

2nd Generation Crisis Response: Beyond the Basics

CAPIO
August 2019

Today's Agenda

- 1 Emergency Public Information Essentials
- 2 JIC: Beyond the Basics
- 3 Crises of Confidence
- 4 Phase II of Incident: Recovery
- 5 Shared Experiences / Wrap

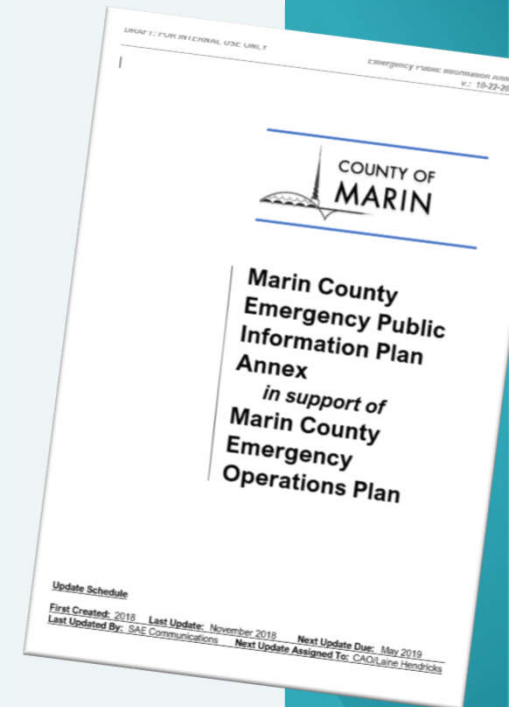
Phases of a Disaster: Impacts Your Ability to Communicate



Section 1: Emergency Public Information Essentials

Emergency Public Info. Plan

- Satisfies NIMS/SEMS requirements
- Results in coordinated response
- Achieves early buy-in
- Allows for efficient resource deployment
- Guides agency in an organized manner



Key Message Platform

- Foundational content for all channels
- Distills complex issues down to most important elements
- Moves response to empathy and desired actions
- Conveys information efficiently to reporters and public
- Requires continual updates

Internal Q&A

- Anticipates questions that will be asked by reporters, public
- Spurs message delivery in each answer
- Ensures organizational consistency
- Encourages team approach to crisis response
- Offers baseline for public FAQ

Fact Sheet

- Provides latest data at a glance
- Includes each element of crisis response
- Offers broad view of overall response
- Ensures accurate coverage
- Changes constantly

Holding Statement

- Gives you something to say in the first moments of a crisis
- Provides media with agency quote
- Can be pre-written for a variety of potential crises

News Release

- Triage information, with most important news appearing first
- Provides easily-recognized format for information distribution
- Includes photos, graphics, maps
- Offers opportunity for embargoes, exclusives
- Diminished role due to social media

ICS 214 Form

- Creates detailed record of crisis communications response
- Requires staff training and follow-up
- Updates those serving in subsequent operational periods
- Provides chronology for media and public
- Helps agency recover costs

Section 2: JIC: Beyond the Basics

Trends in the JIC

- Role of Lead PIO
 - advisor, liaison, shadow writer
- Always focus on audiences
- Never finished
- Research during the incident
- Visual storytelling: new on org chart
- Evacuation best practices
 - “Voluntary” terminology, visuals, video
- How to staff for long-term incidents
- Use of Call Center, 211
- E-newsletters a must

Visuals Are Now Required



Infographics Are Now Required

**STORM DATE
TRACKER**

**EVACUATION
STATUS**

**EVACUATION
CENTERS**

**ANIMAL
SHELTERS**

**ROAD
STATUS**

**SCHOOL
STATUS**

**101
STATUS**

**RAIN
TOTALS**

**WEATHER
ADVISORY**

**ACRES
BURNED**

**FIRE
STATUS**

**EARTHQUAKE
STATUS**



6 CENTERS

**INSURANCE, HOUSING
AND REBUILDING**



6 CENTERS OPEN

**BEACHES
CLOSED**



MANDATORY

**DEBRIS
REMOVAL**



6 CENTERS OPEN



CENTERS OPEN

SAE

Canva is Your Friend

A heartfelt thank you to all of our first

resp
contr
volun
your
unpr



Evento de Incendio y Tormenta Thomas

Somos
#805strong

El Centro Local de Recuperación y Asistencia

Calvary Chapel Santa Barbara
1 N. Calle Cesar Chavez
Santa Barbara 93101

Abierto de enero 17 - febrero 1
Lunes - viernes: 11 a.m. - 2 p.m.
Sábado: 10 a.m. - 2 p.m.

Para más información: llame al 805-964-1111



Bottled Water Distribution

8 a.m. to 8 p.m.

