press statement, depending on how often you are able to provide additional updates. Depending on your comfort level and the nature of the event, your press statement could be a written document or a verbal statement by your spokesperson.

To get your press statement used, it has to be well written and newsworthy. The better a press statement is, the more likely it will be used.

A good press statement:

- Gives your organization's views on the issue
- Has an attention grabbing headline and first paragraph
- Includes all the necessary facts about the situation or issue – *who, what, when, where, why and how*
- Is so well written it could be used almost directly as is
- Is accurate
- Gives information about what action your organization intends taking around the issue
- Invites the media to contact your organization for further information
- Gives a contact person and their telephone number
- Gets distributed effectively – (local, regional, state or national media, where appropriate)
- Should indicate when an update will be given

**Things to Avoid**

Do not issue a press statement if:

- It does not have all the necessary information for the media to be able to write a story or publish it
- It does not have the correct facts
- It is based on hearsay
- It is ambiguous
- The media cannot contact your organization's media contact person
- It has not been checked for accuracy, spelling and grammar
- It does not have the necessary approvals

## Sample Press Statements

Following are three sample press statements. The first is an example of a typical statement that is released within the first thirty minutes of an incident. The other two show how the initial press statement can be expanded once more information is obtained.

***Sample #1: Thirty Minutes or Less Following the Incident***
*First and foremost, I want to emphasize that our most important priority is the safety and well-being of the community members involved. We are working closely with local authorities right now to find out exactly what has occurred, why it happened, and what, if any, action needs to be taken. Right now we do not know the cause of the incident. All we know is that (edit as appropriate)…*

*It is our firm intention to give you the most accurate information possible as soon as we can. (Name of the media liaison) has been assigned to work with the news media. I/he/she will get back to you as soon as we have more details. Information will also be posted on our Web site at (insert Web site address) for all concerned individuals as soon as it becomes available.*

***Sample #2: Two-to-Four Hours Following the Incident***
*We have been working closely with local authorities since the incident occurred a few hours ago. Although we do not yet understand the full scope of the incident, we do know (edit as appropriate)…*

*We expect to more accurately understand the cause and implications of the event as we continue our investigation. As we move forward with the investigation, we will (edit as appropriate)…*

*It is our firm intention to continue to give you the most accurate information possible as soon as we can. Our Web site (insert Web site address) has now been updated with the most current information. We will continue to update the site as new information becomes available.*

***Sample #3: Twenty-Four Hours Following the Incident***
*During the past 24 hours we have come to understand the incident more fully. We know today (what happened, how many people were affected, what caused the incident, etc.)…*

*We are still seeking more information about (the cause of the incident, the people/event behind the incident, etc.)… We have contacted (all involved parties or parties suspected to be involved)… We have also enlisted the help of (additional resources brought in to assist with the incident) to assist us in sorting out the incident.*

*We will continue to provide you with updates as new information becomes available. I urge you to monitor our Web site at (insert Web site address) for the latest information.*

*In the mean time, we recommend that the public (edit as appropriate)…*

## Worksheet: Template Press Statement

FOR IMMEDIATE RELEASE

CONTACT: (name of contact)
PHONE: (number of contact)
Date of release: (date)

Two-three sentences describing what happened and expressing empathy on the situation.

Two-three sentences describing what is currently happening in response to the incident.

Two-three sentences listing protective actions for community and actions that will be taken in the future.

Contact information, ways to get more information and other resources.

## Press Releases

A press release is designed to give all pertinent background on a story. It contains all the news elements of the story. It includes facts on the issue, quotes from appropriate people and a boilerplate – an overview of your organization. Journalists may need to call you regarding this information to write their story. Therefore, the press release should include the name and phone number for a spokesperson from your organization printed clearly on the top.

During the early phases of an emergency, you'll be writing standard press releases. As the crisis evolves, you may follow up with feature releases about individuals or units involved in the response or outcomes and their successes, or personal stories of those helped during the crisis.

An emergency press release should be limited to one-two pages. Think of press releases, from the very start, as press updates. The press release should answer, the who, what, when, where, why and how of the ongoing event. Additional supporting information should go into an attached fact sheet or backgrounder.

## Helpful Hints for Writing Press Releases During an Emergency

- At the top of the release, include the following information: your organization's name, address, telephone number and contact name(s).
- In an emergency, it's critical to give the media a 24-hour contact number.
- If you have a toll-free number for media, include that and tell media it's for them, not for the public.
- Include the date or the date and time if more than one release is issued during a 24-hour period. Give your press release a headline; it's a way for media to identify quickly what they're calling back about.
- Create headlines in an active voice and summarize the core information in a few words. Never reuse a headline during the crisis.
- Put "for immediate release" at the top under your contact information—don't make reporters or editors guess.
- Don't forget to include a dateline to let reporters know when the release was issued.
- Write in the inverted pyramid style—most important information first.
- Press releases do not have strong concluding paragraphs.
- If you're providing a *new* telephone information number or Web site address, introduce it higher in the press release. Don't assume the editor will notice it in the last paragraph.
- Limit the length of sentences (rarely more than 20 words) and paragraphs. A one-sentence paragraph is acceptable in a press release.
- Remember, the more syllables per 100 words, the more difficult text is to understand.
- Avoid using scientific or technical terms. Don't assume your audience knows what you're talking about. Explain these terms if they do need to be used. Use 6$^{th}$ grade language.
- Make every effort to eliminate adjectives or emotionally laden words.
- A well-written press release reads like a news story.
- Check your facts, especially after including revisions from subject matter experts.
- Do a security check—some information is classified.
- Do a privacy check—some information may violate the privacy of victims and their families. If names have unusual spellings and you've received approval to release victims' names, mark an OK note next to the name, so editors know that you've not made a mistake.
- If a name has an unusual pronunciation, include the phonetic pronunciation so radio and TV reporters will get it right. This is good for the reporter and good for the person being mentioned.
- If you detect an error in a press release that has already been distributed and there's time to fix it before it's used, make the effort to reach everyone who has it. Reporters don't like taking the blame for your mistake. Don't just correct it on your Web site and leave the media hanging. If it's too late, and it has appeared, apologize.

## ANATOMY OF A PRESS RELEASE

**For Immediate Release –** These words should appear in the upper left-hand margin, just under your letterhead. You should capitalize every letter.

**FOR IMMEDIATE RELEASE**

**Contact Information –** Skip a line or two after release statement and list the name, title, telephone and fax numbers of your spokesperson (the person with the most information). It is important to give your cell number since reporters often work on deadlines and may not be available until after hours.

CONTACT: Tom Jones

Water System
Phone (916) 555-55555

**Headline –** Skip two lines after your contact info and use a boldface

**OFFICIALS INVESTIGATE (INCIDENT) AT (LOCATION)**

**Subhead –** Fleshes out the headline to further entice the editor.

Water system Promises a
Thorough Investigation of (Incident)

**Dateline –** The city your press release is issued from and the date you mail your release.

**Lead –** First paragraph. Used to grab the reader's attention. Should contain the five W's (who, what, when, where, why).

LOCATION (Month Date, Year) — Officials from (location) are investigating an incident that occurred at approximately (time, day). At this point, details about the incident are not clear. What we know is… (Two-three sentences describing current situation). The situation is (under) (not yet under) control and the water system is working with authorities to (contain this situation, determine how this happened, determine what actions may be needed to prevent this from happening again). Water system, FIRST LAST, expressed concern saying, "Let me be clear that the health and well-being of our community is our most important priority. We are working hard right now to find out exactly what has occurred, why it has

**Quote –** Be sure to include at least one quote from a reputable source.

- more -

**More –** Indicates more than one page. Should be centered at bottom of the page.

**Abbreviated Headline (page 2) –**
Used at the top of subsequent pages.

happened, and what, if any, action needs to be taken. We will work closely with authorities to get answers to these questions as quickly as possible. Right now we do not know the cause of the (accident/ situation/ illness)."

**Text –**
The main body of your press release where your message should fully develop.

Actions being taken at this time to ensure the safety and security of the general public/specified person include: (Insert actions being taken).

After a moment of (shock/ grief), the local community has already demonstrated its willingness to help with both residents and visitors offering assistance to those involved in the incident. Authorities are encouraging anyone who would like to show their support, to contact the (TBD).

"We feel very badly for the people involved in the (incident), and we pledge to find out if anything within our control has caused this situation," said FIRST LAST.

**Closing paragraph –**
Provides details on where updates can be found.

(Name of media liaison) has been assigned to work with the news media to disseminate verified information as soon as possible. Information will also be posted on our Web site at (Web site name). Anyone with concerns about today's event is encouraged to consult the Web site for relevant information.

**### -** Indicates press release is finished.

#####

## Media Advisory

During an emergency situation, the media advisory is your opportunity to alert the media to your upcoming news conference or media briefing. This will allow the water system to frame the event and think about the elements. It should be directed to reporters, producers or editors. Be sure to mention the person(s) the reporter can interview and what could be discussed as well as describe possible photo opportunities.

**Tips for Writing a Media Advisory**
A media advisory should be brief and contain important information such as who, what, when, where and why. When writing a media advisory, remember the following:

• Include your target audience (i.e., editors, producers and reporters).
• Include a media contact name, organization and telephone number.
• Limit the advisory to one page.
• Provide a description of possible photo and interview opportunities.
• Send the media advisory as early as possible before the media event to local news editors and follow up with a phone call. Refax or email advisory a few hours prior to the event, if time permits.
• If time permits, be sure to send your media advisories to wire services and ask them to list your event on their "daybooks" (a calendar of upcoming news events kept by wire services, such as AP and Reuters).

*TEMPLATE ONLY. PLEASE RETYPE AND CUSTOMIZE ALL INFORMATION ON YOUR ORGANIZATION LETTERHEAD.*

# MEDIA ADVISORY

**WHAT:** (DESCRIBE OVERALL EVENT)

**WHO:** (LIST COMMUNITY LEADERS, ETC. WHO WILL BE IN ATTENDANCE)

**WHEN:** (EVENT DATE AND TIME)

**WHERE:** (EVENT TITLE)
(EVENT ADDRESS)
(EVENT CROSS STREETS)
(RELEVANT CONTACT TELEPHONE NUMBER)

**VISUALS:** (COMPONENTS OF EVENT WITH VISUAL APPEAL)

**WHY:** (REASON FOR EVENT; COMPELLING LOCAL OR STATEWIDE STATISTICS)

**CONTACT:** (PROGRAM DIRECTOR CONTACT NAME)
(AREA CODE AND PHONE NUMBER)

# # #

## Conducting a News Conference

If properly utilized, a news conference can be one of the best ways to update media following a crisis. A news conference should be scheduled only when necessary - when the news is important enough to affect large populations, and when it is appropriate to disseminate urgent information to a group of reporters at one time.

Provided you are ready and have identified subject matter experts, holding a news conference:

- Is an effective way to conduct media interview requests at one time
- Will help ensure consistent information is released
- Can introduce your spokesperson and subject matter experts to the public
- Allows response organizations to show early on that a process is in place to respond to the crisis
- Can fulfill the immediate needs of the media, if information is changing rapidly or not enough is known to issue a news release
- Provides the members of your JIC (if activated) with a forum to present a united front

If you are ready to move forward with planning a news conference, following are some helpful hints to guide you through the process.

**Plan the date, time and location.** It is advisable to plan the news conference two to four hours after a crisis has occurred, depending on the severity. Give the media as much advance notice as possible. Hold the news conference in a safe venue close to the site of the emergency. It should be safe for the media and not interfere with recovery or evacuation efforts.

**Invite key members of the media to attend.** This is done by sending out a media advisory. Make sure the media advisory gives the date, time and location of the conference, the subject to be discussed, and the names of the people who will be speaking. If possible, place follow-up calls before the conference to remind reporters about the event.

