



Solutions for Unified Critical Communications



Critical Comms & Crisis Management Exercise

#EMTECHSUMMIT

October 17, 2017

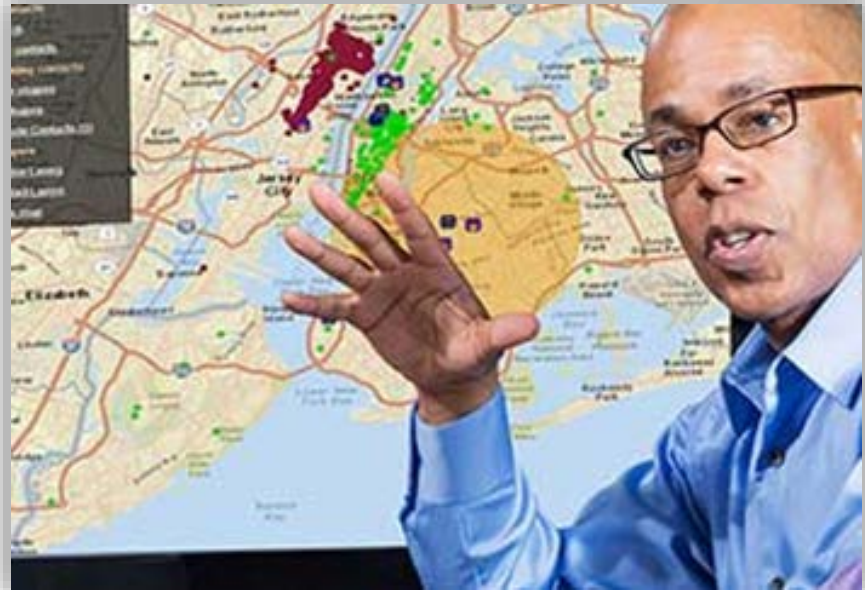
Why are we here?

Alert the right people, the right way, with the right message



Agenda

- + Crisis Communications Overview 30 min
 - Program Administration
 - Strengthening Core Capabilities
 - Master the Message
- + Exercise 50 min
- + Discussion 10 min



Objectives

- + Learn best practices in administering an alert program
- + Learn and apply best practices in constructing alert messages
- + Compare best practices to existing practices to identify areas for improvement



Program Administration

Administrator Priorities

Program Administrators ultimately want one thing:

- + To ensure their organization is prepared

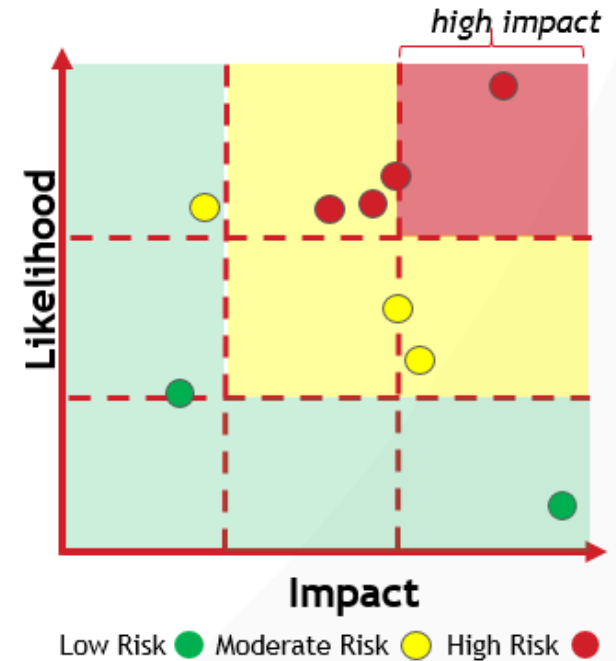
How does an organization become better prepared?

- + Strengthening capabilities
 - Operational Communications
 - Operational Coordination
 - Public Information and Warning
 - Situational Assessment

Risk-Based Approach to Preparedness

What threats are you most concerned about?