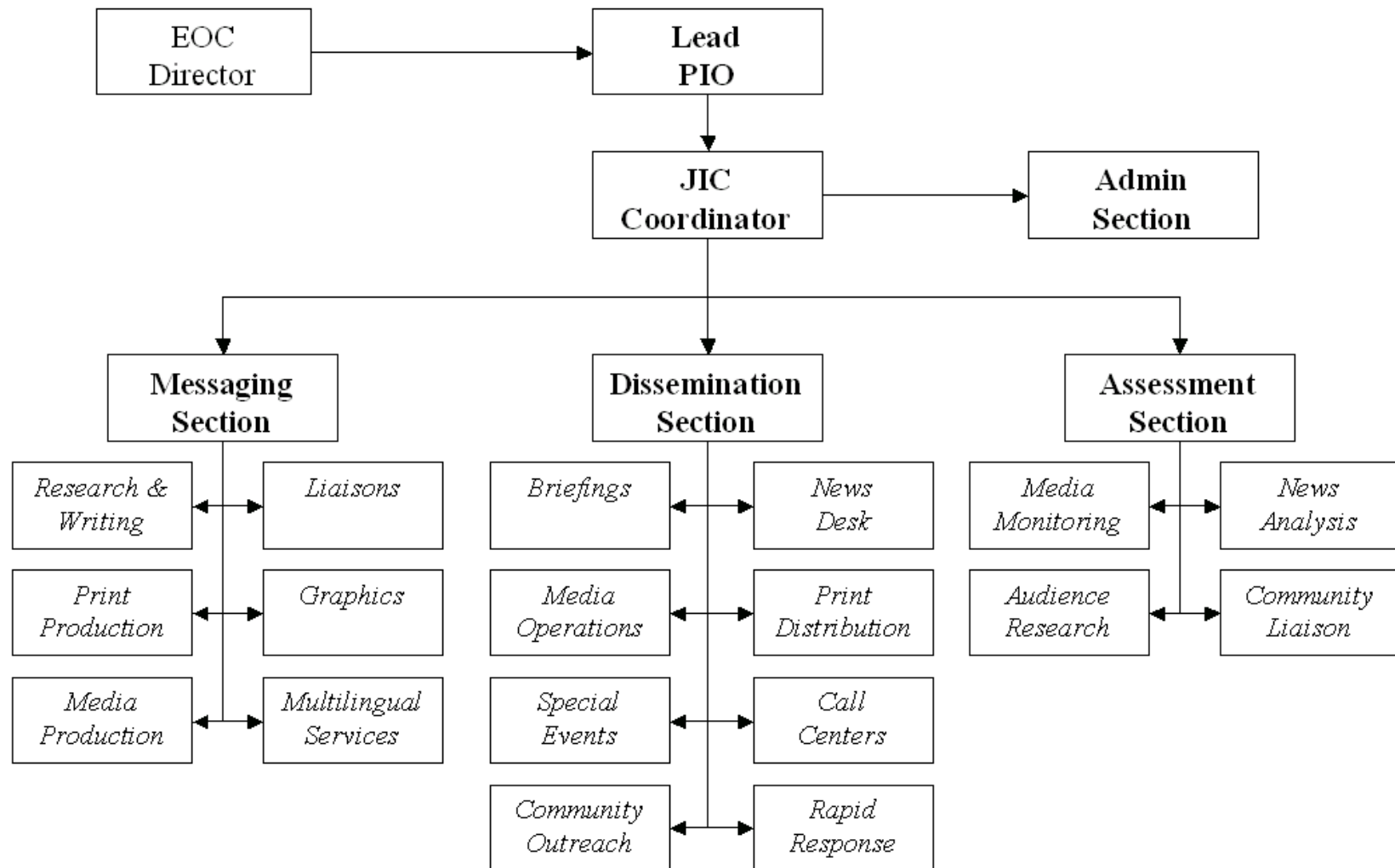
Emergency water distribution is available for
Montecito Water District customers ONLY at:

- **Upper Montecito Village Shopping Center** - SW Corner of E Valley Rd & San Ysidro Rd.
- **Montecito Fire Station** - Cold Spring & Sycamore Cyn Rd
- **Summerland Post Office** - 2245 Lillie Avenue (starting at 1:30 p.m. on Jan. 11)



JIC Boards, Org. Structures

Emergency Public Information Joint Information Center (JIC) Organization Chart



WIFI - "COUNTY GUEST"; PW: Connect With Us!

Computer password: EOC emergency!

JIC - COUNTY

TERRI M-N (S. Maria: 2/12)
 SHERI B.
 SUZANNE G. (OUT 2/15-16, 19-20)
 VANERIS M.
 LAEL W.
 CARRIE T.
 SUSAN K-R
 • NICOLE A.
 • DAVID V.
 DIANE B.