**Prepare the room.** Make sure your news conference site includes staging, chairs, a podium and microphones. Check the microphones and sound system. Position reporters so they can get their stories easily and without having to move about. If time permits, use an elevated platform and position the chairs so the speaker is in clear view. If needed, rent a mult box (a device, connected to the main microphone, which individual broadcast journalists or crews can plug into to obtain clear sound and eliminates the need for several microphones at the podium). Mult boxes can be rented from audio/visual or rental companies, but be aware mult boxes may be outdated in some areas. Also, if available, the podium should have the water logo or the local health department logo clearly visible on the front of it (which is important for photographs). Always be prepared with a backup plan for possible glitches.

**Provide media materials.** If time permits, prepare media kits including any news releases, a list of speaker names and anything else that is available that will help reporters write their stories. Include in the media alert a list of languages that material will be published in. Include fact sheets.

**Be prepared.** The main spokespersons should rehearse the key messages developed for the crisis and should be ready to answer questions. Make sure that spokespersons know what the most important information is and how to stay focused, even if asked questions that concern other issues. Discuss in advance which key points will be made by each spokesperson. Designate a moderator in advance and set a clear end time for the news conference. This person will be responsible for keeping the news conference on schedule and fielding reporters' questions. This person also will establish the format of the news conference and any ground rules. Make Spanish or other language spokespersons available as necessary.

**Be thorough.** Make sure that all questions are answered. If a spokesperson does not know the answer to a question, make sure a member of the communications team finds the answer after the news conference and makes it available to the reporter at a later date. If possible, allow spokespeople to be available one-on-one with reporters following the conference to answer questions. Remember that a Public Information Officer or other designee can ask questions during the news conference that you think are important for reporters to hear.

**Monitor attendance.** Have reporters check-in. This will provide a list of who attended -- and more importantly, who didn't attend. If key media personnel are not able to attend, offer them a phone interview with the spokesperson(s).

**Follow-up** Identify time, place and format for any updates.

## Worksheet: Conducting a News Conference

If properly utilized, a news conference can be one of the best ways to update media following a crisis. A news conference should be scheduled only when necessary - when the news is important enough to affect large populations, and when it is appropriate to disseminate urgent information to a group of reporters at one time. Consider the following items when planning and implementing your press conference.

**Plan Date, Time and Location (**It is advisable to plan the news conference two to four hours after a crisis has occurred, depending on the severity.)

- ☐ Have you given the media as much advance time as possible?
- ☐ Have you planned the news conference in a safe venue close to the site of the emergency?
- ☐ Is the venue safe for the media and does not interfere with recovery and evacuation efforts?

**Invite Key Members of the Media to Attend By Sending Out a Media Advisory**

- ☐ Have you made sure the media advisory gives the date, time and location of the conference, the subject to be discussed, the names of the people who will be speaking and a list of languages in which materials will be provided?
- ☐ Have you placed follow-up calls before the conference to remind reporters about the event?

**Prepare the Room**

- ☐ Have you made sure your news conference site includes staging, chairs, podium and microphones and checked to ensure all equipment is working properly?
- ☐ Have you rented a mult box from an audio/visual company for broadcast reporters to plug into to obtain clear sound? Be aware that mult boxes may not be needed in areas with more advanced technology.
- ☐ Have you arranged the room so that reporters can easily get their stories without having to move about?
- ☐ Is the water system logo clearly visible on the front of your podium or behind the speaker?
- ☐ Do you have a backup plan for possible glitches?

**Provide Media Materials**

- ☐ Have you prepared media kits including any news releases, speaker names or additional materials that will help reporters write their stories?

**Be Prepared**

- ☐ Have the main spokespersons rehearsed the key messages developed for the crisis and are they ready to answer questions?
- ☐ Have you made sure your spokespersons know what the most important information is and how to stay focused, even if asked questions that concern other issues?
- ☐ Have you discussed in advance which key points will be made by each spokesperson?
- ☐ Have you designated a moderator in advance of the news conference to keep the conference on schedule, establish ground rules and field reporters' questions?
- ☐ Have you set a clear end time for the news conference?
- ☐ Have you made a Spanish or other appropriate language spokesperson available at the press conference and have you referenced that in your media materials?

**Be Thorough**

- ☐ Have you made sure all questions are answered during the news conference? If a spokesperson does not know the answer to a question, make sure a member of the communication team finds the answer after the news conference and makes it available to the reporter at a later date. If possible, allow spokespeople to be available one-on-one with reporters following the conference to answer questions.
- ☐ Have you designated someone to ask questions during the news conference that reporters may not raise?

**Monitor Attendance**

- ☐ Have you asked reporters to check-in? This will provide a list of who attended, and more importantly, who did not attend.
- ☐ For key media personnel who were not able to attend, have you offered them a phone interview with the spokespersons?

☐ **Follow-up** Identify time, place and format for any updates

## Worksheet: Developing Media Interview Q&As and General Public FAQs

Use these worksheets to anticipate potential questions and to develop appropriate answers that can be used either as responses included in an FAQ (public document), or as an Internal Q&A (sound bites for spokespersons taking part in a media interview.) Be sure to reference your key messages (see Developing Your Messages) as often as possible. Remember that practice now will make your messages easier to deliver during a crisis moment.

**Question:** What happened? (Examples: How much damage was caused? Who was involved?)

**Response for Public (FAQ):**

_____

_____

_____

**Sound bite for Media (Q&A):**

_____

_____

_____

**Question:** Who was affected? (Examples: Was anyone injured or killed? What are their names?)

**Response for Public (FAQ):**

_____

_____

_____

**Sound bite for Media (Q&A):**

_____

_____

_____

**Question:** When did it happen?

**Response for Public (FAQ):**

_____

_____

_____

**Sound bite for Media (Q&A):**

_____

_____

_____

**Question:** Where did it happen? (Examples: What areas are affected? Is there danger outside of the immediate crisis area?)

**Response for Public (FAQ):**

**Sound bite for Media (Q&A):**

**Question:** Why did it happen? (Examples: What was the cause? Who is to blame? Could it have been prevented? Has this ever happened before?)

**Response for Public (FAQ):**

**Sound bite for Media (Q&A):**

**Question:** What's next? (Example: Is there danger now? What are you going to do about it? What are the long-term consequences?)

**Response for Public (FAQ):**

**Sound bite for Media (Q&A):**

**Question:**

**Response for Public (FAQ):**

**Sound bite for Media (Q&A):**

**Question:**

**Response for Public (FAQ):**

**Sound bite for Media (Q&A):**

**Question:**

**Response for Public (FAQ):**

**Sound bite for Media (Q&A):**

## Sample Media Interview Q&A

Internal Question & Answer (Q&A) documents are often developed to prepare media spokespersons for interviews and include tougher questions than FAQs. Internal Q&As also include areas of vulnerability (e.g. who is to blame and could the medical response have been quicker?) Use the sample Q&As below as a guide to create your own during a crisis event.

**Q: What happened? (Examples: How many people were injured or killed? How much property damage occurred?)**

**A:** At approximately XX:XX, an incident was reported at (location). The details at this point are unknown, however we are working very closely with local emergency response agencies to ensure that the safety of the water for surrounding community remains the number one priority.

**Q: Was this a terrorist incident?**

**A:** An investigation is taking place and we will update you with details from that investigation as we receive them. Right now, however, our greatest concern is for the welfare of the victims and their families.

**Q: When did it happen?**

**A:** Early reports indicate that the incident happened at approximately XX:XX.

**Q: Who is to blame?**

**A:** The details at this point are unknown. An investigation is taking place and we will update you with details from that investigation as we receive them. Right now, our main focus is on restoring potable water and on the well-being of the community.

**Q: Has this ever happened before?**

**A:** I will be happy to research that and get back to you, right now we are focused on the incident at hand, and on making sure that members of the surrounding community are safe.

**Q: Who was involved?**

**A:** In order to protect the privacy of those involved, we are withholding the release of injured names pending notification of family members.

**Q: Why did it happen? What was the cause?**

**A:** Those details will be investigated. Right now our primary concern is for the welfare of the injured and their families.

**Q: Will there be inconvenience to the public?**

**A:** That information will become available once the damage is assessed by local emergency response agencies. If we gather future information, we will be sure to pass it along.

**Q:** **When will we find out more?**

**A:** This water system, along with our local emergency response agencies, will be providing updates throughout the day. We encourage you to check our website at www.xxxxxx.com for up-to-the-minute information.

## Worksheet: Developing Your Media List

Use this resource sheet to identify the media serving your community. Also keep in mind that ethnic media may be an excellent source of reaching your audience. Be cognizant that it may be helpful to have a liaison from each community and/or translation assistance to make sure that your messages are as effective as possible. Media contacts change frequently, so be sure to update this list on an ongoing basis. Be sure to include newspapers, radio and television stations and news distribution lists. Consider partnering with your local health department to obtain any existing e-mail listserves for your service areas.

**People in the media you may contact during an emergency or crisis situation:**

**1.**

| Organization | Contact | Beat/Focus |
|---|---|---|
| Telephone | Fax | E-mail |

**2.**

| Organization | Contact | Beat/Focus |
|---|---|---|
| Telephone | Fax | E-mail |

**3.**

| Organization | Contact | Beat/Focus |
|---|---|---|
| Telephone | Fax | E-mail |

**4.**

| Organization | Contact | Beat/Focus |
|---|---|---|
| Telephone | Fax | E-mail |

**5.**

| Organization | Contact | Beat/Focus |
|---|---|---|
| Telephone | Fax | E-mail |

## Worksheet: Media Contact Log

It is important to track all the media inquiries you receive. During a crisis, make additional copies of this form so you can use one form for every call. For more information, see pages 99-100 in The CDC Crisis and Emergency Risk Communication manual.

Deadline:

____ 2 hours ____ Today a.m. ____ Today p.m. ____ ASAP ____ Other

Media Outlet:
- Local
- Regional
- National

____ TV ____ Daily/Wire ____Radio ____ Magazine ____ Other

Caller's Name: _____
Organization: _____
Caller's contact information: Phone(s): _____
Fax: _____
E-mail: _____

Action Needed:
- Return call expected from press officer
- Return call with E-mail or fax
- Other _____

Action Completed:
- Date and time _____
- Date and time _____
- Date and time _____

No action needed; call closed by:
- Question answered
- Referred to Internet
- Referred to subject matter experts
- Other _____

Comments: _____

Taken by: _____
Time: a.m. _____ p.m. _____
Date: _____

# V. Partner/Stakeholder Communications

## Communicating with Your Partners and Stakeholders

### Partners

Partners are those with a direct role in aiding your agency in an emergency response. Partner relationships should be developed in advance of a crisis as part of your organization's communication plan. They should represent a strategic means for how your organization would respond in an emergency situation. Partnerships should be based on the partners' common purpose of serving the community.

### Building Successful Partnerships

Partner relationships need to be established in the pre-event stage of emergency planning. One of the best methods of building partnerships is to start building relationships informally through community and social networks. Building relationships in advance will enhance the partners' availability, functioning and response during an emergency. In order to build successful partnerships, there are some key elements to be considered:

- Agreement that the partnership is necessary
- Respect and trust between the partner members and leadership
- Open and clear understanding of activities
- Sharing of mandates and agendas
- Flexible ways of working together
- Regular and positive communication
- Collaborative decision-making

### Stakeholders

Stakeholders are people or organizations with a special connection to you, your involvement in the emergency and the communities you serve. While stakeholders may not have a role in the crisis event, they will need information from you. Anticipate and assess the incident from the stakeholders' perspective. It could be as simple as information released through the media or a Web site, or as complex as in-person meetings with key organization officials.