1. Identify and Assess Risk
2. Estimate Capability Requirements
3. **Build and Sustain Capabilities**
4. Plan
5. Validate Capabilities
6. Review and Update



Prevent

Protect

Mitigate

Respond

Recover

Assess, Locate, Act, Analyze

Build and Sustain Capabilities

- + Plan
- + Organize
- + Equip
- + Train and Exercise
- + Evaluate and Improve



Plan

What plans and procedures do you have?

- + Crisis Communication Plan
 - States who is responsible for sending alerts
 - States the incidents and thresholds for sending alerts
- + SOPs and User Guides
- + Message templates
- + Create Boards



Plan

Organize

Equip

Train

Evaluate

Organize

- + Key leaders and stakeholders should be involved in the development of the program
- + Leaders should implement policies and governance structure
- + The right people should be assigned and have authorities to administer the system, manage contacts and users, and send messages
- + Senders must not have conflicting responsibilities that interfere with their ability to quickly send messages
- + Regular meetings and monitoring staff performance can help prepared the organization



Equip

- + Test, evaluate and acquire the right tools
- + Implement tools and demonstrate utility and value
- + Continue building upon capabilities



Train

- + Senders and administrators should understand policies and procedures and be proficient using the system
- + Complete EBU Training
- + Conduct Quarterly in-person training and/or drills



Evaluate & Improve

- + Managers should review their program activities and identify areas for improvement
- + Exercises are excellent for identifying gaps



Strengthening Capabilities

Ways to Strengthen Core Capabilities



Assess

Staff reports via video

The screenshot displays the Everbridge web interface. At the top, the navigation bar includes 'Dashboard', 'Universe', 'Notifications', 'Incidents', 'Contacts', 'Reports', 'Settings', and 'Access'. The 'Universe' tab is active. On the left, a 'Widgets' section shows various icons for social media and safety. Below this, a 'Safety' section is expanded to show 'SOS', 'Safe Corridor', and 'Check In' options. A search filter is set to 'In the last: 2 weeks'. A notification card for 'Diane Wilkinson' is visible, with details: 'Record Type: Employee', 'Sent: 2017-01-16 16:22:49 EST', and a 'Video' link. A large video player window is overlaid on the map, showing a man in a grey hoodie running through a store aisle. The video metadata reads: 'Video', 'Sent by: Diane Wilkinson', and 'Sent on: 2017-01-16 16:22:49 EST'. An 'OK' button is at the bottom of the video player. The background map shows a geographic area around Fort Worth, Texas, with various locations like Denton, Frisco, and Burleson marked. A red location pin is placed on the map. In the bottom right corner, a smartphone is shown displaying the 'Panic' mode activation screen, which features a large exclamation mark icon and the text 'Activating Panic Mode'.

Assess

Text a Tip



nixle
TIP WATCH

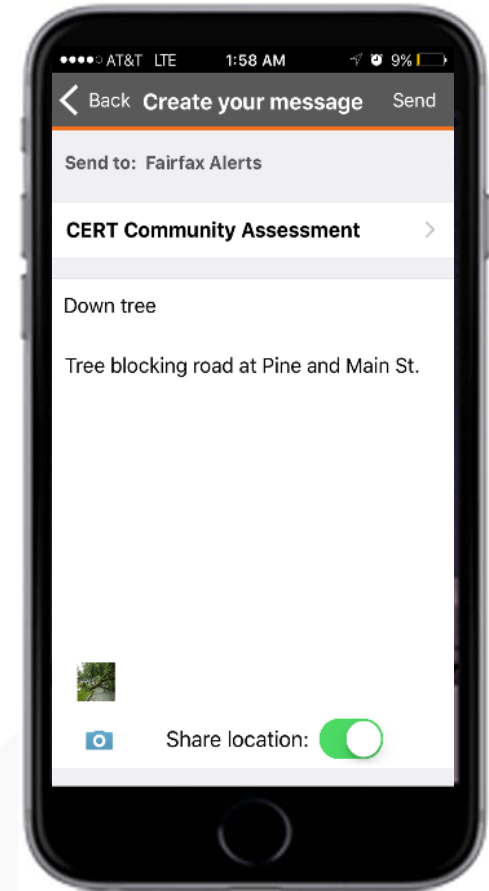
Receive anonymous tips and communicate with tipsters via text message and web form

Building upon *Nixle's* award-winning messaging platform, *Nixle's Tip Watch* allows residents to proactively connect with your agency by submitting anonymous tips via web form and text message.