TRANSL.

• MARIA XIRQUE
 • GUILLERMO V: DSS
 • JACKIE R.
 • IMELDA MABRY, GIL
 • SARAH GONZALES, RS

CSBTV/WEB

DANTE SILVIO
 STEVE B.

DO NOT TURN OFF COMPUTERS

LOST CAMERA: ERIC
 530-748-5827

2/19 2/20 2/21

2/15 2/16 2/17

2/18 2/19 2/20

2/21 2/22 2/23

2/24 2/25 2/26

2/27 2/28 2/29

2/30

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12/3

12/4

THOMAS FIRE JIC

LEAD PIO
SUZANNE G.

JIC
MGR
SHERI

STAFFING -
DOCUMENTATION -

RESEARCH
WRITING

YANERIS/MELINDA

WRITER
YANERIS

TRANSLATION
LILLIANE

MAPS
MELINDA

DISSEMINATION
LAEL/SHERI

1. MEDIA - LAEL

2. WEB / CSB TV - Dante

3. 2-1-1 - LAEL

4. SOCIAL MEDIA - SUZANNE
LAEL
ETC.

5. E-BLAST

6. ELECTEDS - MATT

7. TELEPHONE:
MEDIA - YANERIS
- MELINDA

COMMUNITY REL.
LOGISTICS
TED

1. TOWN HALL / SUPPORT - TERRA M
2. PUBLIC INFO POINT
OF CONTACT

January 2018 Storm
JIC Dissemination List

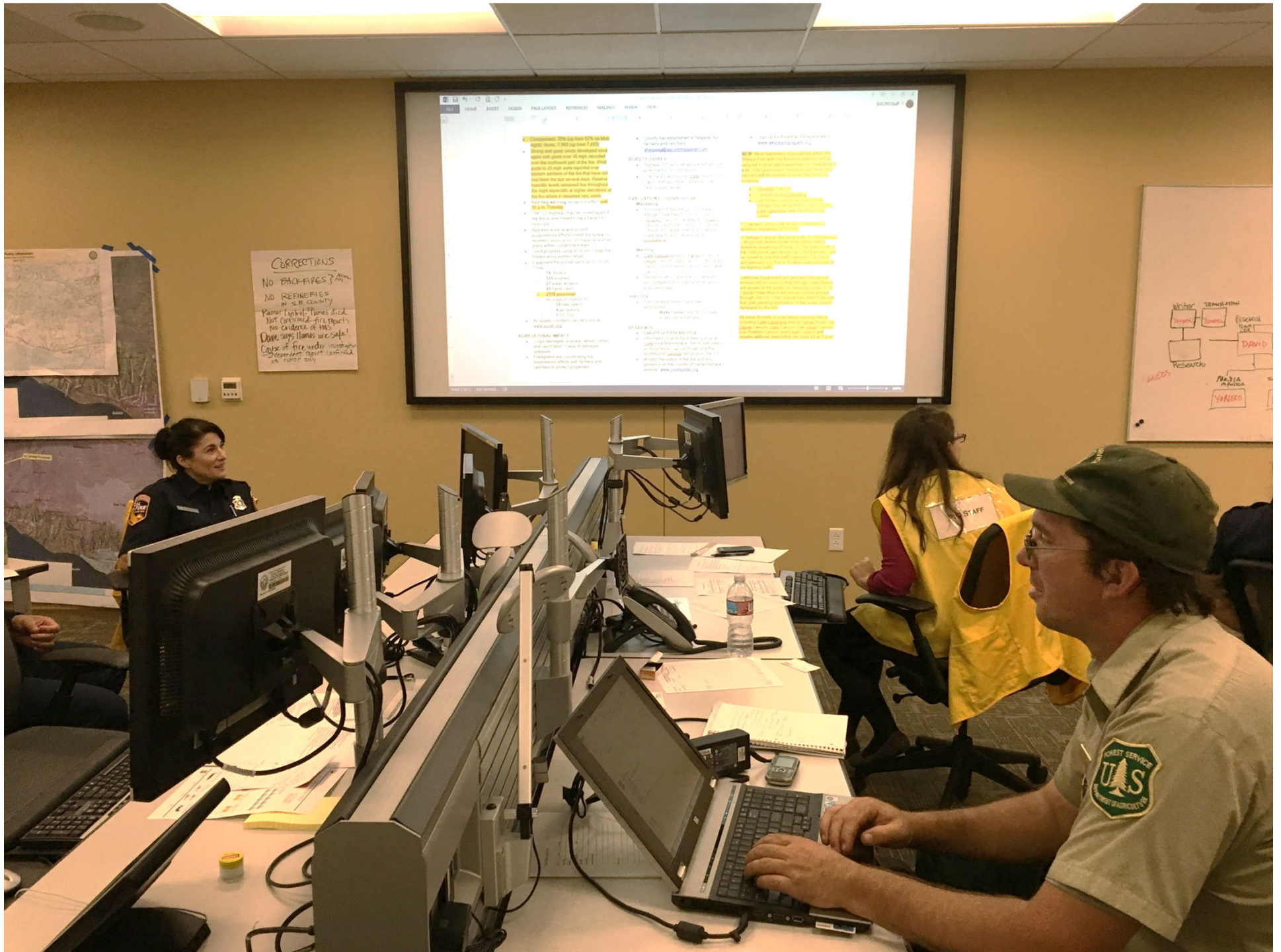
Topic: _____

- ☐ Translation _____
- ☐ County website _____
- ☐ Release to media _____
- ☐ Give to Call Center mngr _____
- ☐ Social media (Eng & Span) _____
- ☐ 2-1-1 _____
- ☐ Email EOC director for electeds _____
- ☐ E-Blast (myEmma) _____
- ☐ CSBTV20 (Eng & Span) _____
- ☐ Post PR on wall (Eng & Span) _____

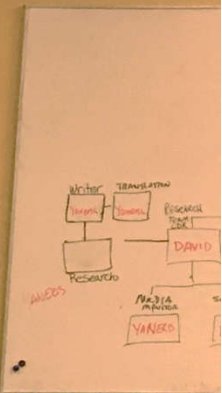
*If evacuation areas are changing, coordinate with EOC Planning and GIS teams. Map must be ready before dissemination. Update evacuation boundaries.

Notes: _____

In This
Order



CORRECTIONS
NO BACKFIPS?
NO REFINERIES
Kramer (Tribal) - flames died
NOT confirmed fire reports
no evidence of this
Dave says flames are safe!
Cause of fire under investigation