## Worksheet: Identifying Your Stakeholders

Use this worksheet to identify your stakeholders. Stakeholders are people or organizations with a special connection to you and your involvement in the emergency. Stakeholders may vary according to the emergency, but core stakeholders will be interested in every water system emergency your organization becomes involved in. Not all stakeholders are supporters of your organization; nonetheless, it is critical to identify unsupportive stakeholders and be prepared to respond to them appropriately. In fact, stakeholders will fall into three categories based on their responses to you in a crisis: advocates, opinion leaders and others. You may consider creating separate lists of stakeholders based on different potential crisis events.

**People who will be important stakeholders during an emergency or crisis situation:**

**1.**

Organization Contact

Telephone Fax E-mail

**2.**

Organization Contact

Telephone Fax E-mail

**3.**

Organization Contact

Telephone Fax E-mail

**4.**

Organization Contact

Telephone Fax E-mail

## Worksheet: Local Partner Contacts

| PARTNER | CONTACTS | |
|---|---|---|
| **Organization** | **Principal Contact** | **Back-Up Contact** |
| Name: | Name: | Name: |
| Phone number: | Title: | Title: |
| After hours phone number: | Office Address (if different): | Office Address (if different): |
| Fax number: | Customary office hours: | Customary office hours: |
| E-mail address: | Home address and neighborhood: | Home address and neighborhood: |
| Web address: | Office phone number: | Office phone number: |
| Name of director or senior administrator: | Home phone number: | Home phone number: |
| Emergency contact (including JIC) protocols: | Cell phone number: | Cell phone number: |
| | Pager or other: | Pager or other: |
| | Emergency contact name and number: | Emergency contact name and number: |
| | Fax number: | Fax number: |
| | Office E-mail address: | Office E-mail address: |
| Date of last information verification: | Home E-mail address: | Home E-mail address: |
| | Date of last information verification: | Date of last information verification: |

Please complete a worksheet for each potential partner. Make additional copies as needed.

# VI. Direct Public Outreach

## Methods for Direct Public Outreach

Developing a Communications and Public Outreach Strategy

Before carrying out your communication and public outreach plan, it is important to consider how communication goals and constraints are shaped by the evolving nature of an emergency. Tactics such as news briefings, community mailers, and town hall meetings offer different communication benefits, some of which are more useful and effective in the early stages of an emergency, while others are more useful hours or days after the state of emergency began. *A good rule of thumb is to consider the public's need for immediate response, emotional reassurance, and information and select communication tactics that best meet it.* For example, in the minutes and hours immediately after an event has occurred, the public has two primary communication needs: 1) to know who has the authority to give out information; and 2) information that can help them respond most effectively and safely to their circumstances. Press briefings can thus be extremely effective in the minutes and hours after an emergency because they identify individuals with responsibility for responding to the emergency, provide information about public health risks and the status of the emergency itself, and identify future sources of information (emergency website or hotline). If the state of emergency persists for days or weeks, town hall meetings can be an effective way to understand more fully the public's experience and needs, provide a forum for dialogue about scientific uncertainty, and provide information. Community mailings can be effective at updating and reminding the public over time.

Achieving effective communication with all of your audiences before, during, or after a crisis depends on selecting the best methods of communication that will reach them. This is especially important in health risk communication, where your audience can become disenfranchised quickly if they do not feel they are getting all of the information. The following are ways to reach your audience during a crisis on a reactive level, but are also extremely useful to create awareness before an event occurs, preparing people on how to respond to a crisis and reducing anxiety. In addition, you may consider these avenues after the crisis for ongoing communication with your community.

- **Face-to-face** (e.g., briefings with stakeholders and local officials, media and community leaders)
- **General and ethnic media** (e.g., radio, television and newspaper public service announcements)
- **Public meetings** (e.g., public and/or town hall meetings or presentations)
- **Informational resources** (e.g., Internet Web sites, telephone hotlines)
- **Community** (e.g., outreach to special populations, community-based organizations and community mailings)
- **Combination of any or all of these** (i.e., most likely to work best)

## Special Populations

Generally speaking we refer to a group as a "special population" if it has characteristics that are different and unique from the general population. From a communications perspective, there are challenges in communicating with this group during a public health emergency. Limitations or disadvantages of special populations might be due to a physical or mental handicap, language barriers, income gaps and other factors. Following are some examples of special populations that are commonly found in California and tips for communicating with these groups. To support this function consider contingencies for communications under your continuity of operations plan.

**Limited Literacy**

**Homeless**

**Immigrants and Non-English Speakers (Limited English Proficiency)**

**Visually Impaired**

**Hearing Impaired**

**Disabled**

**Elderly**

**Children**

**Pregnant Women**

**Dialysis patients**

## Worksheet: Special Populations

When developing your crisis and emergency risk communication plan, be sure to consider the following items that will help you prepare your communication to special populations:

**Limited Literacy**

- ☐ Have you contacted TV news stations and encouraged them to announce phone numbers in addition to posting them on screen?
- ☐ Have you scheduled a public forum where you can pass on important information by word-of-mouth?
- ☐ Have you identified and begun working with local organizations that work with limited literacy individuals?
- ☐ List of Limited Literacy Resources in My Area:

_____

_____

**Homeless**

- ☐ Have you identified strategic locations where information can be posted in an emergency?
- ☐ Do you have a list of homeless shelters you can notify in an emergency?
- ☐ List of Homeless Resources in My Area:

_____

_____

**Immigrants and Non-English Speakers (Limited English Proficiency)**

Do you have a list of languages widely spoken in your area? Please list:

_____

_____

- ☐ Have you identified a language service you can use in an emergency? If so, please list:

_____

_____

- ☐ Do you have in-language spokespersons identified?
- ☐ List of Other Resources Needed for Reaching Immigrants or Non-English Speakers (Limited English Proficiency):

_____

_____

**Visually Impaired**

Have you identified a Braille language service to help prepare emergency materials? If so, please list:

_____

_____

- ☐ List of Other Resources Needed for Reaching the Visually Impaired:

TDDY

_____

_____

**Hearing Impaired**

☐ Have you contacted TV news stations and encouraged them to broadcast all news and emergency information in open caption format?

☐ Have you identified a sign-language interpreter for news conferences, public forums or other events where emergency information is being communicated? If so, please list contact information.

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☐ List of Other Resources Needed When Communicating with the Hearing Impaired:

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**Disabled**

☐ Have you included local organizations and government offices that assist people with physical and mental disabilities such as assisted living facilities, independent living centers and your local Department of Rehabilitation as part of your Partners List?

☐ List of Other Resources Needed When Communicating with the Disabled:

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**Elderly**

☐ Have you included local organizations and government offices that assist elderly persons such as care homes, assisted living facilities, independent living centers and your local Department of Aging as part of your Partners List?

☐ Have you identified resources in your area that are available to help the elderly in terms of shelter access, transportation and support services during the emergency or incident?

☐ List of Other Resources Needed When Communicating with the Elderly:

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**Children**

☐ Have you identified schools, child care organizations and others to disseminate information that can be easily understood and absorbed by children?

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**Pregnant Women**

☐ Have you identified routes by which water emergency information specific to the health of pregnant women can be disseminated?

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**Dialysis Patients**

☐ Have you identified hospitals and other facilities that serve dialysis patients so that information can be disseminated to healthcare providers and patients quickly?

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# VII. Standardized Emergency Management System (SEMS)

## SEMS/ICS INTEGRATION OR ORGANIZATION

*The Governor's Office of Emergency Services webpage contains a document "Emergency Planning Guidance for Public and Private Water Utilities" which describes most of the following information in more detail. The information in this section has been summarized and/or enhanced to assist water systems in the development of an effective Emergency Response Plan. The complete document can be found at www.oes.ca.gov/oeshomep.nsf/all/WaterUtilities/$file/H2o_.pdf.*

### *1. Standardized Emergency Management System (SEMS)*

The Standardized Emergency Management System is the system required by Government Code §8607 (a) for managing response to multi-agency and multi-jurisdiction emergencies in California. The system was created for several purposes. First it allows rapid and effective coordination at the field level using the Incident Command System (ICS) to manage multi-agency response to an incident. Secondly, SEMS creates a common management structure at all levels of response, which allows entities to work with common terminology, staffing organizations, and facilities for more efficient interagency coordination. Thirdly, it creates an ordering process for requesting resources from the field through local government, to the County (Operational Area) to the state and eventually the federal government. It also allows each level of organization to track requests and resources that are dispatched to the incident or necessary for support. Local public agencies (cities, counties, special districts) must use SEMS to be eligible for State funding of certain response-related personnel costs resulting from a disaster. State agencies are required by the law to utilize SEMS during emergencies.

### *2. Five Levels of SEMS*

There are 5 designated levels in the SEMS organization. When resources become depleted or are not available at the field or local level, requests for resources are moved up through these levels until they are filled. It is important for water systems to work with their local emergency management agencies to create protocols, as well as, relationships with these local agencies so that when requests are made, all parties have an understanding of where resources will be dispatched and how to receive them. The type and severity of the incident determines the extent of activation for each level.

For specific water utility requests, water systems are encouraged to enter into mutual assistance agreements with neighboring water systems to provide resources that may be necessary on case-by-case basis.

> **Field Response -** The Field Response Level is where the Incident Command System is applied. At this level, emergency response personnel and resources are managed under ICS to carry out tactical decisions and activities in direct response to an incident or threat. The basic components of ICS are common terminology, modular organization, unified command structure, consolidated action plans, manageable span-of-control, predesignated incident facilities, comprehensive resource management, and integrated communications.

**Local Government -** Local Government includes cities, counties, school districts, or special districts (including most water utilities)

**Operational Area** - The Operational Area concept represents the intermediate level of the state's emergency organization, consisting of a **county and all political subdivisions**, including water districts and other special districts, within the county area.

**Regional** - Because of its size and geography, the state of California has been divided into six mutual aid regions by the Governor's Office of Emergency Services. In SEMS, the regional level manages and coordinates information and resources among operational areas within the mutual aid region, and also between the operational areas and the state level.

**State** - The state level manages and coordinates state resources in response to the emergency needs of the other levels. This level manages and coordinates mutual aid among the mutual aid regions and between the regional and state levels. The state level also serves as the coordination and communication link between the state and federal disaster response system.

***NOTE:*** *Depending on the circumstances of the incident, when a request is made by the water system to local first response agencies, such as Fire or Law Enforcement, ICS will be implemented by these first response agencies to manage the resources at the site. Water system personnel that will interface with these response agency personnel, in the field, should understand their role in the ICS structure. Water systems can and will provide tactical and precautionary measures through their Emergency Operations Center or the Water Utility Emergency Response Manager (WUERM). It will be important to coordinate these activities with the field (Incident) through an Agency Representative or Technical Specialist in the ICS structure. Prior to an incident, roles should be established, through the planning process, with response agencies. This will ensure that incident objectives and priorities to protect public health are supported. It is advantageous for water system personnel to understand the incident command system, so they can work within the system to provide the most efficient response. This circumstance will become particularly evident in an intentional water contamination scenario or act of terrorism.*

**Water System Personnel may function in the ICS structure (Field Level) as an Agency Representative or Technical Specialist.**

**Agency Representative -** is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. "Agency Representatives" report to the Liaison Officer or Incident Commander in the absence of a Liaison Officer.

**Technical Specialist** - Certain incidents or events may require the use of "Technical Specialists" who have specialized knowledge and expertise. "Technical Specialists" may function within the Planning Section, or be assigned wherever their services are required.

## *3. Five Principle Functions of SEMS*

There are **5 principle functions** within SEMS at each of the 5 organizational levels. They are **Management** ("Command" at the Field Level), **Operations**, **Planning/Intelligence**, **Logistics**, and **Finance/Administration**. These functions are modular in their design and can expand or contract depending on the needs of the incident. A general principle in the use of the 5 functions, is that no one person should directly supervise more than 5-7 staff. The organizational structure can be as small as one, or expand to include thousands. Again, the complexity of the incident dictates the type and size of resources necessary to mitigate the incident. As they relate to Water System Operations during an emergency, these functions are listed below

**Management** - In a Water System Emergency Operations Center (EOC), the EOC Director has overall responsibility for all emergency functions. This person may initially be designated as the Water Utility Emergency Response Manager (WUERM) prior to the activation of an EOC. The EOC Director may retain and/or delegate authority for functions listed below.

