NEI 14-11 [Revision 0]

Implementing and Operating a Joint Information System

November 2014

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Nuclear Energy Institute

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November 2014

Nuclear Energy Institute, 1201 F Street N. W., Suite 1100, Washington D.C. (202.739.8000)

ACKNOWLEDGMENTS

The Joint Information System Task Force was formed to provide the industry with a holistic approach for disseminating public information in response to a declared emergency or other significant event. This task force was sanctioned by the NEI Emergency Preparedness Working Group and Communications Advisory Committee to develop an industry guideline for establishing elements of a Joint Information System (JIS).

NEI Sponsors:
Sue Perkins-Grew, Senior Director, Emergency Preparedness and Risk Assessment
Walter Hill, Senior Director, External Communications

Co-Chairs:
Tina Worley, Duke Energy (Communications
David Burgin, PSEG Nuclear (Emergency Preparedness)

Members:
Joni Butler, Southern Nuclear Operating Company (Emergency Preparedness)
Doreen Browne, Entergy (Emergency Preparedness)
Guy Cerullo, DTE Energy (Communications)
Katie Damratoski, Entergy (Communications)
Joe Delmar, PSEG (Communications)
Buddy Eller, South Texas Project (Communications)
Mark Fallon, Arizona Public Service (Communications)
Alain Grosjean, Entergy (Emergency Preparedness)
Greg Gutgesell, Exelon (Emergency Preparedness)
Kristin Inman, Pacific Gas and Electric Company (Communications)
Chris King, Institute of Nuclear Power Operations (Communications)
Tamara McBride, Ohio Emergency Management Agency (Emergency Preparedness)
Eric McErlain, NEI (Communications)
Ruth Miller, Pennsylvania Emergency Management Agency (Emergency Preparedness)
Mike Paoli, Energy Northwest (Communications)
Robyn Ruffo, Federal Emergency Management Agency (FEMA) (Emergency Preparedness)
Bill Schalk, American Electric Power (Communications)
Joe Scopelitti, PPL Corporation (Communications)
Jeanne Schieffer, Nebraska Public Power District (Communications)
Harry Sherwood, FEMA (Emergency Preparedness)
Stephen Wood, Dominion Generation (Emergency Preparedness)
Lauren Worth, FirstEnergy Corp. (Emergency Preparedness)

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EXECUTIVE SUMMARY

NEI 14-11 provides guidance on how to implement a Joint Information System (JIS). Together with a traditional Joint Information Center (JIC), a JIS expands an organization's ability to respond more effectively during a nuclear energy facility event. The JIS concept is derived from the National Incident Management System (NIMS) and provides a framework for a unified, coordinated public information network with common resources and agreed-upon procedures that link participants through contemporary communications and monitoring tools.

Sole dependence on a "brick-and-mortar" JIC facility for public communication in response to an event may not be sufficient in today's environment. The 24-hour news cycle and the speed at which information is disseminated have changed how the industry must communicate with the public, which now depends heavily on social media to gather and share information. This has largely rendered obsolete existing industry practices, which may depend on outmoded timing and means of transmitting information and on controlling public information from a single facility.

This document guides communications and emergency preparedness professionals through the process of implementing a JIS. It should be used in concert with NEI 12-11, "Building a Joint Information System," which provides the principles of a JIS and elements an organization should consider in building a JIS. NEI 14-11 provides more focused guidance on how to implement a JIS.

NEI 14-11 provides JIS definitions, together with detailed guidance in planning and implementation, including information on providing JIS functions, working with off-site agencies, and conducting drills and exercises. NEI 14-11 also provides information on operating a JIS to accommodate modern media practices, with guidance on managing media at multiple locations, using of social media and "dark" websites, and addressing issues that may emerge in responding to hostile-action events.

This document was developed by NEI's Joint Information System Task Force, under sponsorship of NEI's Communications Advisory Committee and Emergency Preparedness Working Group.

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1 BACKGROUND

1.1 WHAT IS A JOINT INFORMATION SYSTEM?

A traditional Joint Information Center (JIC), together with its long-established processes for disseminating information, has severe limitations in accommodating contemporary media practices. For example, journalists are less inclined to wait dutifully to hear prepared statements by an affected company. Conventional practices are not well-suited to provide either the public or the media information quickly enough, given current use of social media or the rapid emergence of nongovernmental organizations or other groups in the wake of an event. The speed at which information travels today has clearly outpaced the traditional means by which industry and regulators have delivered information.

More applicable for effective response under current conditions is the Joint Information System (JIS), a concept established in the National Incident Management System that meets all relevant regulatory requirements for disseminating information related to an event. In addition, a JIS ensures more prompt delivery of information about an event while at the same time respecting core principles of transparent and accurate event communications. As such, a JIS improves industry's ability to protect public health and safety.

According to the Federal Emergency Management Agency's Radiological Emergency Preparedness Program Manual, a Joint Information System is:

> … a structure that integrates incident management information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during a crisis or incident operations. The mission of the joint information system is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans/procedures and strategies on behalf of the Incident Commander; advising the incident command concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.[1]

This document provides guidance on how to implement a JIS, building on the guidance provided by its predecessor document, NEI 12-11, "Building a Joint Information System."

[1] Federal Emergency Management Agency Radiological Emergency Preparedness Program Manual, page B-18.

Implementing a JIS through a step-by-step process ensures that stakeholders—including the media and the public—receive information about an event via contemporary channels, recognizing the breakneck pace at which information travels.

The JIS framework outlined in this document will provide the industry with the ability to adapt to those changes quickly, with these benefits:

- A flexible and scalable means of gathering and disseminating accurate information to the public.

- Greater use of social media to more efficiently provide notifications in real time to the public and to monitor information about an event being distributed via these channels.

- More options to manage messages.

This document provides the guidance on how to demonstrate the JIS, including concrete methods for simulating social media during drills and exercises.

To assist in planning and implementing a JIS, this document is organized in steps, as follows:

- Step 1: Planning a Joint Information System. Planning a JIS, including corporate and off-site agency involvement; structure and skills required; roles and responsibilities; and the conduct of drills and exercises.

- Step 2: Message Management. Defining the role of a communications lead in a JIS; the development and use of initial messages; controlling and accessing messages; message mapping; and the use of “dark” websites.

- Step 3: Operating a JIS. Guidance on the integration of social media; the use of call centers for rumor control; managing media at multiple locations; integrating the conventional JIC into the JIS; and accommodating hostile-action-based events.

A detailed checklist of the steps is included in Appendix A to assist in tracking progress.

2 PLANNING A JOINT INFORMATION SYSTEM

2.1 PLANNING AND CORPORATE INVOLVEMENT

Secure, pre-existing working relationships and proven processes are vital to an effective response during an emergency. These relationships and processes are essential components of a Joint Information System. Advance planning should secure the following:

- An effective partnership among the site communications group, corporate communications, plant emergency preparedness organizations and site leadership. The emergency preparedness organization will request that corporate communications provide guidance expertise and support for the JIS.

- An effective partnership among the company, off-site response organizations (OROs) and industry regulators. All are essential participants in the JIS. A proven, strong relationship with OROs ensures a well-coordinated response in an emergency. This means the JIS will facilitate effective communication with state and county emergency operations centers (EOCs).

- A proven communications process that is easily scalable to respond to a variety of events.

- Assurance that appropriate communications and plant management personnel perform JIS functions.

Establishing a JIS should include the following:

- A standing corporate communication/emergency planning working group on JIS/JIC process improvements. This working group develops long- and short-term goals for effective communications during events of public interest.

- Clear definitions for how corporate communications supports the site during a declared emergency or a newsworthy event. This includes protocols and guidelines governing the use of social media.

- Clear definitions of shared responsibilities associated with the JIS.

- Reviews—at least annually—of facility changes, procedure updates, operating experience and lessons learned from real-world events.

To successfully plan for responding to an emergency, corporate communications and emergency preparedness must have defined roles and responsibilities. The following distribution of responsibilities is recommended.