- dependent report continues
in future only



NS

me #s
hashtags not #s
Co. WEBSITES
Pre-written
D. ON SCNS TO
EDIA
ogin account for
cases (bounceback prob).
ses, always fill in
blind copy to prevent

KEY MESSAGES

- SAFETY IS #1 PRIORITY
- PEOPLE + ANIMALS = EWR.
- DIFFICULT + SIGNIFICANT FIRE
- PROTECTION OF CRITICAL FACILITIES
- UTILITIES - RAIL - HIGHWAY
- PIPELINES - OIL/GAS FACILITIES
- ALL RESOURCES AVAILABLE
BEING PUT TO FIGHTING FIRE
- WATER RESOURCES
- FIGHT
- Protect AG - \$1.4 Billion
INDUSTRY

COLOR COMMENTS

Wind MAJOR CONCERN
SAFETY #1
- SUNDOWNER EFFECTED

FUEL - OLD, NOT BURNED
SINCE 1955

WEST SIDE - STRUCTURES;
- HOMES = EVAC

DIFFICULT + SIGNIFICANT
FIRE

- DANGEROUS CONDITIONS
- DANGEROUS TERRAIN
- HARD TO REACH

RELY ON AIR
- ~~will~~ USE HAND CREWS



JIC (M)

mailto:2013.co.s

Historic Court

inciweb.nw

H: EOCPIOstaff

Raj. Singh
209-988-83
rsinghe@stanislaw

6/18/11

ecopiostaff@co

Staff



PROJECTS:

- OAKS/TREE PROTECTION
- MUD/DEBRIS REMOVAL
 - PUBLIC LAND
 - PRIV. PROP.

• MATERIALS EXCH.

• JIC COORD. COMM. SPEAKING REQ.

• METRICS - PUSH: ^{• GREEN TAGS}
^{• #DRL VISITORS}
- GRAPHIC - SMPA?

• OPEN MONT. INFO CNTR.

• COMM. MEETING CHECKLIST
↳ PRESS CONF CHECKLIST

• BAERT/WERT/CORE PUBLIC/CO. MT-MARCH

• VIDEO: NEW EVAC INFO/MAP

• CARP. OUTREACH PLAN

• "NO DUMPING IN CREEKS"

• IOL CLOSURE FACILITATES EVAC

• HOW REBUILD GET STARTED

• P+D CASE MGMT SURVEY/
DATABASE

MESSAGES/ISSUES

- TRAFFIC IN MONT/
IMPACT AREA
 - EXPLAIN ZONES

Sheriff Doc
(805) 692-5711

ANIMAL SVCS HOTLINE
805-681-4332

DAER-Manny Madrigales: 550-690

Montecito Fire Protection Dist.