In the field, under ICS, an Incident Commander or Unified Command is established depending on statutory authorities for the Incident. The Incident Commander's responsibility is the overall management of the incident.

**Operations** - The Operations Section is responsible for the management of all operations directly applicable to the primary mission established for the response. The Operations Section Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution.

For water utilities, coordinates emergency response activities at the water utility EOC level and implements the priorities established by management or the Incident Command. Operation Section staff include field coordinators, as necessary, linked to water utility personnel at other fixed facilities or assigned to incidents within the water utility. The field coordinator should receive and pass information up the chain of command, as well as, receive and coordinate requests for services and support.

**Planning/Intelligence** - Oversees the collection, evaluation, verification, and display of current information related to the emergency. This section is also responsible for preparing action plans and maintaining documentation related to the emergency. The information collected is needed to 1) understand current situation 2) predict probable course of the incident events 3) prepare alternative strategies and control operations for the incident.

**Logistics** - Provides facilities, services, and material in support of the Incident. Oversees the acquisition, storing, and distribution of essential resources and support services needed to manage the emergency. It tracks the status of resources. Logistics provides services to all field units in terms of obtaining and meeting their personnel, materials and equipment needs including communications.

**Finance/Administration** - The Finance/Administration Section is responsible for all financial, administrative and cost analysis aspects of the incident. Finance/Administration

prepares vendor contracts, maintains records of expenditures for personnel and equipment, and maintains records and processes claims. It also provides preliminary estimates of damage costs and losses.

**General Staff** - Each function listed above should have a delegated Chief to manage the Section. Depending on the nature and scope of the emergency each Section can have several branches, divisions, groups, or units.

**Command Staff** - These positions report directly to and are directly subordinate to the Incident Commander or EOC Director. They are the **Public Information**, Liaison and Safety Officers.

**Establishment of Information Officer - Field Incident Command Post**

At incidents where an Incident Command Post (ICP) is established by Fire, Law, or Public Health agencies, an Information Officer is assigned as part of the Command Staff. The ICP can be established in the field where a specific event has occurred, in a geographically different location, from the water system's Emergency Operations Center. It will be important to an affected water system to coordinate closely with the Information Officer at the ICP for the distribution of public information. This information is provided to facilitate information sharing between the water system, local government, and the ICP. Below is a description of the responsibilities of the Information Officer position from the Fire Service Field Operations Guide (FOG Guide)

Fire Service
Field Operations Guide
ICS 420-1
Position Description

Information Officer (ICS 220-2) The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Information Officer which would generally apply on any incident.

a. Review common responsibilities

b. Determine from the Incident Commander if there are any limits on information release.

c. Develop material for use in media briefings

d. Obtain Incident Commander's approval of media releases

e. Inform media and conduct media briefings.

f. Arrange for tours and other interviews or briefings that may be required.

g. Obtain media information that may be useful to incident planning.

h. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.

i. Maintain Unit/Activity Log (ICS Form 214)

## *4. Water Utility Emergency Operations Center*

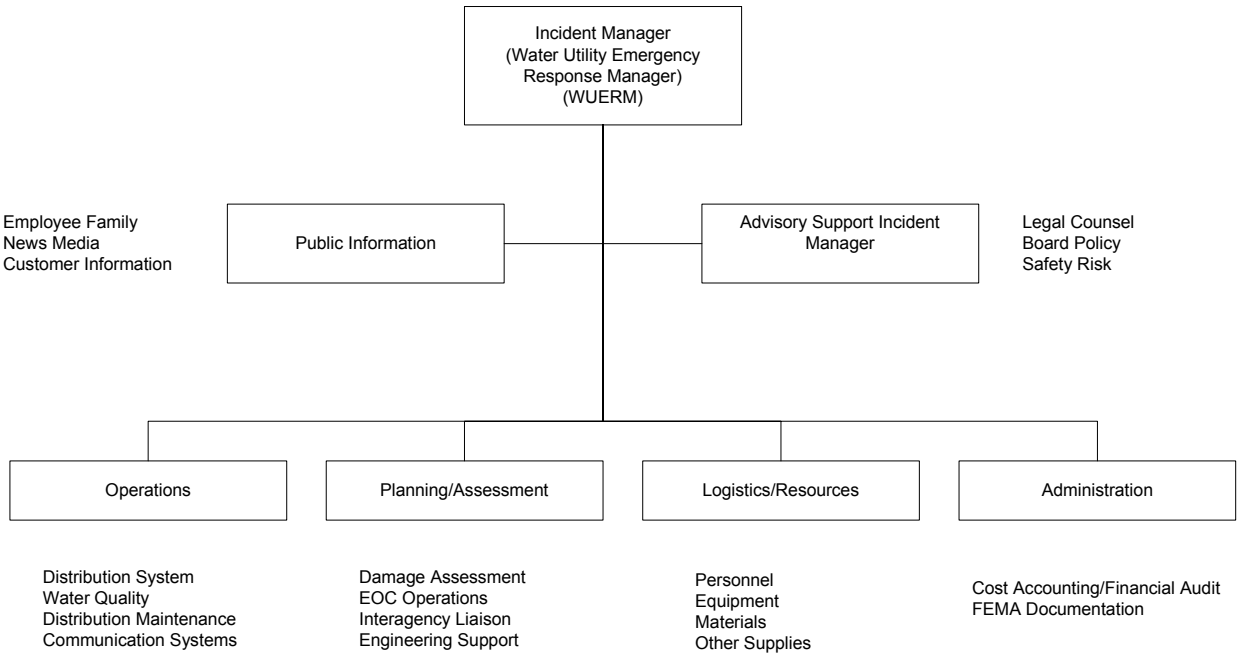
Depending on the Magnitude of the Incident, Water Utilities may have to establish an **Emergency Operations Center (EOC)** to manage its resources and coordinate with outside entities. An EOC is a physical location from which support for centralized emergency management can be performed. The essential functions necessary in the Water Utility EOC are described below:

- Establish an EOC Director to manage the Operations, Planning/Intelligence, Logistics, Finance/Administration Sections, and related sub-functions.
- Setting Priorities and developing Action Plans
- Coordination and support of all field level incident activities within the utility service area.
- Information gathering, processing, and reporting within the utility service area and to other levels of SEMS
- Coordination with local government, operational areas, or regional EOCs as appropriate.
- Requesting Resources from higher SEMS levels

**Note:** In general, at any level of activation, the Water Utility Emergency Response Manager (WUERM) should be aware of the following incident management principles:

- Establishing objectives and priorities for the incident
- Establish an Incident Action Plan (written or verbal)
- Awareness of his or her responsibility for the 5 primary functions of SEMS
- Management, Operations, Planning, Logistics and Finance/Administration
- Ensure an effective span of control (only supervise 5-7 staff directly on an incident)
- Delegate authority and activate organizational elements within an Incident Command Structure only as necessary
- Provide for personnel accountability and a safe environment for staff
- Ensure effective communications

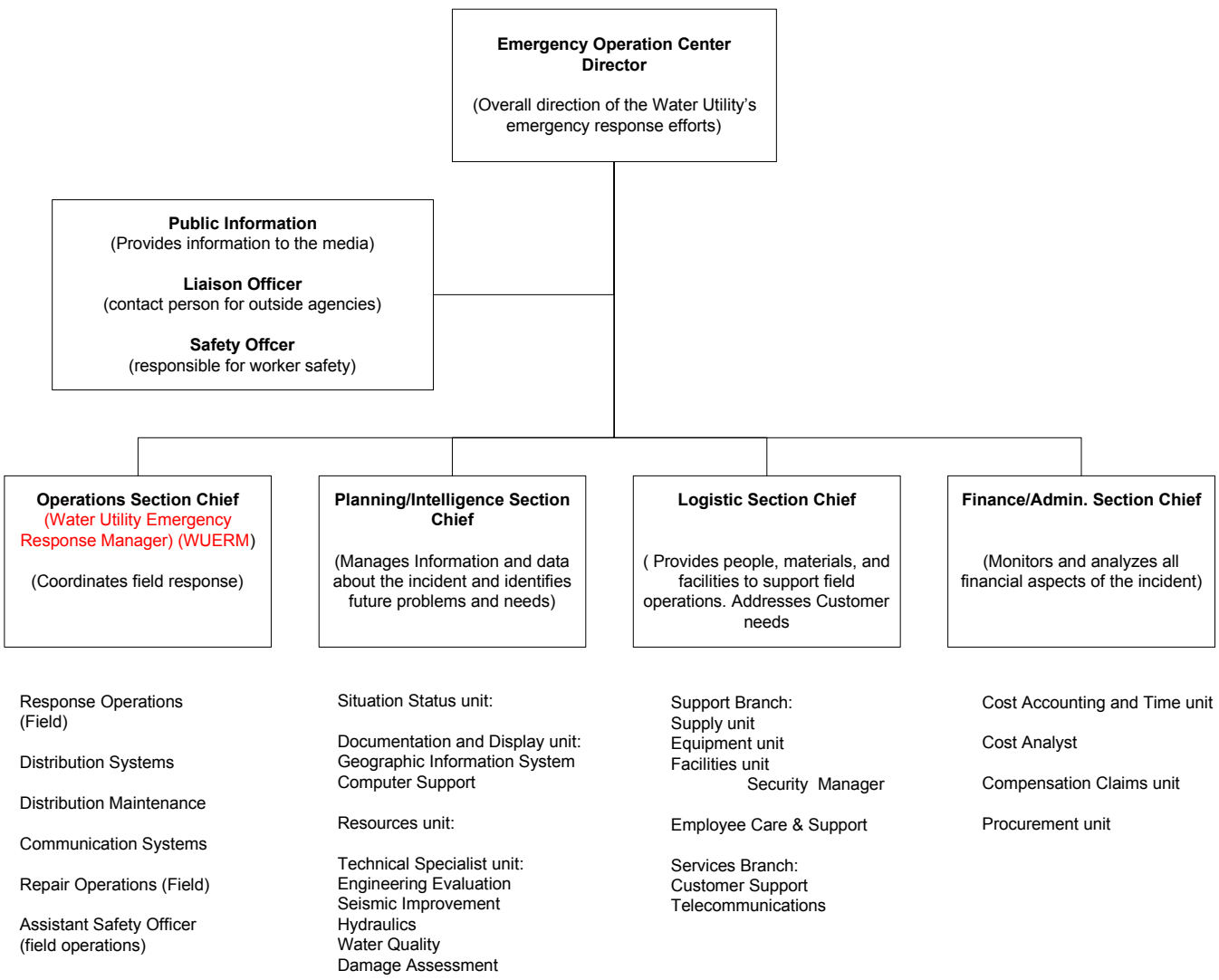
## Figure 1 Example of Small Water Utility Utilizing a SEMS Organization Chart