2.1.1 Emergency Preparedness Responsibilities

- Maintaining relationships with off-site response organizations (ORO) and coordinating with ORO public information officers (PIO).
- Maintaining and tracking emergency response personnel (ERO) qualifications.
- Coordinating training and qualification of emergency response personnel, including spokesperson/PIO crisis communication training facilitated by a communications subject-matter expert (i.e., corporate communications personnel or external consultant).
- Ensuring the JIS program and procedures support the approved emergency plan.
- Ensuring the public information program meets the FEMA requirements and any requirements identified in the approved emergency plan, including the following:
    - Websites.
    - Information associated with siren tests, drill and exercises.
    - Annually distributed public information.
    - Annual media training.
- Coordinating and providing drill information to ERO members.
- Creating drill scenarios and coordinating with communications staff on the public information component of scenarios.

2.1.2 Corporate Communications Responsibilities

- Supporting strong relationships with ORO public information officers.
- Assisting the emergency preparedness group in identifying JIS team members and providing insight/input in JIS function assignments (e.g., assigning spokespersons, writers, social media coordinators and those directly interacting with the public or media).
- Providing spokesperson and crisis communications training to designated emergency response personnel.
- Assisting the emergency preparedness group in writing and revising JIS procedures and serving as the primary author of communication procedures.
- Coordinating and distributing event-related public information.
- Training and integration of social media practitioners.

- Coordinating with the emergency preparedness group on the creation and maintenance of the plant or utility website and social media vehicles.

- Coordinating with the emergency preparedness group in the preparation and distribution of annually required emergency public information (e.g., brochures, calendars, transient information).

- Facilitating media/public information days and coordinating dates with emergency preparedness staff.

- Creating plant background information and press kits.

- Maintaining and reviewing media contact lists.

- Purchasing and maintaining a contract for daily and emergency event media monitoring services.

- Participating in scenario development and providing public information material for scenario package.

- Developing a dark website, coordinating proper advance messaging with station and emergency preparedness management and securing the capability to mobilize the site promptly.

- Participating in drills and exercises as both players and controllers.

- Ensuring corporate communications representatives and plant emergency response personnel have access to common documents and materials on the applicable server. These may include:

    - Template messages developed for social media platforms.

    - News announcement templates.

    - Talking points and key messages.

    - Plant backgrounders and press kits.

    - Simplified system descriptions.

    - Contact lists.

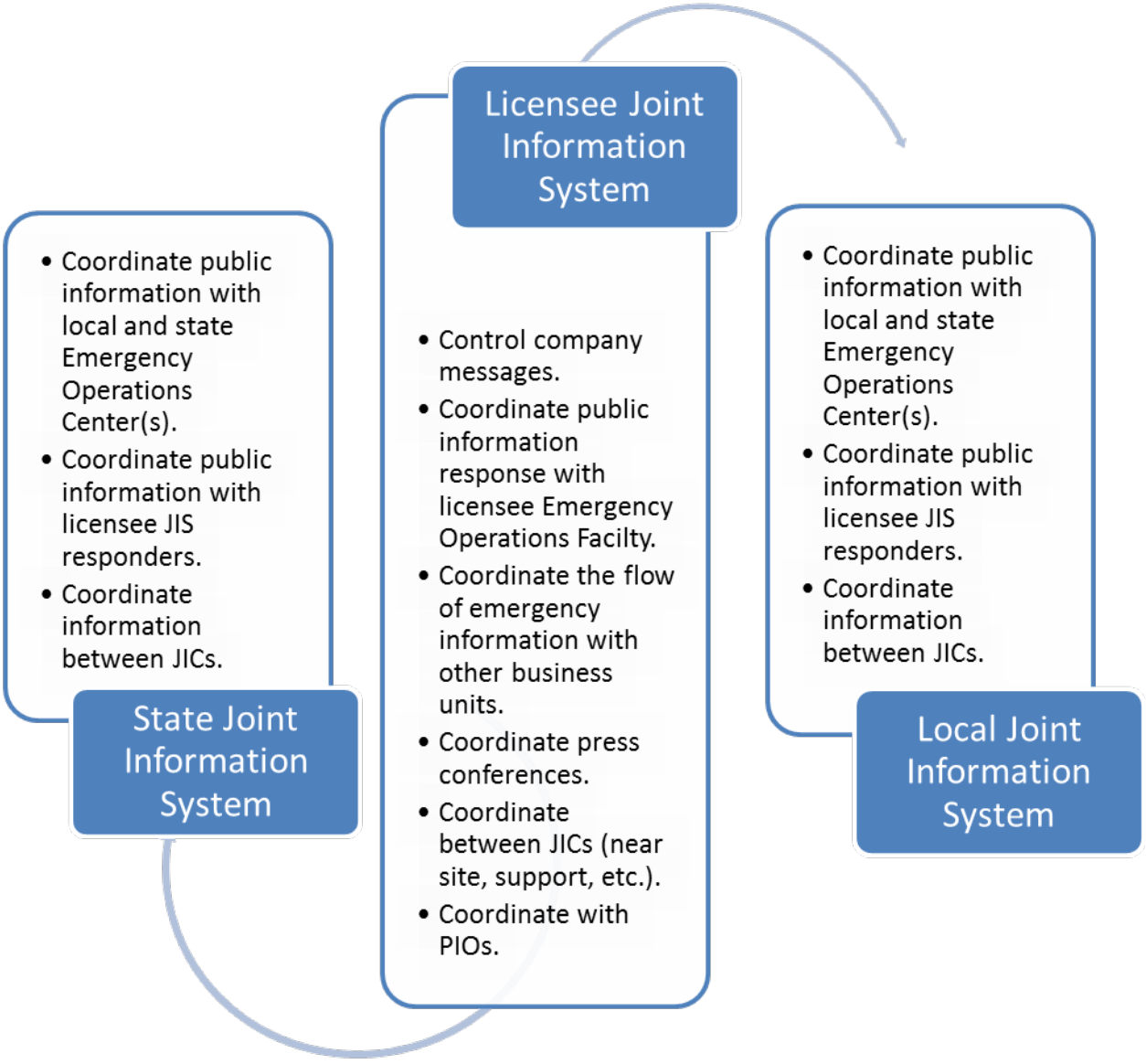
    - Video clips that illustrate plant processes.

    - JIC procedures/guidelines.

2.2 COORDINATING THE JIS WITH OFF-SITE RESPONSE ORGANIZATIONS

A coordinated response from the company and national response community is needed during a significant event. Figure 1, below, illustrates the coordination structure that could be put in place during such an incident.

Figure 1: Joint Information System Coordinated Response Information Flow



2.3 BUILDING THE STRUCTURE AND PROVIDE FOR JOINT INFORMATION SYSTEM FUNCTIONS

The National Incident Management System (NIMS) outlines three main functions of a JIS: information gathering, information dissemination and operations support.

The JIS is designed to accommodate the diverse range of responses likely to be performed by the agencies, ranging from a large-scale, multiple-agency response to a more limited response. The system expands or contracts, depending on the unique requirements of the event.

Corporate communications and emergency planning share responsibilities for JIS functions. A benefit of the JIS approach is that it allows those responding to an event to perform traditional tasks from a variety of locations. Tasks such as media monitoring, social media, and some message and graphics development can be done from corporate offices or any location with Internet access.

The following diagrams are examples of JIS functions at various stages of an escalating incident. They are scalable and flexible; certain functions may not be needed for every type of incident. Each box represents a function to be performed.