Jackie Jenkins 969-7762 Fax: 969-3598
Montecito Water: Laura Camp (805) 895-4720

Gina DePinto 319-9155

Terri Maus-Nisch 450 8294

Susan K-R 896-1057

Molly Marino (soc. ser.) 895-435

Woody Enos (fire) 896-6404

Kelly Hoover (SO) 636-3478

Suzanne G. 886-5403 *

BEN ROMO 680-7623

Dave Z. (fire) 896-6336

Warner 886-1572

Silvio 451-8985

Karyn 619-395-0376

* For mental health concerns
at shelter

SHANE (951) 355-4555

EOC Duty Officer
696-1194

* Our JIC *
(805) 696-1188

Evacuation
CENTER
Closed

S.B. County Animal Service
53 other animals
223 chickens

Small Animals - S.B. Humane Society
5399 Overpass Rd. [26]
For Assistance w/ lost sm Animals
Call Hotline (805) 681-4332

Jessica, Internal Affairs PIO
Red Cross
(661) 809-2726

Sheriff's Dispatch
683-2724

Lt. Sean O'Grady
805-331-8442
SHERIFF

JIC OPERATIONS

County Guest Wifi:
Connect With Us!

User: EOC emergency!

211 Login icard.com
email: news@countyofsb.org
pw: publicinfoteam

Hootsuite Login
login through Twitter
name: countyofsb
PW: COSBpio321

Sheriff Dispatch

(805) 696-1191 #readySBC

#805 strong ①

#CA storm #ThomasFire

#SantaBarbaraCounty ②

@NWS... #Montecito

#Carpinteria

#Goleta #Santa Maria

Billing Code: 185TMI

Do not post Media Advisory
to Web - Only Press

PW - Jon Frye 805-448-7042
Bret Stewart (805) 890-5575

Lake Cachuma
Camping
- on line or
568-2460 9-3 PM

Media ?'s for Debris
* SB County Flood Control
(805) 568-3447

Laura Camp MWD
895-4729

Caltrans PIO

1. Colin Jones
(805) 440-7098

2. Jim Shiver
(805) 748-1170

Caltrans Vehicle Recovery
(805) 477-4174

ENVIRON. Health Services

Public #'s: 1. (805) 681-4900
2. (805) 346-8460

Public Health PIO = Susan K. Rothsch

Caltrans Director
Tim Gubbins

Incident: 1/9 Debris Flow

Per Incident Update 1/20 7 AM

Personnel: 540

Fatalities: 21

Missing: 2

Injuries: 28

Structures damaged: 307 SFR/17 Comm

Structures destroyed: 129 SFR/6 Comm

Disaster Recovery Center

Calvary Chapel - 1 N. Calle Cesar Chavez

Mon, Tues, Thur, Fri 9a-6p

Wed, Sat 9a-3p

Sun: Closed

Karyn: 619-395-0376

For call center forwarding:

- 1) Pick up receiver
- 2) *0, then 5550
- 3) Unforward: #0

CALL CENTER: 833-688-5551 8a-5p
or Text: (805) 699-0165
2-1-1 (800-400-1572)

Sheriff Doc
(805) 692-5711

ANIMAL SVCS HOTLINE
805-681-4832

BAER: Mommy Madrigales: 550-6905

Monterey Fire Protection Dist.

Jackie Jenkins 969-7762 Fax: 969-3598
Monterey Fire: Laura Camp (805) 895-4729

Gina DePinto 319-9155

Terri Marks-Nisch 450-8296

Susan K-R 896-1057

Molly Marino (soc ser) 895-4350

Woody Enos (fire) 896-6404

Kelly Hoover (SO) 636-3478

Suzanne G. 886-5403 *

BEN ROMO 680-7623

Dave Z. (fire) 896-6336

Warner 886-1572

Silvio 451-8785

Karyn 619-395-0376

* For mental health concerns
at shelter

SHANE (951) 355-4555

EOC Duty Officer
696-1194

* Our JIC *

(805) 696-1188

4400 ENDREDALE CANYON RD

Luke Beckman/Red Cross
650-740-5853

Brian Wul 805-729-5155
buhl@sbccom.org

S.B. County Animal Service

2 Dogs
1 Cat
120 Chickens
A few other animals

For Assistance w/ Injured Animals
Call Hotline (805) 681-4332

Jessica, Internal Affairs PIO

Red Cross
(661) 809-2726

Sheriff's Dispatch
683-2724

Kelly Moore Cell
805-689-9629

Lt. Sean O'Grady
805-331-8442

SHERIFF

ISSUES

IN MONT/
AREA

AIN ZONES

mail Janette
ell / Logs
/ logistic needs

MARCH

- INSURANCE LTR
→ Currently w/ County Counsel

TODAY'S To Do: 2/16

☐ FAQs = Soc. Med.

☐ Get approval for rain gauge press release
→ Need descriptions rain gauge pics (date, location, etc)

☐ Finalize PP slides for Carp High Mtg
→ Edit/refine Tom slides

☐ Spanish language radio for Carp High Mtg
L ym or Carp official?