Section Leader Assignments

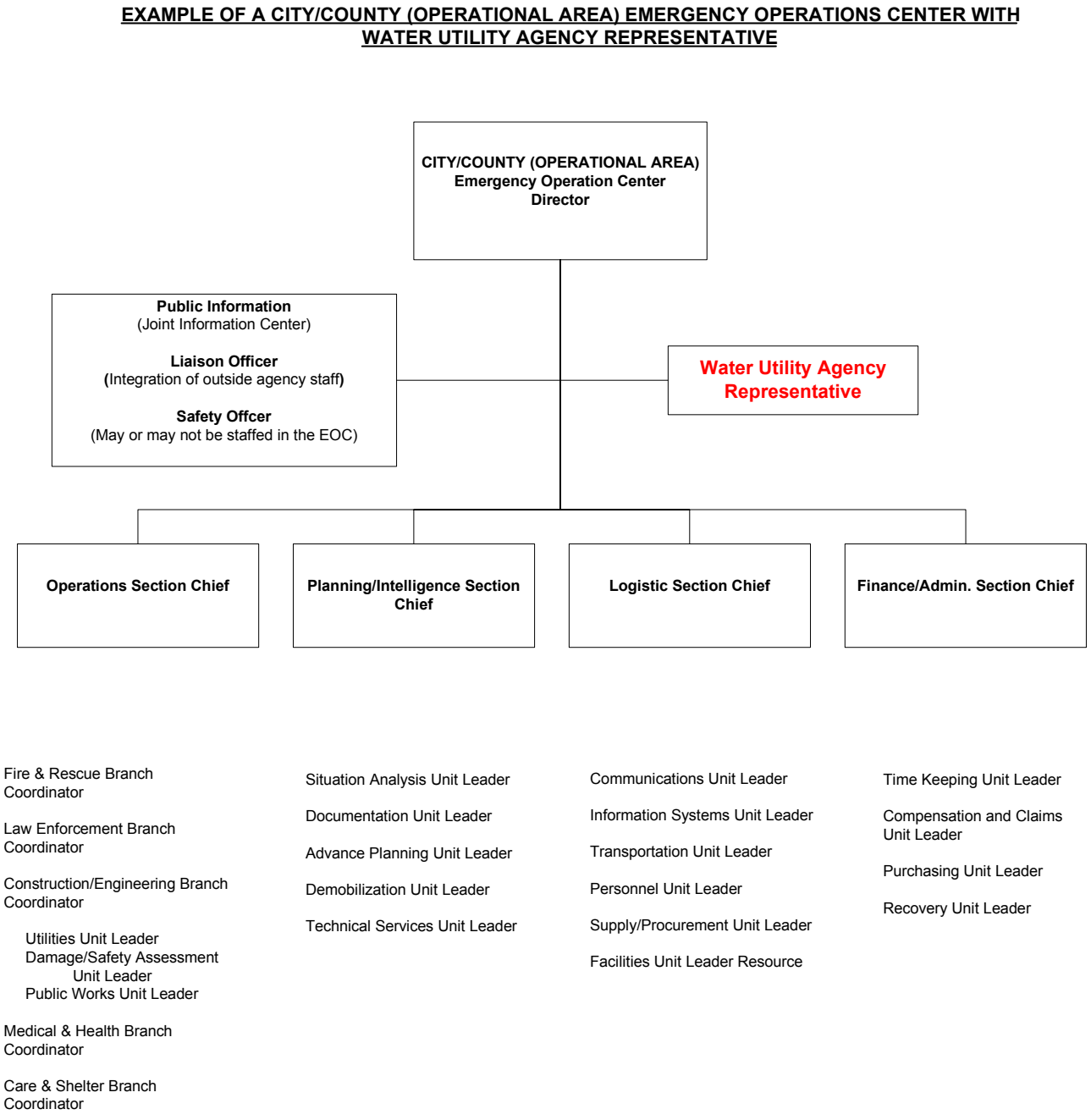
| SECTION | PRIMARY | ALTERNATE |
|---|---|---|
| Incident Manager | General Manager or<br>Water Utility Emergency Response Manager (WUERM) | Chief Engineer |
| Operations | Water Quality/District Superintendent<br>or WUERM | Field Main. Superintendent |
| Planning/Asssessment | Head of Engineering Services | Principal Engineer |
| Logistics/Resources | Asst. Field Maintenance Superintendent | Field Supervisor |
| Administration | Admin. Manager Accounting | Personnel Administrator<br>Human Resources |
| COMMAND STAFF | PRIMARY | ALTERNATE |
| Public Information | Public Education Coordinator | Customer Service Admin. |
| Advisory Support | Safety Coordinator | Assistant Safety Coordinator |

## Figure 2 Example of a Large Utility Utilizing a SEMS Organizational Chart




Depending on the size and scope of the emergency, the Water Utility Emergency Response Manager (WUERM) may serve as the Emergency Operations Center Director until the position is delegated to a general manager or replacement for the duration of the incident.

**Figure 3 Example of City/County (Operational Area) Emergency Operations Center with Water Utility Agency Representative.**




Water Utilities may be required to assign staff to the City or County (Operational Area) Emergency Operations Center (EOC) to coordinate with Public Health or any of the Sections that might need information or assistance. Typically, Water Utility Staff would report to the EOC as an Agency Representative and can move down, in the organization, to any of the sections as needed. Initially, the Water Utility Agency Representative would check in with the Liaison Officer, if one is not present, then he/she would report to the EOC Director.

## Compliance with the National Incident Management System

In a September 8, 2005 letter from California's Office of Emergency Services to Mr. Gil Jamieson, Acting Director, NIMS Integration Center, United States Department of Homeland Security (DHS) a description of the state's compliance with the National Incident Management System (NIMS) was provided. In this letter, 6 specific areas of compliance were outlined to DHS with a short description of each component. The following excerpts are taken from that letter.

### 1. Institutionalizing the use of the Incident Command System (ICS)

The state as a whole meets this requirement since ICS is a foundational element of the Standardized Emergency Management System (SEMS) and is practiced by emergency management disciplines on a day-to-day basis. ICS, which provides a critical component of the National Incident Management System (NIMS), is a foundational element of SEMS. In 1996 state law mandated the use of SEMS for state government; local government has institutionalized ICS into their operations as a part of SEMS, which provides continuity and consistency in our response system.

### 2. Incorporating NIMS into existing training and exercises.

The NIMS Integration Center (NIC) oversees NIMS training compliance requirements. The criteria used by the NIC to determine NIMS-compliant training are ICS objectives in the NIMS National Standard Training Guidance which can be found at the NIMS homepage at www.fema.gov/nims. The NIC has specifically identified California's Fire Fighting Resources of Southern California Organized for Potential Emergencies (FIRESCOPE) Incident Command System (ICS) courses as being equivalent to the NIMS Incident Command System, and therefore, NIMS compliant. California's SEMS Approved Course of Instruction (ACI) field courses are based on FIRESCOPE ICS, incorporate those objectives, and are NIMS-compliant. The state will continue to develop standardized curriculum designed to enhance the current SEMS ACI. The SEMS Technical Group Specialist Committees will review and develop training and exercise implementation plans to fully address this requirement. Many efforts are underway to incorporate NIMS into existing training and exercises to meet the NIMS requirements by FFY 2007. Examples include:

- The SEMS Training and Exercises Specialist Committee are developing training modules to assist in the enhancement of the SEMS ACI and integration of NIMS.
- The exploration of private/public partnerships for course development using various training delivery methods.
- The compilation of lists of training resources that have incorporated NIMS into their training modules.
- The SEMS Training and Exercises Specialist Committee will be developing modular NIMS-focused training curricula designed to enhance the SEMS ACI. This process will be ongoing to incorporate the continuously developing requirements for NIMS compliance from the federal government.
- The NIMS-focused curriculum will include a Train-the-Trainer course to facilitate efficient, timely delivery of the NIMS material.

• OES will establish a schedule/calendar of training activities for both internal and external training courses.

**3. Ensuring that federal preparedness funding** (including DHS Homeland Security Grant Program, Urban Area Security Initiative (UASI) funds) support NIMS implementation at the state and local levels (in accordance with the eligibility and allowable use of the grants).

The Office of Homeland Security (OHS) is the designated State Administrative Agency (SAA) for the federal preparedness funding programs named above. OES coordinates with OHS to ensure that our preparedness activities and these funding programs are aligned and support NIMS implementation. This will continue to be an ongoing activity. OHS representatives serve as members of not only the Advisory Board, but also the SEMS Technical Group.
To ensure the statewide implementation of NIMS, OHS grants staff has collaborated with all nine of the identified UASI jurisdictions to revise the current State and Urban Area Homeland Security strategies to address 2004, 2005, and 2006 homeland security funding. The revised strategies will provide a blueprint for grant projects funded by the ODP grants and will include the four homeland security mission areas (prevent, protect, respond, recover) to reflect the seven National Priorities identified in the National Preparedness Goal. The State and UASI strategies will also address citizen preparedness and local government concerns, and identify any additional target capabilities from the Target Capabilities List (TCL) that are a priority for them beyond the National Priorities.

**4. Incorporating NIMS into Emergency Operations Plans (EOPs).**

This FFY 2005 requirement applies to states; however, local and tribal governments should initiate activities to support NIMS compliance. At the state level, OES has reviewed the State Emergency Plan and has determined that for purposes of FFY 2005 NIMS requirements, the State Emergency Plan is substantially NIMS-compliant given that the State Emergency Plan is based upon the concepts and principles of SEMS. As part of ongoing technical assistance and coordination activities, OES will provide written guidance on how state, local, and tribal governments can incorporate NIMS into their EOPs.

**5. Promotion of intrastate mutual aid agreements.**

California has the oldest and probably one of the most frequently used interstate mutual aid agreements – California Disaster and Civil Defense and Master Mutual Aid Agreement. The state, all counties, and a majority of cities adopted this agreement. The agreement enables the sharing of every type of emergency response resource (firefighting, law enforcement, medical, etc.) between all jurisdictions. Some disciplines, such as law enforcement and fire and rescue, have developed specific mutual aid plans in support of this master agreement.
To improve upon our ability to assist and receive assistance from other states and communities nationally, OES sponsored legislation addressing the inclusion of California to the Emergency Management Assistance Compact (EMAC). This legislation was signed into law on September 13, 2005. California joins the other 48 states that previously adopted EMAC. As a result California will continue to participate in the nationally-sponsored EMAC coordination effort that supports resource ordering and tracking.

**6. Coordinating and providing technical assistance to local entities regarding NIMS.**

For the state's role in coordinating and providing technical assistance to local entities regarding NIMS, California is employing the SEMS Maintenance System to ensure participation and broad representation of the emergency management community. The SEMS Maintenance System was developed to address the need for making changes to SEMS, including implementing improvements to SEMS and addressing compliance issues. The SEMS Maintenance System is comprised of the SEMS Advisory Board, its Technical Group members, and Mutual Aid Regional Advisory Committees (MARACs). The SEMS Technical Group and its Specialist Committees encompass state, local, and tribal governments; emergency management associations; non-governmental organizations; and the private sector. The SEMS Technical Group has been and will continue be instrumental in the development of policy recommendations and guidance for NIMS implementation. Coordinating and providing technical assistance to state, local, and tribal entities constitutes an ongoing activity, which will involve all these agencies to achieve full SEMS/NIMS integration. This technical assistance program includes several components--coordinating assistance programs with the federal government, developing and disseminating web-based guidance materials, and convening SEMS Technical Group and Specialist Committee meetings to address SEMS/NIMS implementation issues. A component of the state's technical assistance program is the development of guidance materials and an enhanced OES web site where the state will post critical state and federal guidance materials relative to SEMS/NIMS integration.

# VIII. Public Notifications and Message Maps

# PUBLIC NOTICE

## *CONSUMER ALERT DURING WATER OUTAGES*

## OR PERIODS OF LOW PRESSURE

1. If you are experiencing water outages or low water pressure, immediately discontinue any non-essential water usage. This includes all outdoor irrigation and car washing. Minimizing usage will reduce the potential for the water system to lose pressure or completely run out of water. Please notify your water system of the outage or low pressure.

2. If the water looks cloudy or dirty, you should not drink it. Upon return of normal water service, you should flush the hot and cold water lines until the water appears clear and the water quality returns to normal.