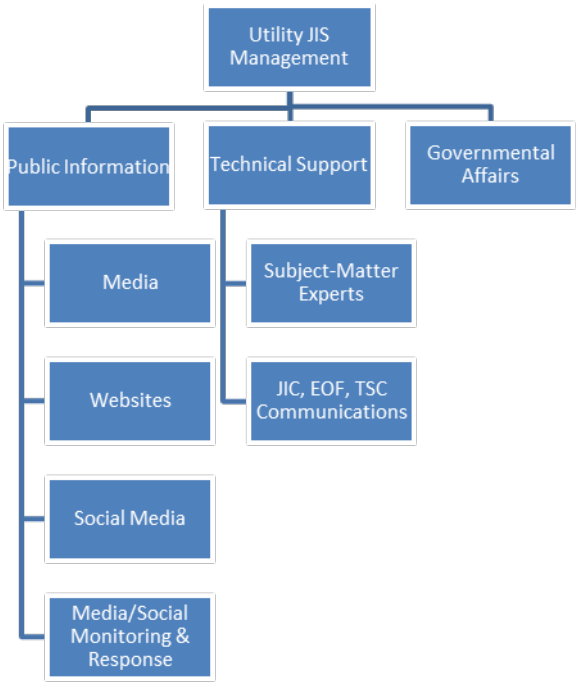
2.3.1 Day-to-Day Operations, Events of Public Interest, Unusual Events

Day-to-day outreach to stakeholders—including the local community, the media and key elected and appointed officials—helps establish credibility. Stakeholders should hear a familiar voice should an event occur. (See Appendix D: Maintaining Public Information Outreach). The plant or corporate external communications representative accomplishes this by routinely distributing proactive messages to the public and media via various communication channels, including social media. The external communications representative also is responsible for developing a strategy for communicating and coordinating outreach about events of public interest and notifications of Unusual Events using these established communication channels. Absent immediate details about an event, establishing an early presence through social media channels informs the media and public where to go to obtain reliable information.

2.3.2 Initial Small-Scale Response

The chart below (Figure 2) represents the high-level functions accomplished by a Joint Information System during the early stages of the event, including those not expected to escalate.

Figure 2: Joint Information System Functions for Small-Scale Response



The table below (Table 1) expands upon this chart and the functions outlined. The table identifies the recommended functional area (plant or corporate communications), and a high-level list of responsibilities.

Table 1: Joint Information System Functions for Small-Scale Response

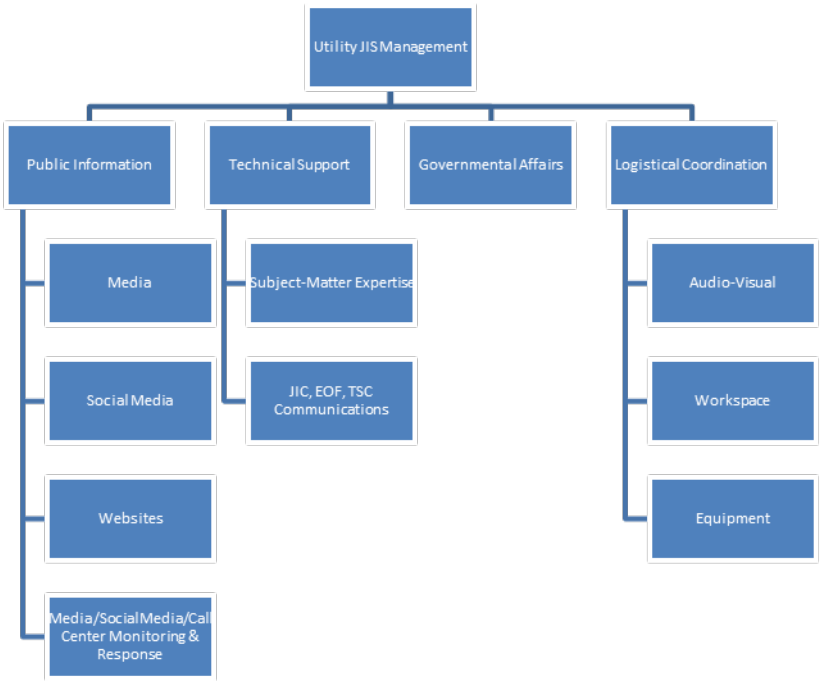
Function	Expertise Needed	Responsibilities
JIS Management	• Corporate communications • Nuclear communications	• Manages overall operation • Directs messaging • Leads public response
Public Information	• Corporate communications • Nuclear communications	• Manages messages, distributes content through appropriate channels • Proactively distributes messages/public response (e.g., Twitter, Facebook) • Directs website updates • Leads internal communications • Directs social media/media monitoring and response • Assists with media relations

Function	Expertise Needed	Responsibilities
		• Coordinates with customer service/call centers
Technical Support	• Site personnel technically knowledgeable in relevant disciplines	• Serves as technical subject matter expert • Maintains communications with EOF/TSC on plant status • Provides simplified technical information to be used for distribution to media/public
Media Support	• Corporate communications • Nuclear communications	• Coordinates responses to members of the media • Coordinates interview requests with utility and subject-matter experts, if warranted • Organizes press briefings, if warranted
Governmental Affairs (Site Personnel)	• Corporate • Nuclear governmental affairs	• Coordinates with federal, state and local governmental agencies • Takes on other administrative duties as assigned

2.3.3 Expanded Response

The organizational chart below (Figure 3) represents the high-level functions accomplished by the JIS in a large-scale, multi-agency emergency response. This includes the activation of a JIC and full coordination with corporate communications personnel. The activation of a JIC is required for events classified as site area emergencies or higher, but the JIC can be activated for lower emergency classification levels or for events of high media interest, such as severe weather conditions or flooding.

Figure 3: Joint Information System Functions for Expanded Response



The table below (Table 2) expands upon this chart and the high-level functions of the JIS for an expanded response to an event. This includes additional response by corporate communications and identifies functions such as media monitoring and message distribution that can be transitioned from utility JIS management to the corporate lead. The table identifies potential JIS functions, the expertise needed, potential reporting considerations for each position and a high-level list of responsibilities. How individual organizations execute these functions will vary; those functions described below, however, are provided so that those building a JIS can adapt them to align with their own structures and responsibilities.

Table 2: Joint Information System Functions for Expanded Response

Function	Expertise Needed	Responsibilities
JIS Management	• Corporate communications • Nuclear communications	• Manages overall operations • Directs messaging • Leads public response • Leads interaction with industry communications (NEI, EPRI, INPO, NRC)
Public Information	• Corporate communications • Nuclear communications	• Proactively distributes messages/public response (e.g., Twitter, Facebook) • Directs website updates • Leads internal communications • Directs social media/media monitoring • Assists with media relations • Coordinates with customer service/call centers • Provides statements, interviews to media and other stakeholders as appropriate • Coordinates with JIC manager and with federal, state and county public information officers
Media Support	• Corporate communications • Nuclear communications	• Supervises activity in media briefing area and, media work area • Assists with media briefings as requested • Ensures reporters are cognizant of scheduled and unscheduled briefings and acts as a resource for general information for reporters • Coordinates interview requests with utility spokesperson and subject matter experts

Function	Expertise Needed	Responsibilities
Technical Support	• Site personnel who are technically knowledgeable in functional areas	• Serves as technical subject matter expert • Maintains communications with JIC, Emergency Operations Facility and Technical Support Center on plant status • Provides simplified technical information to be used for distribution to media/public and assists with development of news statements and information
Governmental Affairs	• Corporate and nuclear organization government liaisons	• Coordinates with the federal, state and county public information representatives
Logistical Coordination	• Site or corporate personnel as needed	• Ensures adequate workspace and equipment is available for response personnel, media and other participants • Administers audio-visual needs, including those supporting news conferences/briefings
Media/Social Media Monitoring and Response	• Corporate communications • Nuclear communications • Media/social media practitioners	• Coordinates monitoring of rumors from sources where they may emerge: media, social media public/media hotlines, customer call centers • Reports identified rumors/trends and relays information to responders • Answers public inquiries, using approved content and materials

2.4 DEFINING ROLES AND RESPONSIBILITIES

2.4.1 Aligning Roles With Qualifications

Once the JIS structure is established, the next step is to ensure the key functions are provided by qualified personnel. For example, individuals with a communications background should be responsible for creating, distributing and delivering messages to the public.