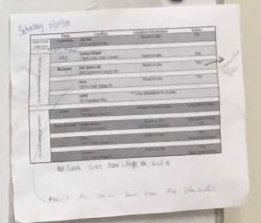
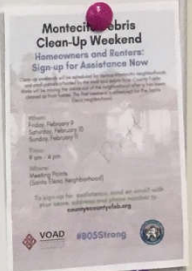
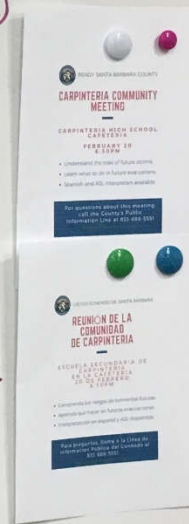
☐ F/up Lena Moran re: compatibility of
recording equipment w/ CSBTU equipment

☐ Materials exchange dis

☐ Publicize Carp Mtg on Instagram → Send flyers to....?

☐ Illegal Dumping Press Release

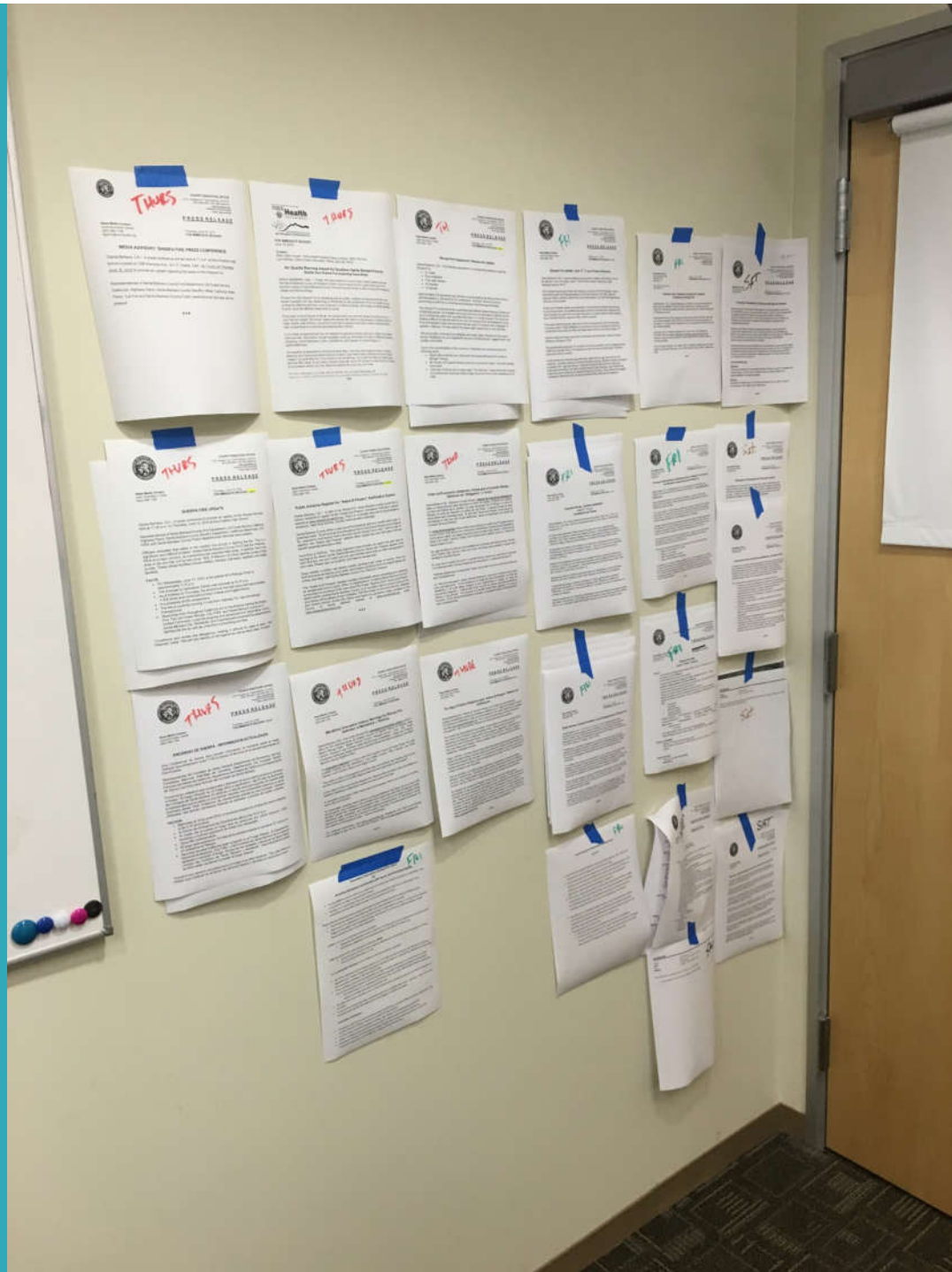
1/9 Debris Flow
or
1/9 debris flow?