3. If you are concerned about the water quality or are uncertain of its safety, you may add eight drops of household bleach to one gallon of water and let it sit for 30 minutes or alternatively, if you are able, water can be boiled for one minute at a rolling boil to ensure its safety.

4. Use of home treatment devices does not guarantee the water supply is safe after low pressure situations.

5. Do not be alarmed if you experience higher than normal chlorine concentrations in your water supply since the California Department of Health Services is advising public water utilities to increase chlorine residuals in areas subject to low pressure or outages.

6. The California Department of Health Services has also advised public water systems to increase the bacteriological water quality monitoring of the distribution system in areas subject to low pressure. They may be collecting samples in your area to confirm that the water remains safe. You will be advised if the sampling reveals a water quality problem.

7. Your water system is committed to make certain that an adequate quantity of clean, wholesome, and potable water is delivered to you. We recommend that you discuss the information in this notice with members of your family to ensure that all family members are prepared should water outages or low water pressure occur.

**Date:**

**BOIL WATER ORDER**

Este informe contiene información muy importante sobre su agua potable.
Tradúzcalo o hable con alguien que lo entienda bien.

# BOIL YOUR WATER BEFORE USING

**Failure to follow this advisory could result in stomach or intestinal illness.**

Due to the recent event [e.g., water outage, power outage, flood, fire, earthquake or other emergency situation], the California Department of Health Services in conjunction with the [County Name] County Health Department, and [Water System name] Water System are advising residents of [City, Town, System] to use boiled tap water or bottled water for drinking and cooking purposes as a safety precaution.

***DO NOT DRINK THE WATER WITHOUT BOILING IT FIRST.*** *Bring all water to a boil,* ***let it boil for one (1) minute,*** *and let it cool before using, or use bottled water. Boiled or bottled water should be used for drinking and food preparation* ***until further notice****. Boiling kills bacteria and other organisms in the water. [or This is the preferred method to assure that the water is safe to drink.]*

Optional alternative to include for prolonged situations where it fits.

- An alternative method of purification for residents that do not have gas or electricity available is to use fresh liquid household bleach (Clorox®, Purex®, etc.). To do so, add 8 drops (or 1/4 teaspoon) of bleach per gallon of clear water or 16 drops (or 1/2 teaspoon) per gallon of cloudy water, mix thoroughly, and allow to stand for 30 minutes before using. A chlorine-like taste and odor will result from this purification procedure and is an indication that adequate disinfection has taken place.
- Water purification tablets may also be used by following the manufacturer's instructions.
- Optional: Potable water is available at the following locations: [List locations]
  Please bring a clean water container (5 gallons maximum capacity).

We will inform you when tests show no bacteria and you no longer need to boil your water. We anticipate resolving the problem within [estimated time frame].

For more information call:
Water Utility contact: [Name, title, phone & address of responsible utility representative].
California Department of Health Services – Drinking Water Field Operations Branch- District Office at [(XXX) XXX-XXXX].
Local Environmental Health Jurisdiction: [XXXXX County at (XXX) XXX-XXXX].

*Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.*

**FECHA:**

**FECHA:**

# ORDEN DE HERVIR EL AGUA

***Hierva su Agua antes de Usarla***

**Falta de seguir este aviso podría tener resultados estómago o enfermedad intestinal**

Debido a la [falta de agua (water outage), falta de electricidad (power outage), inundacion (flood), incendio (fire), temblor (earthquake) or other emergency], durante [date, month, etc.], el Departamento de California de Servicios de Salud en conjunción con la [City, water system name] y el Condado de [County name] esta aconsejando a todos usuarios de el sistema de [water system name] que hiervan el agua de canilla o usen agua embotellada para beber y cocinar como medida de seguridad.

## Que debo hacer?

**NO BEBA EL AGUA SIN ANTES HERVIRLA**. Hierva toda el agua, **déjela hervir por un minuto**, y déjela reposar antes de usarla, o utilize agua embotellada. Agua hervida o embotellada debe ser usada para beber y para preparar la comida hasta el próximo aviso. Hierviendo morta a bacteria y otros organismos en el agua. [or Este es el metodo preferido para asegurar que el agua esta segura para beber.]

Optional alternative to include for prolonged situations where it fits.

- Otro método de purificación del agua para los residentes que no tengan gas o electricidad disponibles es utilizar blanqueador líquido de uso doméstico (Clorox®, Purex®, etc.). Para hacerlo, añada 8 gotas (o 1/4 cucharadita) de blanqueador por galón de agua clara, o 16 gotas (o media cucharadita) por galón de agua turbia, mézclelo bien y déjelo descansar 30 minutos antes de utilizarlo. Este procedimiento de purificación causa que el agua huela y tenga sabor a cloro, lo que indica que ha sido desinfectada de manera adecuada.
- También se puede utilizar tabletas de purificación del agua siguiendo las instrucciones del fabricante.
- Optativo: Hay agua potable disponible en los siguientes sitios: [List locations] Traiga un recipiente limpio para el agua (con una capacidad máxima de 5 galones).

Le informaremos cuando las pruebas demuestren que no hay bacterias y que usted ya no necesita hervir su agua. Anticipamos que resolveremos el problema el [date of expected resolution in Spanish day-month-year].

Para mas información, por favor póngase en contacto con:
Contacto del sistema de agua: [contact name] al [phone number] o escribiendo a [mailing address].
Departamento de Salud de California: XXX-XXX-XXXX.
Condado de [county name]: [XXXXXX County at (XXX) XXX-XXXX].

Por favor comparta esta información con otros que pueden tomar de esta agua, colocando este aviso en lugares visibles, o remitiéndolo por correo, o entregandolo manualmente. Es de particular interés distribuir este aviso ampliamente si usted lo recibe representando un negocio, un hospital u hogar de infantes u hogar de ancianos o comunidad residencial.

**Message Map Scenario:** Microbiological Contamination – Boil Water Order (BWO) Initial Notice

**Date:**

| ***Key Message 1*** | ***Key Message 2*** | ***Key Message 3*** |
|---|---|---|
| **Situation/Response** | **Risk** | **Action** |
| *The __ Water System has been contaminated with (Total Coliform, E-coli, Crypto, other microbiological organisms*). | *We recommend that the drinking water in the __ Water System be boiled to prevent the threat of Gastro-intestinal illness.* | *Treat water for drinking by bringing water to a rolling Boil for at least One Minute. Let water cool before drinking.* |
| ***Supporting Fact 1-1*** | ***Supporting Fact 2-1*** | ***Supporting Fact 3-1*** |
| *Water system and health department know that this is a high concern to the public and are responding to identify the cause and extent of problem.* | *Symptoms include:* | *Map of area affected or of entire water system.* |
| ***Supporting Fact 1-2*** | ***Supporting Fact 2-2*** | ***Supporting Fact 3-2*** |
| *The contaminant (name) has been confirmed and can cause__ illness.* | *If you are experiencing symptoms, please seek medical attention.* | *Sampling of the system is continuing.* |
| ***Supporting Fact 1-3*** | ***Supporting Fact 2-3*** | ***Supporting Fact 3-3*** |
| *The water system is taking the following corrective actions:*<br>• *Isolating the area*<br>• *Flushing the system*<br>• *Emergency chlorination to treat the water*<br>• *Continuing to sample* | *Alternate drinking water is available at: (name and address of locations)* | *Additional public announcements will be made as more information becomes available. Contact info for water system, CDHS, and local public health dept.* |

# UNSAFE WATER ALERT

[Insert one-liner language other than Spanish here, otherwise delete.]

## [System Name] water is possibly contaminated with [an unknown substance]

# DO NOT DRINK YOUR WATER

**Failure to follow this advisory could result in illness.**

An unknown substance has been added to the drinking water supplied by the [Water System Name] due to a recent [intrusion; break-in] at [one of the wells; our treatment plant; storage tank; specific facility]. The California Department of Health Services, [County Name] County Health Department, and [Water System name] Water System are advising residents of [City, Town, System] to NOT USE THE TAP WATER FOR DRINKING AND COOKING UNTIL FURTHER NOTICE.

***What should I do?***

- ***DO NOT DRINK YOUR TAP WATER---USE ONLY BOTTLED WATER.*** *Bottled water should be used for all drinking (including baby formula and juice), brushing teeth, washing dishes, making ice and food preparation* ***until further notice****.*

- ***DO NOT TRY AND TREAT THE WATER YOURSELF.*** *Boiling, freezing, filtering, adding chlorine or other disinfectants, or letting water stand will not make the water safe.*

## *OPTIONS*

- Optional: Potable water is available at the following locations: [List locations]
  Please bring a clean water container (5 gallons maximum capacity).

**We will inform you when tests show that the water is safe again. We expect to resolve the problem within [estimated time frame].**

For more information call:
Water Utility contact: [Name, title, phone & address of responsible utility representative].
California Department of Health Services at: [insert local district office, DE and phone number].
Local County Health Department: [insert phone number of local health department].

*This notice is being sent to you by [insert water system name]. California Public Water System ID # [XXXXXXX]. Date Distributed: [date].*

Please share this information with all other people who receive this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand.

**Date:**

# UNSAFE WATER ALERT

[Insert one-liner language other than Spanish here, otherwise delete.]

## [System Name] water is possibly contaminated with [an unknown substance]

# DO NOT USE YOUR WATER

**Failure to follow this advisory could result in illness.**

An unknown substance has been added to the drinking water supplied by the [Water System Name] due to a recent [intrusion; break-in] at [one of the wells; our treatment plant; storage tank; specific facility]. The California Department of Health Services, [County Name] County Health Department, and [Water System name] Water System are advising residents of [City, Town, System] to NOT USE THE TAP WATER FOR DRINKING, COOKING, HAND WASHING, OR BATHING UNTIL FURTHER NOTICE.

***What should I do?***

- ***DO NOT USE YOUR TAP WATER---USE ONLY BOTTLED WATER.*** *Bottled water should be used for all drinking (including baby formula and juice), brushing teeth, washing dishes, making ice, food preparation and bathing* ***until further notice****.*

- ***DO NOT TRY AND TREAT THE WATER YOURSELF.*** *Boiling, freezing, filtering, adding chlorine or other disinfectants, or letting water stand will not make the water safe.*

## *OPTIONS*

- Optional: Potable water is available at the following locations: [List locations]
  Please bring a clean water container (5 gallons maximum capacity).

**We will inform you when tests show that the water is safe again. We expect to resolve the problem within [estimated time frame].**

For more information call:
Water Utility contact: [Name, title, phone & address of responsible utility representative].
California Department of Health Services at: [insert local district office, DE and phone number].
Local County Health Department: [insert phone number of local health department].

*This notice is being sent to you by [insert water system name]. California Public Water System ID # [XXXXXXX]. Date Distributed: [date].*

Please share this information with all other people who receive this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand.