2.4.2 Designating Appropriate JIS Management

The individual responsible for JIS management should be able to see the big picture during an event—from the public, media and plant operational viewpoints. This individual would be from either the communications or emergency planning disciplines or from training or environmental areas.

The individual should be able to:

- Put the event in perspective for the public and the media.
- React calmly and efficiently under stress.
- Effectively lead others.
- Determine necessary resources and know how to quickly obtain them from across the organization.

This function is important to guide the plant response in the opening moments of an event so that the initial messaging to the public is timely, accurate and factual.

2.4.3 Designating Senior-Level Spokespeople to Support Public Outreach

Designated spokespeople serve as the primary voices for the organization during an event and should have the authority to speak on behalf of the company. Qualified individuals include the chief nuclear officer or site vice president. A media relations representative advises these individuals and facilitates media interaction. A plant technical expert may be designated to discuss the technical aspects of the emergency. Successful candidates should be skilled and trained in presenting and delivering messages. They should have proven leadership abilities, strong organization skills and excellent listening abilities. Annual media training and participation in a drill or tabletop every two years at minimum are recommended to maintain skills.

2.5 ENSURING REALISTIC DRILLS AND EXERCISES

2.5.1 Developing Scenarios: A Partnership Among Company Stakeholders

Realistic exercise scenarios are essential to evaluate an organization's emergency plans, training and preparedness.

While the emergency preparedness team should be the lead for EP-related drills, it is important to actively engage all affected company stakeholders. Operations and radiation protection experts provide the foundation for scenario design and development and communications experts should be included to integrate meaningful public communication challenges into the scenario, such as mock media information (i.e., news stories, social media feeds and public/media phone calls). For a more effective drill, the communications team will focus on the challenges posed by social media response, news media response and other outreach to the public.

2.5.2 Scheduling Public Information-Focused Tabletops

Tabletop drills focused on reality-based scenarios should identify gaps in a Joint Information System. A public information-specific tabletop drill may include the following:

- A rapidly developing plant event. It is recommended that scenarios are based on events that have occurred within the industry. This will help in analyzing tabletop results to identify gaps. Critiques should address stakeholder outreach, social media response, social and traditional media monitoring, and community rumor control. Videotape the tabletop and adjust your JIS plan accordingly, following participant evaluation and identification of lessons learned.

- Focus on message development, engaging technical expertise, integrating with JIS operations and off-site public information functions in a high-level scenario. The tabletop should focus on the message development for the spokesperson and news conference coordination with off-site information officers. The tabletop should include videotaped mock news conferences, reviewed by participants and critiqued during the tabletop drill.

- Sole focus on content preparation and coordination of response to social media and traditional media. Consider a drill scenario that is similar to a real event, such as an extended Alert that does not escalate.

2.5.3 Simulating Public/Media Interest During Drills

Drills and exercises should capture inquiries from the public, traditional media, social media, investors, customers, elected officials and other stakeholders. Sources where rumors may emerge should be considered. Potential elements may include:

- Mock media to simulate media during scheduled drills. Consider using journalism students from local colleges, spokespersons from other ERO teams, corporate communications personnel, interns, recently hired employees who have not been assigned an ERO position or individuals from other utilities.

- Social media integrated into existing emergency communications channels and the emergency response organization. Drills and exercises will need to adopt a "closed loop" system not accessible to the public that simulates real-world social media interaction. (See "Operating a JIS: Integrate Social Media and Monitoring.")

- Mock injects, including video clips, news stories and social media posts.

- Control cell to simulate calls from media, elected officials, customers and/or the public to customer service centers and established hotlines.

2.5.4 Evaluation Objectives

Developing criteria for an exercise's objectives and metrics for success is an initial first step. These are tied to exercise objectives and expected actions.

JIS objectives should demonstrate the following:

- The ability to develop and release information to the media/public for a newsworthy event or a declared emergency.

- The ability to provide briefings to the media in a clear, accurate and timely manner, if necessary.

- Timely exchange of public information.

- Timely use of social media during the postulated event.

- Ability to perform media monitoring activities.

- Ability to provide advance coordination of information released.

- Ability to establish and operate rumor control in a coordinated fashion.

3 MESSAGE MANAGEMENT

3.1 CONTROLLING AND PROVIDING ACCESS TO MESSAGES

Consistent messaging should be coordinated through the JIS. During an Alert, Site Area Emergency or General Emergency—or should an event of public interest require a concerted company response— JIS management has ultimate responsibility for coordinating company messaging for the following stakeholders:

- General public.
- Media.
- Company executives.
- Elected officials.
- Financial analysts.
- Customer service centers.
- Employees and retirees.

3.1.1 Role and Authority of the Communications Lead

To support messaging with different key stakeholders, the JIS should provide information to a designated individual in the corporate organization. It is suggested that this individual be the highest-ranking person in the corporate communications organization who is familiar with working with other groups across the company.

The communications lead should be promptly notified by plant operations once an emergency has been declared or an issue of significant public interest has been identified.

If the event warrants, the communications lead should have the authority to communicate with the public through social media channels, without needing the approval of station leadership, if using pre-approved messages (see pre-approved messages below).

In the initial stages of an event, the communications lead should distribute the initial message via social media accounts ideally **within 15 minutes** of being formally notified. This timeframe is required so the company can establish itself early in the event as a credible information source on the event and subsequently provide timely and accurate information.

3.2 DEVELOPING AND USING PRE-APPROVED INITIAL MESSAGES

Timely messaging during the initial stages of an event should be accomplished through the use of template messages that have been pre-approved by station leadership. Placeholders may exist in these template messages, and information more tailored to the event should be provided by JIS management and the communications lead as needed without requiring additional approvals.

A collection of suggested message templates that can be personalized to include plant-specific information are available on the NEI member website. After logging on the member website, go to "Member Center" and click on "Committees." Go to "Issue Task Forces" and then to "Joint Information System Task Force." You can also paste the following link into your browser: http://www.nei.org/Master-Document-Folder/Committee-Materials/Social-Media-and-NRC-Emergency-Classifications.

Each plant should have its own pre-approved messages easily accessible to the communication lead and alternates. In addition to company internal computer networks, the messages also should be accessible on a Web-based or information server outside company firewalls for easier access if the communications is unable to access company networks.

The plant pre-approved message collection should include not only social media formats, but also template news releases, talking points, media responses from previous issues and other public outreach materials.

3.2.1 Using Message Mapping as Event Develops

While pre-approved messages are a key component to a successful communications response, additional messages will be required throughout the duration of the emergency. Many of these messages will be more detailed than initial messages. NRC NUREG CR/7033, "Guidance on Developing Effective Radiological Risk Communication Messages," describes the principles, strategies and tools for producing messages that are understandable, timely, accurate, consistent and credible. Widely used by both public and private organizations, message maps help organize complex information, making it easier to express current knowledge.

3.3 DEVELOPING AND MOBILIZING A DARK WEBSITE

A dark website should be used to manage messages during an emergency. This is a pre-developed, non-public website—or pages added on to an existing website. Dark sites, once activated, help establish the organization as a trusted source of accurate, timely and reliable information. The key to using dark sites effectively is to have pre-approved material loaded onto the site so that information can be activated and shared promptly. The site also should be configured so that other social media outlets and news releases can be rapidly uploaded or linked to the site. Unlike a company's day-to-day business site, the crisis response website has a focus on providing information on a specific event. The need for rapid setup and continual updating defines much of the site functionality.

3.3.1 Technical Considerations

Lessons learned from contemporary events, including hurricanes, the Fukushima Daiichi accident in Japan and the BP Deepwater Horizon oil spill, reinforce that an accident at a nuclear power plant will be an event of global interest. Given this fact, considerations should include:

- The dark website infrastructure must be capable of handling a large volume of global online traffic. Consider using external servers or hosts, which can provide additional bandwidth in real time.
- A dark website should be easily accessible. Consider a separate domain name, taking into account keyword searches or include a link to the dark site from the company's home page.
- Design should be clean and simple, with clear and easy navigation so that people can find the information.
- It should include responsive Web design that can be accessed via smartphones, tablets and other mobile devices.
- The dark site should be integrated with other company or industry social media such as Facebook and Twitter.
- The dark website content should be reviewed and updated at least annually to ensure readiness.
- Search engine optimization should be taken into account.