Additionally, *Nixle's Tip Watch* provides law enforcement with a two way, anonymous connection with tipsters to help gather more information.

“ Nixle Tip Watch has the potential to increase our police force by thousands through the enlistment of the community’s eyes and ears...”

— Oakland Police Chief Howard A. Jordan



Poll staff and solicit geotagged text and image responses

Assess

Monitor traveler reports via social media

The screenshot displays the Everbridge Universe web interface. The browser tabs include '# 2017_inauguration | Ever', 'Groups', 'Everbridge - Universe', '(2) Facebook', and '(3) inaug 888777 - Twitte'. The address bar shows 'https://manager.everbridge.net/universe'. The user is logged in as 'Tom Crane (tomcrane_dc)'.

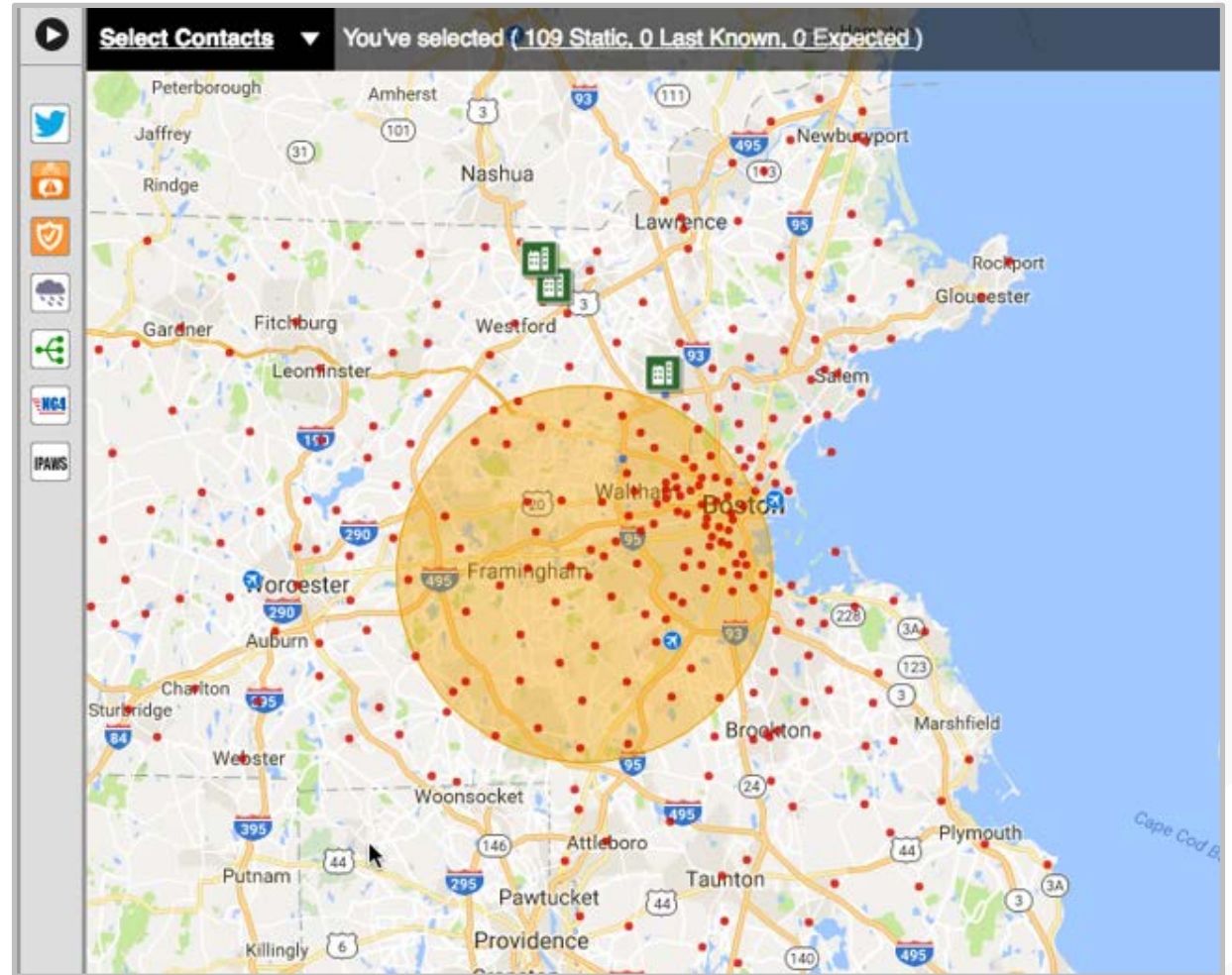
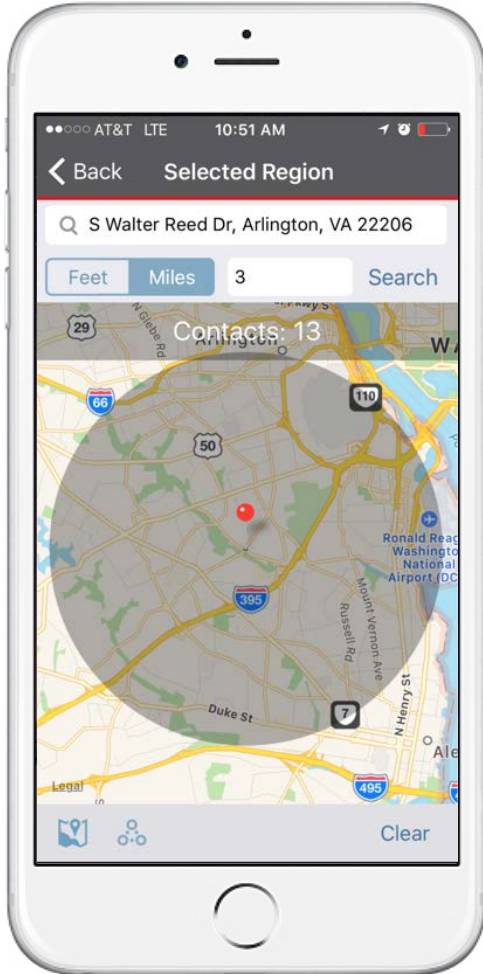
The main navigation bar includes: Dashboard, **Universe**, Notifications, Incidents, Contacts, Reports, Settings, and Access.

The interface is divided into two main sections:

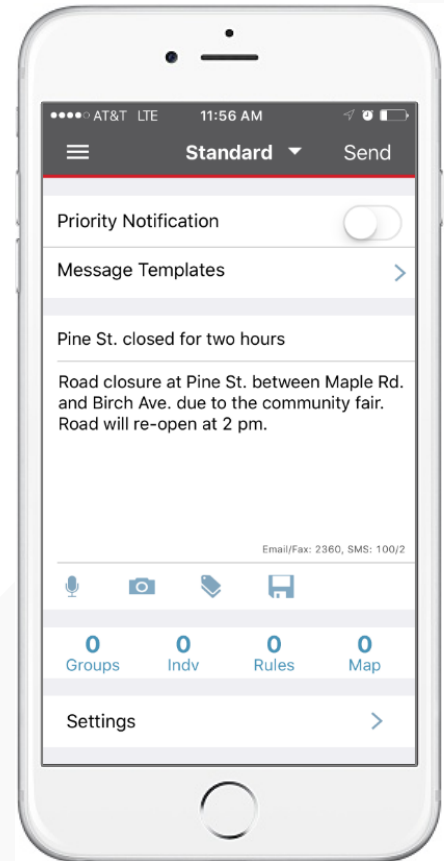
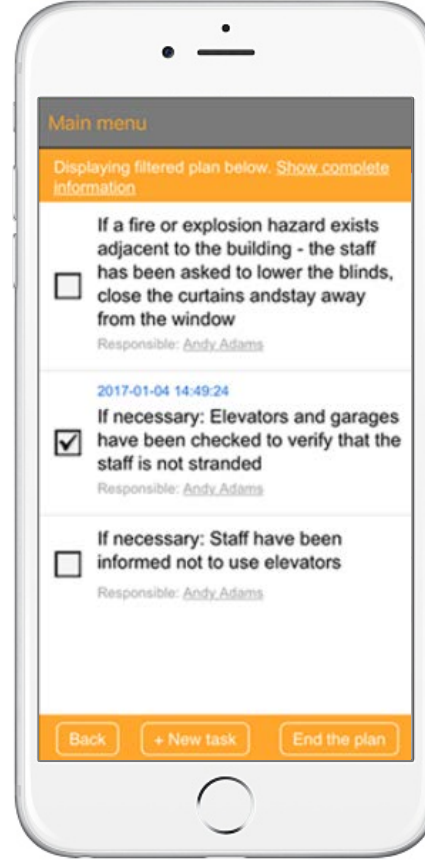
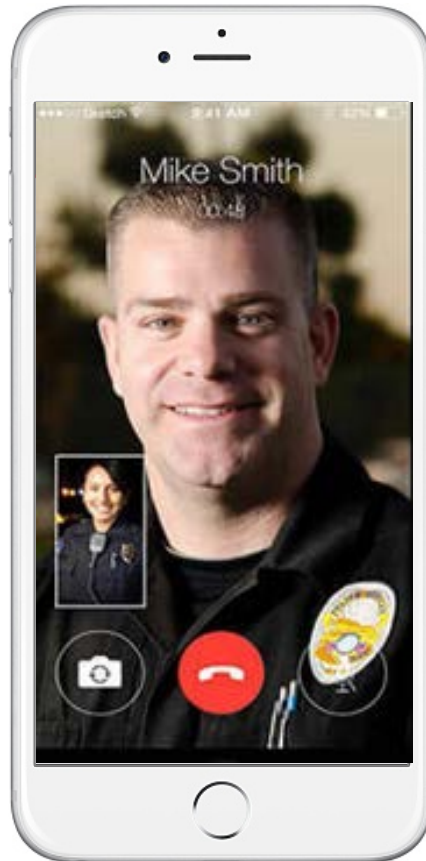
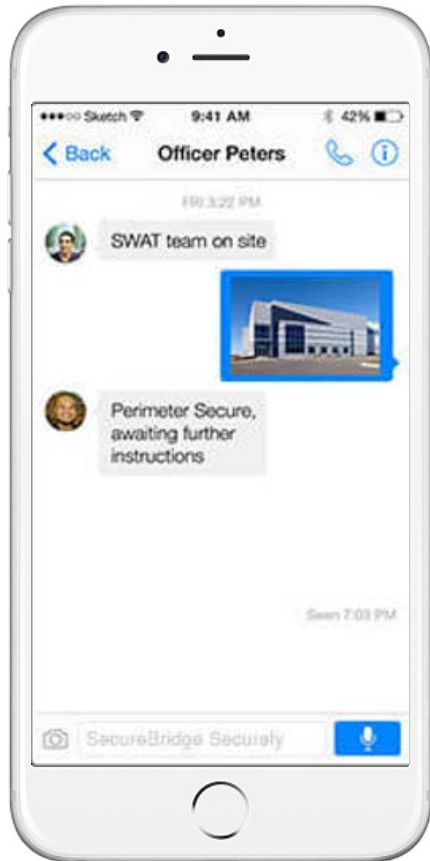
- Left Panel (Social Media):**
 - Section 1:** Last Tweet Received: 2017-01-20 16:29:32 EST. Triggered On: 2017-01-20 16:29:32 EST. Tweets nearby mentioning "#Disrupt20". Tweets: 1. Active for: 20 minute(s). View(1) Tweets...
 - Section 2:** Last Tweet Received: 2017-01-20 16:02:21 EST. Triggered On: 2017-01-20 16:02:21 EST. Tweets nearby mentioning "#Disrupt20". Tweets: 1. Active for: 20 minute(s). View(1) Tweets...
- Right Panel (Map):**
 - Header: Select Contacts (dropdown), You've selected (0 contact(s)).
 - Map of Washington, D.C. showing streets and landmarks. A large blue Twitter bird icon is overlaid on the map.
 - Map overlay: Marwa Morgan @marwamorgan. Anti #Trump protestors block K street NW and D.C. Police fails to disperse the crowd with tear... <https://t.co/hPwmoqBMfL>
 - Map pins: Numerous red location pins are scattered across the map, primarily in the central and northern areas of Washington, D.C.
 - Bottom right corner of map: 77.05152886916465, 38.903696002544095.