RELEASES STORY IDEAS

Priority:-

- ② • PROTECT NATIVE AMER.
LAND
 - FUTURE EVAC AREAS.
LANGUAGE/HOLDING STATS
 - REPOPULATION
- ③ • USE OF RECLAIMED WATER
- ① • INTERACTIVE MAP
- PUBLIC/MEDIA



Research During Incident

Back to Messeng



Suzanne's Post



Tom Fayram
That is Floyd, a
Maintenance Leader on our
South Coast Flood Control
Crew. They called
someone to find out where
it belonged and then put it
back. A small thing
perhaps in the greater
scheme, but so happy
these guys value these
things that are important.

1w **Like** Reply



View 6 previous replies...



Timothy Kirshtner
Also, Jim McClintock
was there to help
replace the bench
where he wanted his



News Feed

Requests

Notifications

More

SAE

Example of Message Delivery

Alabama Tornado Example

- Emergency Ops PIO
 - What does she know?
 - Range of info
- Senator
 - Evergreen content



Notre Dame Example

Become news
observer:

What was goal?

Discern his key
messages?

Who was in charge
of the interview?

Did he answer
questions?



Butte/Paradise E-News



TOWN OF PARADISE
BUTTE COUNTY

Air Quality Monitoring

The Go
Magalia
asbesto

Each s
sensitiv

Visit the
Manage
[recover](#)

Property
Governm
and spee

Debris Removal Operations Center

FREQUENTLY ASKED QUESTION

Question: How do I know when my property is certified clean of fire debris?

Answer:
Property own

There are sev
ash are remo
still be comple
clean. The Co

Visit the Phas
stages and tra

You can also
information at

You will recei
informing you
Paradise or B
has been com

COMMUNITY MEETINGS AND EVENTS

The following community meetings and events related to recovery. The list is not intended to be a comprehensive list of community events.

Visit ButteCountyRecovers.org/events or Makeitparadise.org/meeting-schedule for a list of events hosted by, or held in coordination with, Butte County or the Town of Paradise.

Magalia Community Meeting
Upper Ridge Community Council
July 11, 2019, 6:00 PM – 8:00 PM
Seventh Day Adventist Church, 15204 Skyway Road in Magalia

Paradise Irrigation District
Water System Recovery Update
July 15, 2019, 6:00PM
Paradise Alliance Church, 6491 Clark Road in Paradise [Text Link](#)

Nea

Material

Fire Del

Concret

Metal

Butte County

In Progress (indemnity agreement signed): 4
Outstanding: 4

Schools, AFN, Retirement Communities, Neighborhoods

Schools: SB County Debris Flow



Suzanne Grimm
Santa Barbara

schools” can call
n weekly: public and
reK, k-8, 9-12

TIPS FOR TALKING TO CHILDREN ABOUT TRAUMA AND CRISIS

- Be a model for your children.
- Take care of yourself and get support when you need it.
- Help children return to a normal routine.
- Help children volunteer.

Section 3: Crises of Confidence

Crises of Confidence

These should guide you:

- Openness with those affected
- Transparency in explaining what happened
- Honesty about crisis scope

Crises of Confidence

- Know Your Exposure - have an in-depth and brutally honest discussion
- Be a “Nudge” - you must be part of the response, even if it means being a pest
- Highlight the Risk - ensure that staff understands the potential damage to your agency and those you serve

Crises of Confidence

- Plan Your Response - include crises of confidence in your emergency response plans
- Identify Your Team - pull your team together and build relationships now; you won't have time when crisis hits
- Anticipate Outrage - stakeholders will be angry and confused - use empathy

Cyberattacks

- Among most-feared crises today
- Typically are user-caused
- Can involve confidential resident, business, or staff information
- Prevention starts with staff at home
- City of Atlanta

Cyberattacks

- Risk Builds Over Many Years - Attackers often access systems for several months before taking action
- It Won't End Soon - Several months after the initial attack, many of your systems may still be down
- Finger-pointing Will Linger - City officials may blame each other for the attack, pundits will second-guess you

Cyberattacks

- Paying Ransom is a Tough Call - It's easy to armchair quarterback the agency's decision to not pay or not
- Contact with Hackers Can End Quickly - If scared, hackers may abandon ransom request, leaving the agency with no choice but to rebuild its systems from backups, if they exist

