Disaster Ready Chippewa Valley PIO Tabletop

After-Action Report/Improvement Plan

1/30/2018

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

Rev. April 2013
HSEEP-IP01

EXERCISE OVERVIEW

Exercise Name	Disaster Ready Chippewa Valley PIO Tabletop
Exercise Dates	12/12/2017
Scope	This exercise is a tabletop exercise, planned for two hours at UW-Eau Claire.
Mission Area(s)	Response, Recovery
Core Capabilities	Public Information and Warning, Operational Communication
Objectives	Develop appropriate public information messaging, Identify messaging avenues and policies
Threat or Hazard	Human-caused/Cyber Security
Scenario	A phishing scheme has compromised the company's IT infrastructure. All attendees acted as the PIO for the incident.
Sponsor	Eau Claire County Emergency Management, Wisconsin Emergency Management, Disaster Ready Chippewa Valley
Participating Organizations	Public-Private partnership. Attendance list will be submitted with the AAR/IP
Point of Contact	Tyler Esh, Emergency Management Coordinator, Eau Claire County Emergency Management, 721 Oxford Ave Rm 3344 Eau Claire, WI 54703, (715) 839-4736, tyler.esh@co.eau-claire.wi.us

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Develop Appropriate Public Information Messaging	Public Information and Warning		S		
Identify messaging avenues and policies	Operational Communications			M	

Ratings Definitions:

- Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
- Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Develop Appropriate Public Information Messaging

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Public Information and Warning

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Variety of backgrounds and expertise in room

Strength 2: Good understanding of possible messaging avenues (i.e. social media, website, etc)

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: More businesses need to identify specific policies and procedures related to social media

Reference: Business specific crisis communications plans

Analysis: Due to size of some businesses in attendance, there were varied levels of comfort with how to use social media for messaging and identification of who can do that

Area for Improvement 2: Making the exercise more broad

Reference: N/A

Analysis: The scenario was an IT incident and some participants did not feel comfortable answering questions on a topic that they do not have expertise in

Operation Communications

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Need for more handouts and templates for businesses to develop policies from

Reference: N/A

Analysis: Participants whose organizations have very limited to no crisis communications plan were not sure how to start developing one

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Disaster Ready Chippewa Valley as a result of Disaster Ready Chippewa Valley PIO Tabletop conducted on 12/12/2017

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element[1]	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Public Information and Warning	1. Businesses identify policies and procedures related to Social Media	Develop policies for public information		Any organization in attendance			
		Develop policies for social media		Any organization in attendance			
		Identify spokespersons		Any organization in attendance			
	2. Making exercise more broad	Develop future scenarios to be less of the issue and more the desired outcome		Disaster Ready Chippewa Valley and County EM			

[1] Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

APPENDIX B: EXERCISE PARTICIPANTS

Submitted separately.

DRCV Public Relations & Crisis Communications Exercise
Highlights from Participants Reports

Key Issue #1
After participating in this exercise, do you feel like you organization is prepared for this type of event? What are some of your strengths? Areas for improvement?

Comments/Strengths:

- some participants felt they were ready for the scenario, but not all; some were more ready on the cyber-security side, then the public relations side
- some participants have cyber-liability insurance; increasingly affordable
- most participants have an IT contract or skill IT personnel in house
- most participants back-up data off-site or in the cloud; increasingly automated
- smaller organizations and businesses can often respond quickly (less bureaucracy)
- local and state resources (Cyber Response Team) available if needed

Areas for Improvements/Recommendations:

- many lack cyber-security and/or social media policies, along with related training for staff
- more formal authorizations and permissions for data, computer access/use, etc. needed in some cases
- some organizations have not identified and trained a PIO
- it is not uncommon for smaller organizations to not have a formal crisis communications or public relations plan; provide a template to develop such a plan, then train/exercise the plan
- get IT familiar with the command system; consider developing a two teams for cyber-response—a technical team (IT experts) and a policy/PR team (decision-makers, legal, finance, etc)

Key Issue #2
Do you feel like your organization has the right resources (staff, training, equipment, etc.) to support this function?

Comments/Strengths:

- most participants believe they have fairly good cyber-security systems with adequate resources and systems in place, but cyber-criminals can find holes making this an ongoing threat that can't be 100% prevented
- State and Regional Cyber Response Teams available if needed
- area universities and technical college a good resource
- 211 system as a potential resource identified

Areas for Improvements/Recommendations:

- many organizations rely on outside consultant assistance for cyber-security or addressing such an incident
- more training of staff in cyber-security threats and awareness needed, along with related policies (e.g., stronger passwords, limiting access)
- more training of person(s) with PIO role needed
- engage a third party to test and assess the organization's cyber-security
- training needs to be continuous

Key Issue #3

What takeaway(s) do you have from this exercise that can be included in your organization's Crisis Communications or Public Relations Plan?

Comments/Strengths:

- be confident when you communication the message and reassure the public, but also honest and empathetic, while not displacing blame; response should be timely with the information you are confident with (if you don't respond, media/public will fill gaps)
- make sure you are telling everyone (employees, media, customers, social media) the same story
- social media has an important role; identify an individual response for managing with policies on what and when to post, respond, etc.
- consider developing a "Dark Site" crisis webpage with basic templates
- no everyone is a good PIO; sometimes the PIO should not be the top official
- it is important to have a plan, then involve everyone with a role in exercising the plan

Areas for Improvements/Recommendations:

- data should be backed-up automatically and more frequently for some organizations
- organizations need templates and canned messages so they can better prepare their crisis communications plan
- know where your plans are
- be proactive, not reactive