Footer: Privacy Terms of Use © 2017 Everbridge, Inc. 6.5.1.24-2016-12-19-19:25 us1mgr01

Locate



Act



Act

- + Initiate conference call
- + Send notifications

Send



TEXT "INTL" TO 888777
FOR INCIDENT UPDATES

Analyze

- + Analyze active and historic threats and operations to provide situational intelligence and support improvement processes



Master the Message



Ok, Alert Pros... Let's start with a pre-test!

What are the 8 components of an alert message? (in order)

ACTION

LOCATION

EXPIRATION

REPERCUSSIONS

THREAT

IMPACT

NAME OF SOURCE

GUIDANCE

Components of an Alert Message

A – Action (5)

L – Location (4)

E – Expiration (8)

R – Repercussion (7)

T – Threat (2)

I – Impact (3)

N – Name of Source (1)

G – Guidance (6)



According to research by Dennis Mileti, Ph.D., public alert and warning messages should include the following:

- 1) The source
- 2) Description of the threat and its consequences
- 3) Location—so that people will know if they're in the area at risk or not,
- 4) Guidance about what actions to take, how to take them, and how taking those actions reduce the consequences, and
- 5) Message expiration time.

Source: Mileti, Denis S., Sorensen, John H., *A Guide to Public Alerts and Warnings for Dam and Levee Emergencies*, 2015

Which alert is more likely to influence action?

Buckeye Alert: Active Shooter on campus. Run Hide Fight. Watts Hall. 19th and College.

OR

Buckeye Police: Active shooter in progress. Male, white shirt. He is trying to harm anyone in site. Last seen at Watts Hall 19th and College. Run away if safe or hide in secure place immediately. Silence your devices if hiding. Do not negotiate with attacker. Be prepared to fight if confronted or you'll likely be a victim. Call 9-1-1 or reply with info. Incident is ongoing. More info to follow.

1

2

3

4

5

6

7

8

Name of source, threat, impact, location, action, guidance, repercussions, expiration time

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Name of source, threat, impact, location, action, guidance, repercussions, expiration time

Example #1

+ Consider the ALERTING component. What is missing?

Alert Message:

There is a road closure on Route 66 due to construction.

Areas for improvement:

- **Location:** Add more detailed location information. For example, add the mile marker or cross street.
- **Action & Guidance:** Add what actions should be taken and how. E.g., "Avoid the area if possible. Follow the signs for alternate route."
- **Impact:** Explain how this affects people. E.g., delays.
- **Others?**

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Name of source, threat, impact, location, action, guidance, repercussions, expiration time

Example #2

+ Consider the ALERTING component. What is missing?

Alert Message:

All residents are asked to shelter in place due to an active threat. Stay tuned for updates.