Cyberattacks

- Explaining “What Happened” May Be Difficult - Investigators may limit communication about the cause, feeding the rumor mill and impeding your ability to inform stakeholders
- Media wants a local angle - When another agency is attacked, be prepared for questions about your readiness

PRA Requests

- Increasingly from the public, not reporters
- Recent request included:
 - For crying out loud, Holy sh*t, Holy cow, Holy crap, Oh my God, Oh my goodness, OMG, OMFG, Oops, Shoot, Yikes, !!!, What a disaster, Hit the fan, Perception issue, Screw up, Screwed up, Uncomfortable, Big trouble
- Delays won't make request go away
 - More time to build the story/issue

Personal Devices and Accounts

- Communications by a public employee concerning public business on personal device or account may be disclosed
- Think about what you've written in texts to friends and family
- Voicemails are now transcribed and may also be disclosed

SM Drives Public Opinion



Randa Jarrar
@randajarrar

Follow

Barbara Bush was a generous and smart and
amazing racist who along with her husband
raised a
your ni

5:27 PM - 17/

Regarding tweets on Tuesday, April 17, by a Fresno State faculty member:

153 Retweets

2.3K

"Academic freedom is at the core of our University, something we promote and practice every day in our teaching, research and public service. I am a fervent supporter of academic freedom and its underlying principles, as defined by the First Amendment. This is the essence of our democracy. I recognize that in the exercise of free speech rights, individuals may present personal opinions in a provocative manner, and I also value the First Amendment rights of individuals, even when others may find the speech unpleasant and inappropriate.

I also recognize that people will have different opinions on the proper balance between freedom of expression and the responsibility to exercise it in a way that promotes constructive dialogue. We are constantly striving to get that balance right. That is where an academic institution such as Fresno State can be a leader in the Central Valley and beyond."

Section 4: Phase II of Incident: Recovery

Express Empathy - if Appropriate

- Very difficult to express
- “Might expose us to liability”
- Can engage audience, create confidence
- Excellent role for electeds

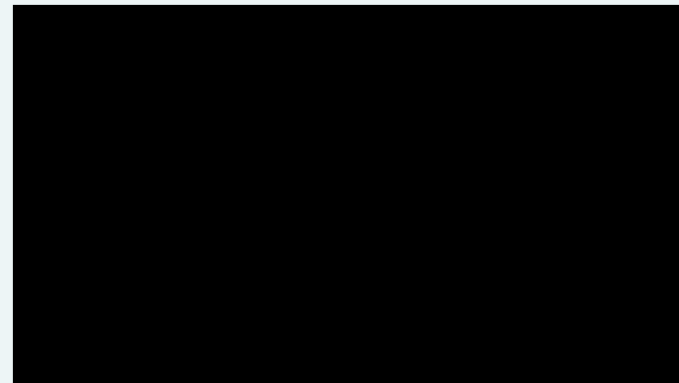


Access and Functional Needs

- Required to be addressed by FEMA
- See checklist in handout
- Good example of audience-based communications planning
 - Audience
 - Message
 - Tactics

Virginia Beach Municipal Bld.

- Unique response when your agency is personally involved
- Your friends and colleagues involved
- Motive becomes personal for you
- Be prepared for so much emotion



Seal Beach: Salon Meritage

Roles for Elected Officials

- CM spent one full day in 2-hour, 1:1 briefings for council
- Incident response
- Funerals: attend? Protocol
- Communications with staff: channels
- Face in community: attend various events
- Talking points for each
- Mayor - official spokesperson

Offers of Assistance; Events

- Chamber named as initial clearinghouse
- City goal: response to every offer
- Created spreadsheets to track
- Reviewed each line every afternoon

2019: Pros/Cons of Go Fund Me

- Discussion

1st Council Meeting After

- Begin with moment of silence
- Put off most business
- Mayor's comments/intro items
- CM gives overview, then Chief
- Council comments: each had own points
- Adjourn in honor of each victim

Initial Post-Incident Days

- Fundraiser releases
- Q&A re: victim fund
- Web site key source
- Media lists: local, full
- Ongoing release schedule
- Gear up for funerals

Long-Term Planning

- What do with site of incident?
- Large community-wide event?
- Honor people, not shooting
- Permanent memorial
 - Location
 - Funding
- One-year, ongoing anniversaries

Top 10 Lessons Learned

1. Have a really great PIO
2. Use PIO mutual aid
3. It won't be over the first day
4. Honor your culture
5. If disagree with other agencies, see #4
6. Constantly monitor needs of community
7. Community partners (hosp., school, c/c)
8. You won't have your key players
9. Likely bigger than public safety
10. Id, create management team: now
11. Use as many tools as possible to reach audiences

Shared Experiences / Wrap

“Public sentiment is everything. With public sentiment nothing can fail; without it nothing can succeed.”

Abraham Lincoln