3.3.2 Content Recommendations to Consider for a Dark Site

- Important instructions to the public (i.e., “what to do now”).
- A statement from a responsible corporate officer on the company’s position and what the company is doing to respond and mitigate the situation.
- Links to off-site response organizations’ news releases and websites.
- Links to published event-specific news statements.
- Background information on the company and the plant.
- Event pictures/videos.
- B-roll of important structures.
- Links to graphics /diagrams.
- Photo gallery.
- Information on radiation exposure, if pertinent, with links to authoritative sources.
- Emergency Planning Zone and notification systems.
- General information on site security and preparedness.

4 OPERATING A JIS

While operating a Joint Information System involves many of the traditional tools associated with a Joint Information Center, applying these methods through a JIS broadens their reach, leverages contemporary tools used to communicate with the public and the media, and responds more efficiently to stakeholders seeking information through social media and other means.

Efficient JIS operation involves an integrated mix of social media, call center operations, managing media at the site, integrating a JIS with the JIC, news conferences, demobilizing and recovery.

4.1 INTEGRATING SOCIAL MEDIA USE AND MONITORING

Social media should be an integral part of a JIS. While the use of social media tools in a corporate environment might still seem new, these once-emerging communications platforms have seamlessly integrated themselves into contemporary life and culture. Social media tools have proven extraordinarily effective in accident scenarios involving other industries.

It is imperative that social media tools play a central role in the nuclear energy industry's emergency response, as the public and mainstream media rely on social media as a primary source of information.

Provided below is guidance on integrating social media into JIS operations, how to leverage off-the-shelf tools to monitor online conversations and respond appropriately, and how to use third-party services to realistically simulate their use during a drills and exercises.

4.1.1 Establishing and Regularly Using Social Media

Success in social media requires that these channels be established and followed by local stakeholders in advance of their use in an emergency situation. Moreover, companies must have a high level of comfort with the technology, establishing trust with those who are managing the company's channels, along with an understanding that content cannot be micromanaged or approved. This is where pre-approved messages provide direction and support for social media.

Communications responders need to be trained to use social media, with the goal of driving understanding not only the mechanical requirements of multiple platforms, but the art of crafting messages that are clear and concise and attract the attention of an audience that can be easily distracted. A social media strategy should be incorporated into crisis communication and media relations plans before a crisis occurs. Effective emergency communications requires well-established relationships well before a crisis occurs; online relationships also should be pre-established:

- Pre-established relationships on Twitter, Facebook and other channels equip an organization to uphold credibility in a crisis.

- Pre-established plant-specific social channels enhance these capabilities and can be critical in countering the emergence of online voices that will emerge during events.

- Establishing social media relationships involves familiarization with key conversations on social platforms through a "listening" mode (see next section, "Monitoring Social Media" for specific mechanics). Conversations to audit include:

    - At the state and local level, online conversations engaging governors, mayors, state legislators and regulators, and key policy organizations that typically voice opinions about nuclear energy.

    - At the national level, conversations by NEI, the Department of Energy, the Nuclear Regulatory Commission, the Federal Emergency Management Agency, and your state's representatives in Congress

Tips to manage social media relationships include the following:

- On Twitter, compiling private lists can help filter out irrelevant users. These lists include local media, community leaders and policy leaders, along with local, regional and state emergency management agencies and first responders.

- Map existing "real-world" relationships onto social media platforms. Social media platforms will match your established email contacts across all social media platforms. Share on social media platforms fully vetted corporate communications products, such as press releases, Web pages or links to emergency information.

- Consider publishing links to content developed by trusted third parties to build an audience and foster genuine conversation between your company and its constituents online. Consider promoting content from NEI, government agencies like the Department of Energy or the Nuclear Regulatory Commission, or membership organizations like the American Nuclear Society. NEI maintains a library of social media messages at http://www.nei.org/Master-Document-Folder/Committee-Materials/Social-Media-and-NRC-Emergency-Classifications appropriate for use on Twitter. These messages can be adopted to suit your own organization.

4.1.2 Regularly Monitoring Social Media

Listening (monitoring social media) is essential in augmenting traditional rumor control during an emergency. Day-to-day monitoring can take place within normal work hours, with occasional checks performed on evenings and weekends. Since news often breaks on platforms a company cannot control, plans must be in place for extended 24/7 monitoring during plant events. (See Appendix B: Monitoring Social Media, for more detail.)

4.2 USING CALL CENTERS FOR RUMOR CONTROL AND MONITORING PUBLIC INQUIRY

Utility and/or local agency customer call centers should be part of the Joint Information System (JIS) and actively participate in ERO training and drills and exercises.

These call centers provide not only a vehicle to disseminate event messaging, but also a source to identify trends in public inquiries during an event. The call centers should summarize trends and rumors for the JIS.

Call center activities include logging calls to identify public inquiry trends and rumors and assessing email or Web-based inquiries related to the event.

In addition to news releases issued during an event, the call centers should be provided with and maintain pre-approved talking points and contact information for the utility, federal, state and county response agencies. Consider training select call center staff in social media monitoring.

4.3 PLANNING MEDIA MANAGEMENT AT THE PLANT SITE OR AT MULTIPLE LOCATIONS

During an event that generates media interest, many potential contact points need to be considered when designing and implementing a Joint Information System. These include—but are not limited to—the following locations where interaction with the media might take place:

- Plant site.
- Corporate offices.
- Remote locations near the site.
- Incident Command Post or ORO Emergency Operations Centers.
- Joint Information Center (JIC).
- News conferences called by partner organizations or regulators.
- Local television studios and other media offices.

A JIS should include provisions for responding to the media in any of these locations.

The communications lead should determine locations for media interviews in consultation with station/corporate leadership. Factors affecting the need and timing for media briefings and locations include:

- Emergency classification. An event of public interest, an Unusual Event or an Alert may not require staffing facilities but may still draw media coverage.
- Type of event. An event with a visual component like a fire will draw the media to the plant site.
- Existing relationship with the media. At some plants, media outlets can best be handled via phone calls and emails. Other plants are challenged with multiple reporters and media outlets.

Security should be consulted in the development of a strategy. If a plant location will be used, access should be limited to an area just outside or within the Owner Controlled Area to limit distractions to plant response.

4.4 INTEGRATING THE JIS WITH THE JOINT INFORMATION CENTER

A JIS should be integrated into the operation of a JIC. At the JIC, personnel with public information responsibilities perform critical emergency information functions and crisis communications. JICs may be established at various levels of government or at incident sites or may be components of Multiagency Coordination Systems.

No matter the location, public information officers for different organizations and levels of government (i.e., federal, state, local or tribal) need to coordinate/communicate to ensure that information disseminated to the public is accurate, consistent, timely and easy to understand. They may exchange information verbally, either face-to-face or by telephone, video or Internet-based teleconferences and/or by exchanging electronic or hard copies of press releases and other information. The goals of accuracy, consistency, timeliness and accessibility are best served if PIOs exchange, discuss and coordinate information to be disseminated to the public prior to its release.

(For more detail on JICs, see Appendix C: Types and Functions of JICs.)

4.4.1 Functions of a Joint Information Center

Once opened, the JIC may serve as the focal point for public affairs activities and media access during a radiological emergency. As implied by its name, a JIC is designed and opened to support multiple agencies. The JIC should remain open as long as the situation warrants and can be expanded or contracted to meet the needs of the event. In light of technology advances and in reference to the JIS concept, it is clear that not all communications functions need to be completed from a single JIC (i.e., Incident JIC). Tasks such as media monitoring, social media, Web and portal updates, messaging, and graphics development can be done from corporate offices/support JICs.