Areas for improvement:

- **Name of Source:** Source isn't listed
- **Threat & Impact:** Details about the threat and impact are not included. People are less likely to take action.

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Name of source, threat, impact, location, action, guidance, repercussions, expiration time

Example #3

+ Consider the ALERTING component. What is missing?

Alert Message:

DES reports a city-wide maroon alert due to high levels of ground-level ozone and particular matter until 9 pm.

Areas for improvement:

- **Action:** State what actions people should take.
- **Impact:** Describe who this alerts affect most.
- **Repercussion:** What happens if they don't take action.

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Name of source, threat, impact, location, action, guidance, repercussions, expiration time

IC Template Example for Active Shooter Incident

Active Shooter/Attacker Alert

Enter / update incident details below


* 1 Name of Source 

Campus Police




* 2 Threat 


Active shooting in progress. One attacker, male, wearing white shirt. Motivated to kill everyone in

* 3 Impact 


Many harmed or killed.

* 4 Location 


123 Pine St.

* 5 Action 


Run away if safe or hide in secure place immediately.

* 6 Guidance 

Silence your devices if hiding. Don't negotiate with attacker. Be prepared to fight if confronted.

* 7 Repercussion 

Your life is at greatest risk if you do nothing.


* 8 Expiration 

Incident is ongoing. More to follow.

IC Template Example for Active Shooter Incident

Active Shooter/Attacker Alert


Enter / update incident details below

* 1 Name of Source 


Campus Police

Campus Police: Active shooting in progress. One attacker, male, wearing white shirt. Motivated to kill everyone in site.

Many harmed or killed. 123 Pine St. Run away if safe or hide in secure place immediately. Silence your devices if hiding. Don't negotiate with attacker. Be prepared to fight if confronted. Your life is at greatest risk if you do nothing. Incident is ongoing. More to follow.

* 6 Guidance 

Silence your devices if hiding. Don't negotiate with attacker. Be prepared to fight if confronted.

* 7 Repercussion 

Your life is at greatest risk if you do nothing.

Expiration

Incident is ongoing. More to follow.

1

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Name of source, threat, impact, location, action, guidance, repercussions, expiration time

Summary of Alert Messaging Best Practices

- + Alert messages should include **Name of source, threat, impact, location, action, guidance, repercussions, expiration time**
- + Detailed information increases credibility and reduces milling—messages don't need to be short!
- + Multi-modal delivery is key—people trust messages more when they see it in two or more places
- + Panic myth—The public does not panic in response to warnings of impending community disasters of any type. Don't withhold info out of concern of panic
- + False alarm myth—getting threats and hazards wrong will not lose faith of followers. Don't withhold alert info due to lack of uncertainty
- + Consider the device—not all delivery methods are appropriate all the time
- + When in doubt, send it out. Understanding the panic myth and false alarm myth should reduce hesitation in sending alerts. Follow-up alerts should be sent to provide more details as available
- + Terms should be well-understood and sentences should be simple, not compound or run-on
- + Location matters—people only care if they're affected
- + Sequence matters—shorter messages should give guidance & time sooner than longer messages

Exercise

Instructions

- + Go to <http://bit.ly/EMTECHexercise>
- + Listen to scenario and instructions
- + Complete exercises as directed by the facilitator

Overview

+ Purpose

- Learn and apply new best practices for sending alerts, managing an alert program and using crisis management tools.

+ Objectives

- Apply policies and procedures pertaining to operational communication, alerts and warnings, and situational assessment
- Write alert messages according to best practices
- Identify areas for improvements

+ Instructions

- Put yourself in the shoes of an Everbridge Alert Sender, Administrator, and WebEOC user. Review the following scenarios and complete the form to indicate how you and your organization would likely respond to each situation, and what your alert message will be if one is sent.

Discussion

Evaluate and Improve

+ Identify any areas for improvement

- Plan
- Organize
- Equip
- Train
- Evaluate



THIRA
Capability Ratings

THANK YOU