**Message Map Scenario:** Unknown Contamination – Do Not Use
Initial Notice

| ***Key Message 1*** | ***Key Message 2*** | ***Key Message 3*** |
|---|---|---|
| **Situation/Response** | **Risk** | **Action** |
| *The __ Water System has been contaminated with an unknown contaminant.* | *Water is unsafe for any use.* | *Do Not Use the Water for any use. Use bottle water or another source of water for drinking water.* |
| ***Supporting Fact 1-1*** | ***Supporting Fact 2-1*** | ***Supporting Fact 3-1*** |
| *Water system and health department know that this is a high concern to the public and are responding to identify the contaminant, cause and extent of problem.* | *Since the contaminant is unknown, the safest course of action is to not use the water for any purpose until further notice in the ___ Water System.* | *Map of area affected or of entire water system.* |
| ***Supporting Fact 1-2*** | ***Supporting Fact 2-2*** | ***Supporting Fact 3-2*** |
| *Water samples are being collected and analyzed, but results will take time. You will be notified as soon as results are verified.* | *If you are experiencing any health symptoms, please seek medical attention.* | *Sampling of the system is continuing.* |
| ***Supporting Fact 1-3*** | ***Supporting Fact 2-3*** | ***Supporting Fact 3-3*** |
| *The water system is taking the following corrective actions:*<br>• *Isolating the area*<br>• *Flushing the system*<br>• *Continuing to sample* | *Alternate drinking water is available at: (name and address of locations)* | *Additional public announcements will be made as more information becomes available. Contact info for water system, CDHS, and local public health dept.* |

**Message Map Scenario**: Unknown Contamination – Do Not Drink
Initial Notice

| ***Key Message 1*** | ***Key Message 2*** | ***Key Message 3*** |
|---|---|---|
| **Situation/Response** | **Risk** | **Action** |
| *The __ Water System has been contaminated with an unknown contaminant.* | *Water is unsafe for drinking.* | *Do Not Drink the Water. Use bottle water or another source of water.* |
| ***Supporting Fact 1-1*** | ***Supporting Fact 2-1*** | ***Supporting Fact 3-1*** |
| *Water system and health department know that this is a high concern to the public and are responding to identify the contaminant, cause and extent of problem*. | *Since the contaminant is unknown, the safest course of action is to not drink the water until further notice in the ___ Water System.* | *Map of area affected or of entire water system.* |
| ***Supporting Fact 1-2*** | ***Supporting Fact 2-2*** | ***Supporting Fact 3-2*** |
| *Water samples are being collected and analyzed, but results will take time. You will be notified as soon as results are verified.* | *If you are experiencing any health symptoms, please seek medical attention.* | *Sampling of the system is continuing.* |
| ***Supporting Fact 1-3*** | ***Supporting Fact 2-3*** | ***Supporting Fact 3-3*** |
| *The water system is taking the following corrective actions:*<br>• *Isolating the area*<br>• *Flushing the system*<br>• *Continuing to sample* | *Alternate drinking water is available at: (name and address of locations)* | *Additional public announcements will be made as more information becomes available. Contact info for water system, CDHS, and local public health dept.* |

**Message Map Scenario**: Nitrate Contamination

| ***Key Message 1*** | ***Key Message 2*** | ***Key Message 3*** |
|---|---|---|
| **Situation/Response** | **Risk** | **Action** |
| *The __ Water System has exceeded the drinking water standard for Nitrates.* | *Water is unsafe for the vulnerable population of infants 6 months and younger and pregnant women.* | *Infants 6 months and younger and pregnant women Do Not Drink the Water. Use bottle water.* |
| ***Supporting Fact 1-1*** | ***Supporting Fact 2-1*** | ***Supporting Fact 3-1*** |
| *Water system and health department know that this is a high concern to the public and are responding to cause and extent of problem*. | Since water with high nitrates only effects infants and pregnant women, | *Map of area affected or of entire water system.* |
| ***Supporting Fact 1-2*** | ***Supporting Fact 2-2*** | ***Supporting Fact 3-2*** |
| *The water system is taking the following corrective actions:* | *Bottled drinking water is available at: (name and address of locations)* | *Additional public announcements will be made as more information becomes available. Contact info for water system, CDHS, and local public health dept.* |
| ***Supporting Fact 1-3*** | ***Supporting Fact 2-3*** | ***Supporting Fact 3-3*** |
| | | |

# Glossary

## Emergency/Crisis/Risk Communication Definitions

**Crisis Communication:**
Crisis communication can be defined in two ways and, therefore, can cause some confusion for a practitioner looking for expert training and counsel. Today, the term is most often used to describe an organization facing a crisis and the need to communicate about that crisis to stakeholders and the public. Typically, a crisis is an event that occurs unexpectedly, may not be in the organization's control, and may cause harm to the organization's good reputation or viability. An example of an organization facing a crisis is the occurrence of a mass shooting of employees by a disgruntled employee. In most instances, the organization is facing some legal or moral culpability for the crisis (unlike a disaster in which a tornado wipes out the production plant), and stakeholders and the public are judging the organization's response to the crisis.

A simple definition of crisis communication separates the judgment or reputation factors in the communication and deals primarily with factual communication by an involved organization to its stakeholders and the public. Crisis communication could simply be the effort by community leaders to inform the public that, by law, they must evacuate in advance of a hurricane. In this definition, the organization is not being overtly judged as a possible participant in the creation of the disaster, and the information is empirically sound, so the individual can judge its veracity without the help of an expert.

The underlying thread in crisis communication is that the communicating organization is experiencing an unexpected crisis and must respond. Crisis also implies lack of control by the involved organization in the timing of the crisis event.

**Crisis and Emergency Risk Communication:**
Crisis and emergency risk communication encompasses the urgency of disaster communication with the need to communicate risks and benefits to stakeholders and the public. This differs from crisis communication in that the communicator is not perceived as a participant in the crisis or disaster, except as an agent to resolve the crisis or emergency. It is the effort by experts to provide information to allow an individual, stakeholder, or an entire community to make the best possible decisions about their well-being within nearly impossible time constraints and help people ultimately to accept the imperfect nature of choices during the crisis. This is the communication that goes on in emergency rooms, not doctor's offices. It also differs from risk communication in that a decision must be made within a narrow time constraint, the decision may be irreversible, the outcome of the decision may be uncertain and the decision may need to be made with imperfect or incomplete information. Crisis and emergency risk communication represents an expert opinion provided in the hope that it benefits its receivers and advances a behavior or an action that allows for rapid and efficient recovery from the event.

**Issues Management Communication:**
Issues management communication is similar to crisis communication; however, the organization has the luxury of foreknowledge of the impending crisis and the opportunity, to some extent, to choose the timing of its revelation to stakeholders and the public and reveal the organization's plan to resolve the issue. Again, the organization is central to the event.

**Joint Information Center:**
A joint information center (JIC) is a temporary organization established to pool crisis communications among emergency responders. In a crisis, rapid communication with the media and with the general public becomes a top priority, and the JIC will be a source of information on the crisis. In addition, running communications through a JIC ensures that available information is released as quickly as possible, with consistent and accurate messages that take into account the often disparate viewpoints of each of the response organizations.

**Risk Communication:**
Risk communication is a field that has flourished in the area of environmental health. Through risk communication, the communicator hopes to provide the receiver with information about the expected type (good or bad) and magnitude (weak or strong) of an outcome from a behavior or exposure. Typically, it is a discussion about an adverse outcome and the probability of that outcome occurring. In some instances, risk communication has been employed to help an individual make a choice about whether or not to undergo medical treatment, continue to live next to a nuclear power plant, pass on genetic risks, or elect to vaccinate a healthy baby against whooping cough. In some cases, risk communication is used to help individuals adjust to the knowledge that something that has already occurred, such as an exposure to harmful carcinogens, may put them at greater risk for a negative health outcome, such as cancer, in the future. Risk communication would prepare people for that possibility and, if warranted, give them appropriate steps to monitor for the health risk, such as regular cancer screening.

**Standardized Emergency Management System:**
Standardized Emergency Management System (SEMS) is a state authorized multi-agency mutual aid agreement ensuring that all local crises are supported on the state and regional level. SEMS is a management system. It includes an organizational model that directs operational support to the affected region, where it will be under the command of the local response agencies. In terms of your communications response, this means you might have many agencies, both state and regional (even from regions of California other than your own) who will be responding to your crisis. SEMS mandates that crisis response (including communications response) be led from the local level. You might get communications support and strategic input from CDHS and other responding agencies, but you will be the lead public heath agency for communicating in the emergency.

**Worried Well:**
Worried well or psychosomatic individuals refer to a portion of the population that have physical symptoms of illness originating from mental or emotional causes. Be mindful that you may want to address mental health issues when developing and delivering your messages during a crisis event.

## Definitions of Commonly Used Acronyms

**A**

| | |
|---|---|
| ACI | Approved Course of Instruction |

**B**

| | |
|---|---|
| BT | Biological Terrorism |

**C**

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|---|---|
| CDC | Centers for Disease Control and Prevention |
| CFR | Code of Federal Regulations |
| CERC | Crisis Emergency Risk Communication |
| CDHS | California Department of Health Services |

**D**

| | |
|---|---|
| DOE | Department of Energy |
| DHS | United States Department of Homeland Security |

**E**

| | |
|---|---|
| EMAC | Emergency Management Assistance Compact |
| EO | Executive order |
| EOC | Emergency operations center |
| EOP | Emergency operation plan |
| EPA | Environmental Protection Agency |
| EPI | Emergency public information |
| ESF | Emergency support function |

**F**

| | |
|---|---|
| FAQ | Frequently Asked Questions |
| FBI | Federal Bureau of Investigation |
| FEMA | Federal Emergency Management Agency |
| FIRESCOPE | Firefighting Resources of Southern California Organized for Potential Emergencies |
| FOIA | Freedom of Information Act |
| FR | Federal Register |
| FRP | Federal Response Plan |
| FY | Fiscal year |

**G**

**H**

| | |
|---|---|
| HQ | Headquarters |

**I**

| | |
|---|---|
| **ICS** | **Incident Command System** |
| IG | Office of the Inspector General, Department of Health and Human Services |

**J**

| | |
|---|---|
| JIC | Joint Information Center |

**L**

| | |
|---|---|
| LAN | Local area network |
| LFA | Lead federal agency |

**M**

| | |
|---|---|
| MARAC | Mutual Aid Regional Advisory Committee |
| MOA | Memorandum of agreement |
| MOU | Memorandum of understanding |

**N**

| | |
|---|---|
| N/A | Not applicable / available |
| NBC | Nuclear, Biological, and Chemical |
| NIC | (National Incident Management System) Integration Center |
| NIMS | National Incident Management System |
| NSIR | Nuclear Security and Incident Response |

**O**

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|---|---|
| ODP | Office of Domestic Preparedness |
| OES | Office of Emergency Services |
| OHS | California Officer of Homeland Security |

**P**

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|---|---|
| PIO | Public information officer |
| PR | Public Relations |

Q

| | |
|---|---|
| Q & A | Questions and Answers |

**R**

| | |
|---|---|
| RSC | Radiation safety committee |

**S**

| | |
|---|---|
| SEMS | Standardized Emergency Management System |
| SOP | Standard operating procedure |

**T**

| | |
|---|---|
| TCL | Target Capabilities List |

**U**

| | |
|---|---|
| UASI | Urban Areas Security Initiative |
| USPHS | United States Public Health Service |

W

| | |
|---|---|
| WMD | Weapons of Mass Destruction |
| WUERM | Water Utility Emergency Response Manager |

**Y**

| | |
|---|---|
| YTD | Year to date |

# Appendix

## List of Study Resources

Following are a broad array of additional resources you should consult when developing your organization's crisis communications plan and crisis protocol.

**Training manuals:**
Crisis and Emergency Communications by Barbara Reynolds, CDC, October 2002
available at:
http://www.orau.gov/cdcynergy/erc/content/activeinformation/resources/CERC_course_materials.htm

**State of California Resources**
**Web sites:**

**California Department of Health Services, Division of Drinking Water and Environmental Management**, **Water Security**
http://www.dhs.ca.gov/ps/ddwem/Homeland/default.htm Provides state guidance on water system security and emergency planning with links to other water system security related websites.

**California Department of Health Services, Emergency Preparedness Office**
http://www.dhs.ca.gov/epo/ Provides fact sheets and guidance on Public Health related emergency activities

**Governor's Office of Emergency Services**
http://www.oes.ca.gov/Operational/OESHome.nsf/1?OpenForm Provides California's overall emergency planning strategies. Includes several guidance publications specifically designed for use by local and state emergency managers.