4.4.2 Demobilizing and Recovery of the Joint Information Center (JIC)

When operational activities begin to decline, public information functions will be transferred back to responsible jurisdictions and agencies. The decision to transition will be made by the incident commander/emergency director in consultation with the JIS manager and other OROs. After the JIC demobilizes, the JIS may continue to function well after an event has ended to address continued public interest and inquiry.

4.5 RESPONDING TO A HOSTILE-ACTION-BASED EVENT

A hostile-action-based event presents the likelihood that the plant site will be placed in security lockdown immediately and for an extended period of time. In such cases, good communication and coordination between site/corporate communications staff and law enforcement should be paramount. Functions of the Joint Information System (JIS) should take the following questions into account:

- Are there pre-determined means for managing a site lockdown in which communicators are either locked in or locked out of the site?
- Assuming the site is locked down and communicators must take cover, do plans consider how best to distribute messages during an event?
- If site communicators are not available, what other means are available to obtain information?
- Does the JIS include roles and responsibilities of both site and corporate communications staff under various scenarios?
- Does the JIS provide contact information including both normal and alternate means to reach key individuals both internally and externally? Is this information available in both hard copy and electronically?
- Do ORO representatives have access to designated incident response centers?

4.5.1 Coordinating Public Information With Law Enforcement

Local law enforcement or the FBI will coordinate off-site response to such events and will likely establish an incident command post near the site. The incident command typically includes a public information officer, and the media ultimately will gather at that location for updates. Since site communication responders likely are on lock-down, corporate communications staff should be prepared to coordinate on behalf of the licensee with the incident command post liaison.

NEI 06-04, “Conducting a Hostile Action-Based Emergency Response Drill,” provides guidance for public and media information based on lessons learned from hostile-action drills conducted over a three-year period.

APPENDIX A: JIS IMPLEMENTATION CHECKLIST

Use this list—which corresponds with detailed guidance in this document—to ensure that the steps are completed to develop and implement a Joint Information System.

Steps and Activities	Status/ Completion
Step 1: Planning a Joint Information System	
• Planning and corporate involvement o Establishing standing corporate communications/emergency planning working group o Define corporate communications responsibilities o Define emergency planning responsibilities o Establish annual review	
• Coordinating with off-site response organizations	
• Building the structure and provide for JIS functions o For day-to-day operations, events of public interest & Unusual Events o For initial activation/small-scale response o For expanded activation/large-scale response	
• Defining roles and responsibilities o Aligning functions with qualifications o Designating JIS management o Designating senior-level spokespersons	
• Ensuring realistic drills and exercises o Scheduling public information-focused tabletops o Simulating public/media interest during drills, including social media o Developing evaluation objectives	
Step 2: Message Management	
• Controlling and providing access to messages o Establish role and authority of the communications lead	
• Developing and using pre-approved initial messages o Use message mapping as event develops	
• Developing and mobilizing a dark website	
Step 3: Operating a JIS	

• Integrating social media use and monitoring o Establishing regularly use social media o Regularly monitoring social media	
• Using call centers for rumor control and monitoring public inquiry	
• Planning media management at the plant site or at multiple locations	
• Aligning the JIS with the JIC o Interrelated JIS/Joint Information Center functions o JIS functions and JIC demobilization	
• Responding to a hostile action-based event o Coordinating public information with law enforcement	

APPENDIX B: GUIDELINES FOR PREPARING AND CONDUCTING A NEWS CONFERENCE

Conducting a News Conference

One of the primary ways to communicate with the media during a radiological emergency is through a news conference. The JIS manager, in coordination with partner organizations (OROs), should establish a schedule and format for news conferences. News conferences should be organized as appropriate and not on a fixed schedule that may be out of synch with an event as it unfolds. Given a JIS structure, public information officers may be in separate location. The table below describes actions for three phases of a news conference: pre-conference, conference and post-conference.

Pre-Conference	Conducting the Conference	Post-Conference
Facilitate agency coordination Review news releases, messages and response activities Determine who will lead news conference Determine which PIOs or other designees will speak Prioritize speaker order (typically utility leads until protective actions are given—then state or counties will lead) Resolve discrepancies Discuss rumors to be addressed Anticipate questions Coordinate and establish news	Share coordinated information with the media. Set guidelines for conduct of the conference (e.g., instruct speakers to take turns, ask reporters to withhold questions until the end, etc.). Introduce speakers and the agency they represent. Communicate and repeat identified key messages Track questions from media (and prepare to address them at the next news conference) Address rumors at conferences as well as through rumor control Tweet key messages from the conference Webcast the conference if possible (or record and put on YouTube)	Conduct post-conference critique (hot wash) Prepare and coordinate one-on-one interviews in between conferences Respond to requests from media

conference time Identify key messages Determine whether charts or other graphics will be useful in communicating key messages	Stop news conference when questions dwindle or if needed to gather new information (no more than 45 minutes)	
Tools Interactive monitor, video teleconference, teleconference, Web conference, streaming video, plant diagram charts, press kits, B-roll, websites/dark websites, social media channels		

When to Conduct a News Conference

A major radiological emergency demands a minimum of two news conferences each day. News conferences should be conducted as long as media interest warrants. The following should be considered when determining a news conference schedule.

- Many local and national media deadlines have become shorter due to modern communication technology. In some cases, reporters want information or ask for comments minutes after the event has occurred.

- A typical news conference schedule is as follows:

    - 9–10 a.m.

    - 3–4 p.m.

    - If needed, 8–9 p.m.

- If there is no new information to report, a briefing or news conference may be used to review information or answer questions on the activities, processes and technologies being used by partner organizations if there is value perceived in this approach by the response director.

- While any radiological event demands at least two news conferences a day, fast-breaking events may call for additional news conferences. This allows the spokesperson to gather more information, come back the same day and provide more in-depth information.

Types of News Conferences

Consider options for news conference formats that best complement the JIS. No one format is correct. Choose what works best for the event and current situation. Below is a list of potential news conference formats.

- Media briefing/interview. Media briefings/interviews typically involve one PIO/spokesperson and one or more media outlets. Briefings/interviews may be conducted via phone/video conference or in person.

- Traditional news conference. This is the typical news conference where participating PIOs are physically located at the same JIC and participate in a news conference as a panel at the designated media center.

- Video news conference. This approach links participants who cannot physically report to the designated media center to participate in news conferences. Video news conferences link participating PIOs to the Incident/Area JIC, allowing them to participate in the news conference via satellite feed or other pre-determined video technology. This type of news conference can be used when it is not feasible for the PIOs to assemble in a single facility or when PIOs are located in various territories or response facilities. Note: The video news conference can be a combination of traditional and video where some PIOs are physically present at the JIC and other PIOs participate virtually via video technology.

- Teleconference. This type of news conference may be used as media interest declines or in the recovery phase when the media is requesting frequent but brief updates on the emergency status and are no longer physically located at the designated media center.

- Web news conference. This allows PIOs to view a presentation where graphics and other visuals may be utilized. This type of news conference may be used as media interest declines or in the recovery phase when the media is requesting frequent but brief updates on the emergency status and are no longer physically located at the designated media center.

Preparing for a News Conference

At least 30 minutes before each news conference, the JIS manager and spokesperson should meet with the PIOs who will participate in the news conference. The following agenda items should be discussed at the pre-conference:

- The opening statement.

- Incorrect information that needs to be addressed.

- Who will lead the news conference and the order of the presenters.

- Time allocated for each presenter.

- Key messages.

- Individual PIO messages/presentations.
- Any discrepancies in messages among agencies.
- Anticipated questions and how they will be handled.
- The use of visual materials.
- The closing statement.

Between news conferences, a list of anticipated questions should be developed by the JIS staff. Responses to the questions should be reviewed, discussed and rehearsed before the news conference.

Format

The two basic elements for a news conference agenda are as follows:

- Opening/introductory remarks and speaker presentation. This element provides confirmed and appropriate facts. Opening/introductory remarks and speaker presentations are typically given by speakers from the represented organizations. Speaker presentations should be brief—typically no more than three to seven minutes each. Speakers typically provide information about:
    - Key facts about the emergency (who, what, where, why, when, and how).
    - What is being done by emergency response organizations**.**
    - What action, if any, that nearby residents and other groups should be taking.
- Question-and-answer session. This typically follows the opening/introductory remarks and speaker presentations. The person moderating the news conference should:
    - Allow time for questions from journalists (typically at least 10 to 15 minutes). Failure to allow time for questions may encourage journalists to go elsewhere for information. It may also result in journalists deciding not to attend the news conference.
    - Direct questions from journalists to the appropriate person.
    - Consider closing the question-and-answer session with a repetition of key messages.

Consider the following when establishing the format for a news conference:

- Limit the length of the news conference to less than 30 to 45 minutes, but be flexible.
- Select a moderator for the news conference who will set the ground rules.
- Lay down ground rules:
    - Reporters asking a question must first be recognized by the moderator and identify themselves.
    - Questions should be directed to the moderator who will in turn direct the question to the appropriate speaker.
    - Reporters should, if possible, indicate the speaker to whom they would like to direct their question.

Consider the following when ending the news conference:

- Explain to reporters how unanswered questions raised in the news conference will be handled and provide a call-in number or website information.
- Tell reporters when the next news conference will be held, if one is scheduled. If there is no scheduled news conference to follow, let the reporters know how they can find out where and when the next news conference will occur.

APPENDIX C: MONITORING SOCIAL MEDIA

Choosing a Social Media Monitoring and Response Tool

An appropriate tool is essential to aid in the monitoring of literally thousands of online conversations to identify information demanding a response. These tools combine monitoring and response, along with enabling collaboration between communicators:

- TweetDeck is a browser-based dashboard application that enables the management of multiple Twitter accounts by a single user. TweetDeck allows a user to create customizable columns to display Twitter timelines, lists, trends, search results, and hashtags or tweets by or to a single user. The service is available for free as an app embedded in the Chrome Web browser.

- HootSuite is an application that provides essentially the same features as TweetDeck while enabling collaboration between social media practitioners. This allows a master controller to create a process that identifies a particular message and assigns a team member to draft a message that will then travel through an approval process before publication. HootSuite's basic package is available as a free service, with additional features available for a modest fee.

- More complex applications combine social media monitoring and response with traditional media monitoring, in many cases integrating them into a single dashboard. These include Zignal, Cision, Radian 6, Meltwater Buzz, Sysomos and Sprinklr, among others. Each provides a wide variety of features along with an increasing level of complexity.

NEI member companies are encouraged to test and investigate different services to find a solution that best fits the company’s needs both inside the JIS and across the balance of the organization. Interacting with social platforms like Facebook and Twitter through their default front ends might be sufficient for day-to-day management. However, during an emergency, using a personal account page on Twitter or Facebook will be entirely inadequate. At a minimum, companies should use a service like TweetDeck or HootSuite to manage day-to-day interactions on social media and more than likely will need to integrate more complex and feature-rich services in order to handle an actual emergency scenario.

Assessing Social Media Commentary

Companies must engage followers from key stakeholder groups before an event of public interest occurs so that there is an established network to help share messages and information from social media channels. When assessing comments on the various platforms, consider some general guidelines prior to engagement:

- Blogs. Are platforms for commentary from a wide range of writers, from opinion leaders to professional agitators? How much clout do they have in legitimate online conversations? What outbound and inbound links are referenced on the pages? Pay special attention to blogs on the Tumblr platform. Tumblr has made great strides integrating content creation with instant social sharing, and blogs on this platform can accrue significant amounts of influence in a very short time. Taking a closer look at all these factors will help you judge the size and influence of a blog's audience and whether or not you need to engage with them.

- Twitter. How many followers do they have? How often are their message retweeted? Take care to examine the profile pages of accounts that comment on your activities that engage with you. There are millions of Twitter accounts that operate automatically as news feeds that you can actively ignore. Many others are simply dummy accounts created outside the U.S. to help new users boost their number of followers. Understanding when a real person and not a computer is behind a Twitter feed is as much an art as a science. For instance, while NEI might safely ignore a freelance anti-nuclear activist with only a few hundred followers, a plant site might need to directly engage. That's also the case when it comes to making allies online. Early in the development of social media, it was often said that an average blog had only 20 readers. But what if that blog was written by someone living inside your plant's emergency planning zone? What if they are friends with the mayor of the town closest to your plant?

- Facebook. If your plant or company operates a Facebook fan page, it makes sense to dive deeper to investigate the background of people who follow you. What is their number of friends on the site? What is the range of influence on others? Who are members of their groups? What is their ability to organize and activate?

Key steps include:

- Setting up mobile devices to receive automatic alerts on subjects relevant to their organizations. Major social media platforms have apps available for both iOS (Apple) and Android (Google) smartphones. Understand the mechanics of these apps so when an alert is issued, it is accompanied by an audible ring or vibration and appears on the phone's screen. Sharing trends or popular stories with the corporate communications department (or others, such as customer service, security or human resources), along with recommended actions.

- Arming social media support staff with credible online sources of information. This helps direct social media audiences appropriately—whether to online experts, the company's own website, the NEI website, or other industry or third-party sites.

- Monitoring key reporters using social media and share information with event response directors.

- Considering use of Google search advertising during events to help direct people to the company website site in real time.

APPENDIX D: JIC DEFINITIONS AND BACKGROUND

The table below describes different types of JICs.

Incident	An incident-specific JIC may be established at a single location in coordination with licensees, local, state and tribal agencies as well as federal agencies if the situation warrants. It should provide easy media access, which is paramount to success. This is a common type of JIC.
Satellite	A satellite JIC, also known as a near-site JIC, may be smaller in scale than other JICs. A satellite JIC is established to provide flexible capability for timely release of information. Satellite JICs are subordinate JICs and may be located closer to the site. Satellite JICs may also be established to support a specific news event.
Area	An area JIC is established when multiple JICs are operating in support of the same or related incidents through multiple jurisdictions. Area JICs are may be used when there are multiple field offices supporting the Incident Command System structure. Coordination between the Area JICs is important to ensure mutual awareness and consistency in messaging and public instructions among all participants.
Support	A support JIC may be established to supplement the efforts of the Incident, Area or National JIC. It could offer additional staff and resources and may be located outside of the disaster area.
National	A national JIC is established when an incident requires federal coordination and is expected to be of long duration (weeks or months) or when the incident affects a large area of the country. A national JIC is staffed by numerous federal departments and/or agencies.

The National Incident Management System (NIMS) provides for three main functions of a JIC: information gathering, information dissemination and operations support. While the function names may be different, existing JICs meet the NIMS guidance.

The table below shows the high-level functions and tasks common in JICs.

NIMS Function	Task
Information Gathering	Coordination with supporting response agencies, incident command posts and other locations to gather information on the incident.
	Media monitoring analysis entailing review of media reports/social media for accuracy, content and possible response.
	Message development as reflected in news releases, social media feeds, fact sheets, flyers, etc.
	Graphics support including design of layouts and creating graphics for a range of materials (e.g., newsletters, flyers, etc.).
	Audio-visual development, including video documentation, special production, remote live interview feeds and logistical support of media conferences. These products provide support for print and broadcast media needs.
	Stakeholder communications including the development of internal employee notifications in coordination with other corporate departments, such as customer service, governmental affairs, investor relations and other internal stakeholders.
Information Dissemination	Coordinating news conferences and media briefings/interviews to respond to media inquiries and provide strategic guidance to the spokesperson.
	Web and social media support, updating and maintaining website and social media pages (Twitter, Facebook, etc.). This includes posting and distributing press releases, social media messages and other information with engagement of relevant third-party experts as needed.
	Public inquiries responding to questions from citizens and maintain a log of all calls.
Operations Support	Coordination with the JIS manager to maintain and support the JIC Operations concerning the facility and resources.
	Facility support, including: • interpretation of technical data • administrative • telecommunications • computer • multilingual needs.