**Governor's Office of Emergency Services, California Specialized Training Institute**
http://www.oes.ca.gov/Operational/OESHome.nsf/CSTILevelTwoWithNav?OpenForm
Provides resources and listings of training classes related to emergency preparedness and planning for the State of California

**Federal Government Resources**
**Websites:**

**United States Environmental Protection Agency Water Security website**
http://cfpub.epa.gov/safewater/watersecurity/index.cfm
This Web site provides water security resources for water utilities, state and local governments, public health officials, emergency responders and planners, assistance and training providers, environmental professionals, researchers and engineers, and law enforcement

**United States Environmental Protection Agency Emergency Response Organizational Structure** http://www.epa.gov/swercepp/pubs/israeli.pdf

Presentation on EPA's roles and capabilities in a terrorism event, including EPA programs and resources.

**Central Intelligence Agency (CIA)** http://www.cia.gov
The CIA provides evidence-based foreign intelligence related to national security.

**Communicating in a Crisis: Risk Communications Guidelines for Public Officials**
(RiskComm.pdf, copy on Web: http://riskcommunication.samhsa.gov/)
A brief primer that describes basic skills and techniques for clear, effective crisis communications and information dissemination prior to, during, and after an incident, and provides tools for media relations.

**Crisis Communication Commanders Guide**
https://research.maxwell.af.mil/papers/student/ay1998/acsc/98-307.pdf
A review of Air Force crisis communication training for commanders, including Principles Of Crisis Communications, the Commanders Guide To Crisis Communications, Tips For Developing Messages and Effective Crisis Communication Techniques.

**Department of Agriculture (USDA)** http://www.usda.gov
USDA has the primary responsibility for protecting the safety of the Nation's food supply. The agency has a comprehensive biosecurity system designed to prevent the harmful introduction of plant and animal pathogens into America's system of agriculture and food production.

**Department of Defense (DoD)** http://www.dod.gov
The armed service branches of DoD, including the Army, Air Force, Marines, Navy, and the National Guard, continue to be the frontline military defense against terrorist threats.
Defense Threat Reduction Agency http://www.dtra.mil
DoD's Defense Threat Reduction Agency focuses specifically on safeguarding America from weapons of mass destruction (WMD) (chemical, biological, radiological, nuclear, and high explosives) by reducing the present threat and preparing for the future threat.
The mission of the U.S. Army Soldier and Biological Chemical Command's (SBCCOM) (http://hld.sbccom.army.mil/about_us.htm) Homeland Defense Business Unit is to enhance the response capabilities to terrorist incidents involving WMD.

**Department of Energy (DOE)** http://www.energy.gov
One of the DOE's primary missions is to enhance national security in relation to nuclear energy. The Emergency Operations unit of the National Nuclear Security Administration (NNSA) (http://www.dp.doe.gov/) directs DOE's and NNSA's emergency responses at DOE and NNSA facilities and field sites, and to nuclear and radiological emergencies within the United States and abroad.

**Department of Health and Human Services (HHS)** http://www.hhs.gov
HHS is the primary agency for coordinating health, medical, and health-related social services under the Federal Response Plan.

**The DHHS Office of Emergency Preparedness (OEP)** http://ndms.dhhs.gov/index.html
The OEP has the departmental responsibility for managing and coordinating Federal health, medical and health-related social services and recovery to major emergencies and federally declared disasters. The Department has produced a fact sheet, called "17 Critical Benchmarks for Bioterrorism Preparedness Planning," (http://www.hhs.gov/news/press/2002pres/20020606a.html) to help States and cities prepare for possible bioterrorist attacks.

**Department of Homeland Security** http://www.whitehouse.gov/homeland
The Department of Homeland Security and the Homeland Security Council have been established to develop and coordinate a comprehensive national strategy to strengthen Federal, State and local counterterrorism efforts.

**Department of the Interior (DOI)** http://www.doi.gov
The DOI's Hazards and Facilities Team (http://www.mrps.doi.gov/hft1.htm) of their Office of Policy Management and Budget works to ensure adequate capability to prepare for and respond to incidents caused by natural or human effects that impact Federal lands, resources, facilities, tenants, employees, visitors and adjacent landowners.

**Department of Justice, Office for Domestic Preparedness** http://www.ojp.usdoj.gov/odp
The Office for Domestic Preparedness (ODP), Office of Justice Programs (OJP), is the program office responsible for enhancing the capacity and preparedness of State and local jurisdictions to respond to WMD incidents of domestic terrorism. This Office operates the State and Local Domestic Preparedness Support Helpline. The Helpline is a nonemergency resource available for use by emergency responders. The Helpline provides general information on all Office of Domestic Preparedness' programs, and information on the characteristics and control of WMD materials, defense equipment, mitigation techniques and available Federal assets. The Helpline provides "customer intelligence" that will aid State and local jurisdictions in building capacity in their communities to respond to a WMD terrorism incident. The Helpline telephone number is 1-800-368-6498 and is staffed weekdays from 9 a.m. to 6 p.m. EST.

**Department of State** http://www.state.gov
State Department activities related to emergency response include protecting and assisting U.S. citizens living or traveling abroad and keeping the public informed about U.S. foreign policy and relations with other countries.

**The Office of the Coordinator of Counterterrorism** http://www.state.gov/s/ct
This Office of the Coordinator of counterterrorism coordinates all U.S. Government efforts to improve counterterrorism cooperation with foreign governments and coordinates responses to major international terrorist incidents in progress.

**Department of Transportation (DOT)** http://www.dot.gov
DOT contains several important agencies that deal with emergency situations. The U.S. Coast Guard (http://www.uscg.mil/uscg.shtm) responds to maritime emergencies and also may assist State and local officials in dealing with chemical incidents, particularly oil and hazardous materials spills. Other DOT agencies that may be involved in emergency response are the Federal Aviation Administration (http://www.faa.gov/) and the Federal Railroad Administration (http://www.fra.dot.gov/), particularly their Hazardous Materials Division http://www.fra.dot.gov/safety/hazmat.htm).

**Environmental Protection Agency (EPA), Chemical Emergency Preparedness and Prevention Office (CEPPO)** http://www.epa.gov/ceppo
EPA's CEPPO provides leadership, advocacy and assistance to prevent and prepare for chemical emergencies, respond to environmental crises, and inform the public about chemical hazards in their community.

**EOC Communication Room Procedures Guide**
http://www.percs.bc.ca/Ops/Plans/Sample_EOC_Communication_Room_Procedures.pdf
Canada's Provincial Emergency Radio Communication Service's procedures guide for an Emergency Operation Center's Communication Room, including roles, room layout, equipment needs.

**Federal Bureau of Investigation (FBI)** http://www.fbi.gov
The FBI serves as the lead agency for preventing acts of terrorism in the United States.

**Federal Emergency Management Agency (FEMA)** http://www.fema.gov
FEMA is the Federal agency that coordinates the response of Federal agencies to disasters and the communication of information about disasters between Federal agencies and the public, particularly within the first 48 hours following the event.

**Federal Response Plan, April 1999** http://www.fema.gov/rrr/frp
The Federal Response Plan (FRP) establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

**Rapid Response Information System (RRIS)** http://www.fema.gov/rrr
The RRIS can be used as a reference guide, training aid, and an overall planning and training resource for response to a chemical, biological, and/or nuclear terrorist incident. The RRIS is comprised of several databases, consisting of chemical and biological agents' and radiological materials' characteristics, first aid measures, Federal response capabilities, help line, hotlines, and other Federal information sources concerning potential weapons of mass destruction (WMD).

**FEMA Disaster Fact Sheets and Backgrounders** http://www.fema.gov/library/factshts.shtm
Fact sheets for different types of natural and technological disasters. Each fact sheet is divided into appropriate public actions before, during and after the disaster.
**FEMA Good Ideas** http://www.fema.gov/pdf/library/goodidea.pdf
A book of suggestions on how to prepare a community for a disaster. Gives information on partnerships, media relations, special event and outreach. Also includes four case studies.

**Reporting a Suspect BT Event** http://www.dhs.ca.gov/dcdc/bt/pdf/Santa Clara County Zebra Talk.pdf
Presentation made by Santa Clara County California Public Health Department about reporting a Bioterrorism event and the roles of clinicians, local health departments, and others.
Risk Communication Publications by Peter Sandman http://www.psandman.com/webpubs.htm
Includes links to articles, Web columns, interviews and other information developed by Peter M. Sandman, Ph.D.

**Transportation Security Administration (TSA)** http://www.tsa.gov
The TSA is a new agency, developed in 2001 in response to the events of September 11, to protect the Nation's various transportation systems.

**U.S. National Response Team (NRT)** http://www.nrt.org
The NRT consists of 16 Federal agencies with responsibilities, interests and expertise in various aspects of emergency response to pollution incidents.

**The U.S. Customs Service** http://www.customs.treas.gov
U.S Customs guards U.S. borders to prevent the entry of illegal substances that may be used for a terrorist attack.

**Private/Non-profit Resources**
**Web Sites:**
**American Water Works Association California/Nevada Section**
http://ca-nv-awwa.org/CA-NV/ A nonprofit organization developing water industry guidelines, standards, procedures, training, certification and newsletters.

**California Rural Water Association** http://www.calruralwater.org/
A nonprofit organization of rural water and wastewater systems. The Association supports local communities by providing training, technical assistance, and representation to public water and wastewater utilities.

**American Red Cross** http://www.redcross.org
A private, voluntary organization tasked by the Federal Government to provide immediate disaster relief to victims of disasters of all kinds (natural and manmade). The American Red Cross' Web site has a chart listing recommended actions by individuals, families, businesses, neighborhoods and schools related to Homeland Security Alert levels.

**Crisis Management Materials Bibliography**
http://www.calpoliceimage.org/a_bibliography_of_crisis_managem.htm
A bibliography of crisis management materials, including general materials, crisis plans/communication strategies and crisis management-specific situations.

**Elements of Effective Bioterrorism Preparedness**
http://www.naccho.org/files/documents/Final_Effective_Bioterrism.pdf
National Association of City and County Health Officials publication to assist local public health officials and their partners in identifying their public health and safety roles when responding to bioterrorism.

**International Association of Emergency Managers Web Site**
http://www.iaem.com/talking_about_disaster__guide_.html
"Talking About Disaster: Guide for Standard Messages"; Produced by the National Disaster Education Coalition, Washington, D.C., 1999. Provides consistent disaster safety messages with explanations, statistics or reasons that reinforce the credibility of the message and that correct myths and misinformation.

**Introduction to NBC Terrorism** http://www.disasters.org/dera/library/Heyer WMD.pdf
Publication by The Disaster Preparedness and Emergency Response Association
Awareness-level introduction for first responders and community officials to the types of weapons that may be used in a terrorist attack. This material may also be used for talking points for public information officers and those training or educating volunteer organizations or the general public.
Johns Hopkins Center for Civilian Biodefense Strategies http://www.hopkins-biodefense.org
This organization is a nonprofit center of Johns Hopkins University, dedicated to informing policy decisions and promoting practices that help prevent the development and use of biological weapons, and should prevention fail, lessen the death and suffering that would result. The Web site provides a wealth of information and resources, including fact sheets, relevant publications, congressional testimonies and links to other resources, as well as a its own publication, Bioterrorism Quarterly.
Norman S. Hartman. The Media and You: A Basic Survival Guide, August 2001. Copies available for a nominal fee from National Public Health Information Coalition, http://www.nphic.org. A quick reference guide for surviving media interviews.

**Writing for the Web** http://www.sun.com/980713/webwriting
Guidelines for writing for the Web (by Jakob Neilsen, distinguished engineer; PJ Schemenaur, technical editor; and Jonathan Fox, editor-in-chief, www.sun.com) Contains principles, guidelines and examples of improving Web site usability.

# Acknowledgements

This workbook was made possible through the dedication of the Public Water System Workgroup. The following people and organizations contributed time and resources to ensure the production of the tool kit.

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Contractors

Renee Wessels & Associates

Hill & Knowlton, Inc.


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