APPENDIX E: MAINTAINING PUBLIC INFORMATION OUTREACH

Public education and community outreach on an ongoing basis help build relationships with the community that are necessary during an event. For that reason, a robust outreach program is an essential underpinning of a successful emergency response organization. The following provides examples of public education and community outreach opportunities.

Public education examples:

- Brochures, including general plant information, general radiation information and emergency information.
- Calendars. Many companies will distribute their emergency preparedness information in the form of a calendar so that members of the public are more likely to keep this displayed in an area of easy access.
- Special needs information, which can be included in station emergency materials, like brochures and calendars.
- Public service DVDs.
- Websites.
- Posters.
- Newsletters highlighting community involvement and individuals who work at the plant that also live in the area of distribution.
- Proactive media stories, which can help build a positive association with readers to a company's "brand," as opposed to only being published when something negative occurs.
- Open houses. The effectiveness of these may vary by region. If not in an area of high interest, consider setting up a table/booth at an already visible event annually held in the community. See the community outreach suggestions below.
- Fact sheets. Potential topics include how a nuclear power plant work, radiation basics, and plant safety and security.
- Apps of emergency information, which provide a direct vehicle for information during an event.

Community outreach examples:

- Safety expos, city-sponsored events or company-sponsored events.
- Civic group outreach. Visiting local civic/community groups, presenting at their meetings and answering questions builds relationships with members of the community.
- School outreach, including administrator and teacher workshops, student programs, and presentations. Consider augmenting this outreach by engaging site affiliate groups like WIN and NAYGN.
- Interaction with policymakers, elected officials and public safety officials. Transparency and accessibility during normal operations will ease the transition and working relationship during an event.
- Tours of the plant and the visitor/energy education center for media, policymakers and other key stakeholders.
- Strategic participation in nonprofit organizations. Having site leadership and employees serve on nonprofit boards and foundations allow time for building trusting relationships.
- Social media, including active updates and information on Facebook, Twitter, YouTube and other social media platforms.
- Community events. Consider hosting Chamber of Commerce events, music festivals, Boy/Girl Scout encampments, school events, teacher workshops and other events, using plant facilities when possible.
- Student scholarships.
- Support of industry-related initiatives, including unified curriculum programs, college and trade school partnerships, and veteran programs.
- Boy Scout Nuclear Science Badge or Girl Scout Nuclear Patch. Host or sponsor a Boy Scout/Girl Scout day on site. More information on these programs is available at http://www.ans.org/pi/resources/boyscouts/ or http://www.ans.org/pi/resources/girlscouts/.
- Media briefings held annually to help build a relationship with local media outside of breaking news situations.
- Media tours. Consider having media tours inside containment during refueling outage, which offers your media a better understanding of how it all works. Nothing can compare to the firsthand testimonial.

- Websites. A company or nuclear station's website should serve as the go-to place for information regarding that company or station for key stakeholders. It should serve as a public voice for the company. It should be easily navigated and contain the most up-to-date information or stakeholders will grow frustrated and look elsewhere for information on your company and station, which may be inaccurate.

Just as important as your relationship and perception within your community is the relationship your organization has with key external responders, regulators and industry partners. Advance planning engages public information officers from key external responders, including law enforcement, fire, state and local government officials, American Red Cross, and school districts.

The following activities are recommended:

- Hold, at minimum, an annual meeting with key PIOs to review and discuss industry operating experience and real-life natural disasters for lessons learned. Ideally, communications would take the lead for this meeting with support from emergency preparedness. This symposium could be enriched by providing training or best practices to PIOs involved in the station's emergency response plan.
- Conduct media training for off-site PIOs whose organizations do not have the resources to do so.
- Periodically review pre-approved templates and emergency response messages for consistency.
- Discuss and understand the National Incident Management System (NIMS) and Incident Command System (ICS) and how they have been applied/adopted by off-site response agencies. Off-site response is designed to work efficiently within the governmental structure.
- Work with the state to create a plant-specific emergency communications manual for state/county PIO use.
- Review timing and conduct of press conferences in various scenarios.
- Conduct video interviews with PIOs on key issues that can quickly be posted to YouTube during an emergency. These can address subjects such as plant and emergency procedures, radiological issues or specific technical challenges encountered during an event.
- Consider planning meetings with OROs prior to exercises to strengthen understanding, communications and partnerships.
- Attend and participate in industry conferences and working groups to stay up to date on changes in the industry.

APPENDIX F: TRAINING RESOURCES

The following provides information on relevant online training offered by FEMA.

Course Number and Title: IS-800.B: National Response Framework, An Introduction
Course Description: The course introduces participants to the concepts and principles of the National Response Framework.
Intended Audience: This course is intended for government executives, private-sector and nongovernmental organization (NGO) leaders, and emergency management practitioners. This includes senior elected and appointed leaders, such as federal department or agency heads, state governors, mayors, tribal leaders, and city or county officials—those who have a responsibility to provide for effective response.
Prerequisites: None
CEUs: 0.3
Course Completion Time: 3 hours

Course Number and Title: IS-100.B: Introduction to Incident Command System, ICS-100
Course Description: This course introduces the Incident Command System (ICS) and provides the foundation for higher-level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).
Intended Audience: Persons involved with emergency planning, response or recovery efforts.
Prerequisites: None
CEUs: 0.3
Course Completion Time: 3 hours

Course Number and Title: IS-700.A: National Incident Management System (NIMS) An Introduction
Course Description: This course introduces and overviews the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private-sector and nongovernmental organizations to work together during domestic incidents.
Intended Audience: Individuals with emergency management responsibilities including prevention, preparedness, response, recovery and mitigation.
Prerequisites: None
CEUs: 0.3
Course Completion Time: 3 hours

Course Number and Title: S-29: Public Information Officer Awareness
Course Description: This course covers basic information about the role of a state or local public information officer. The goal of this awareness course is to provide an orientation to the public information function and the role of the public information officer (PIO) in the public safety/emergency management environment.
Intended Audience: This course is designed for new or less experienced state or local public information officers (PIOs) or those who have this role as a secondary function.
Prerequisites: None

CEUs: 0.2
Course Completion Time: 2.5 hours

Course Number and Title: IS-702.A: National Incident Management System (NIMS) Public Information Systems
Course Description: The National Incident Management System (NIMS) provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents. This includes public information. The public information systems described in NIMS are designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response.
Intended Audience: This course is designed for local and State public information officers.
Prerequisites: None (completion of IS 700.A: National Incident Management System, An Introduction is recommended)
CEUs: 0.3
Course Completion Time: 3 hours

Course Number and Title: IS-42: Social Media in Emergency Management
Course Description: The purpose of this course is to provide the participants with best practices including tools, techniques and a basic roadmap to build capabilities in the use of social media technologies in their own emergency management organizations (state, local, tribal) in order to further their emergency response missions.
Intended Audience: State, local, tribal and territorial emergency managers and emergency management staff, including Public Information Officers.
Prerequisites: Basic computer skills and familiarity with social media (Facebook, Twitter, YouTube).
CEUs: 0.3
Course Completion Time: 3 hours

Course Number and Title: IS-250.A: Emergency Support Function 15 (ESF15) External Affairs: A New Approach to Emergency Communication and Information Distribution
Course Description: The goal of this course is to provide basic training on the concept and practical application of the ESF 15 Standard Operating Procedures to all FEMA External Affairs staff, regardless of duty station, as well as to staff in all other agency divisions and federal, tribal, state, local, private sector, military and Voluntary Organizations Active in Disaster (VOAD) partners.
Intended Audience: The course is intended for use by FEMA External Affairs staff and all federal agencies that are signatories of the National Response Plan (NRP). Additionally, state and locals partners that may adopt the External Affairs/ESF 15 concept may find this course helpful in its implementation.
Prerequisites: None
CEUs: 0.1
Course Completion Time: 1 hour