

## Disaster Resiliency Social Media Assessment and Action Plan



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## Introduction

It has been a little more than ten years since the general public got a glimpse of Facebook. At first, government communicators paid little attention, thinking social media was just a fad that would run its course. While the use of social media applications like Facebook was gaining steam, cell phone use around the world was also growing and the functionality of these mobile communication devices was expanding. The collision of these two phenomena has resulted in today's highly mobile, highly technologically social society.

Once it became apparent that social media was here to stay, that a paradigm shift had taken place in the communication arena, governments realized they needed to climb aboard the social media train. However, issues of personal privacy, employee use, and IT security arose. Policies needed to be developed, yet those responsible for both creating and adopting those policies often didn't understand the technologies involved. Elected officials, PIOs, managers feared the risks posed by wading into a communication methodology that was not only conversational, but was also instantaneously public.

Today, the public wants and expects local governments to communicate via social media. The public wants and expects government to share its communications on a variety of platforms so the person who uses Twitter gets the same information as the person who uses Facebook, who reads email, or who visits the website. Today's citizens expect information to come to them; they do not expect to have to seek it out.

At no time is this more important than during a disaster. People will reach for their mobile devices and their preferred applications. If information isn't available through a trusted source, they'll reach to any source because at that time, they are desperate for information. They are desperate for leadership, and nothing communicates leadership more than consistent, truthful, detailed information.

Social media provides an incredible opportunity to involve (where appropriate) and inform the public during all four phases of a disaster: mitigation, preparedness, response and recovery. Applications like Twitter and Facebook are free, so are cost effective communication methodologies. That, combined with their incredible reach, makes them ideal for use by even the smallest local government. We hope this report provides a roadmap for expanded social media use across Barton, Jasper, McDonald and Newton counties.

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## Goals and Objectives

### A COMMUNICATION PARADIGM SHIFT HAS OCCURRED

The rapidity of change in the technological world is mind-boggling. Computer technology and power that took rooms to house and massive air conditioners to cool just 40 years ago is now available in the palm of your hand. Personal email, a phenomenon just 30 years ago with the launching of AOL, CompuServe and others, has been supplanted by instant messaging, text messaging, and online chat programs like Facebook Messenger. Email is read only after its subject lines are browsed. If they aren't interesting enough, the email is passed over. YouTube, an all video service, is the second largest internet search engine after Google. Video is the name of the game today. Apps like Snapchat, Pinterest, Periscope have captured the imagination. And, an entire collection of apps are available on mobile devices to enhance business productivity.

### MOBILE, SMART PHONE, AND SOCIAL APP USE

Consider this communications timeline. Then think about how and where local governments communicate versus how and where constituents *expect* them to communicate.

#### Mobile Phones

Then: In 1964, there were 1.5 million mobile phone users in the US, all non-cellular phones using radio frequency.<sup>1</sup>

Now: **52% of US adults live in a household with no landline.**<sup>2</sup>

#### Smart Phones

Then: The first cell phone arrived on the market in 1983.<sup>3</sup>

In 2011, just 35% of Americans owned a smart phone.<sup>4</sup>

Now: **95% of all Americans own a cell phone, 77% own a smart phone.**<sup>5</sup>

Ages 18-29: 100% own a cell phone, 92% own a smart phone.

Ages 30-49: 99% own a cell phone, 88% own a smart phone.

Ages 50-64: 97% own a cell phone, 74% own a smart phone.

Ages 65+: 80% own a cell phone, 42% own a smart phone.

#### Facebook

Then: September 2006, Facebook moves from a .edu email address restriction to availability for the general public.<sup>6</sup>

Now: Facebook has 201.1 million users in the US, up from 191.3 million just one year ago.<sup>7</sup>

#### Twitter

Then: July 2006, Twitter was launched.<sup>8</sup>

Now: Twitter has 67 million users in the US.<sup>9</sup>

### DIGITAL NATIVES


Those born after 1980 fall into a technological category known as "Digital Natives". They have never lived in a world without technology in their households and lives. Those born in 1980 would today be 36 years old. They have families of their own and are raising children who are also digital natives. The internet is second nature; mobile devices and communication is a necessity in their lives. That little device they carry everywhere

holds their lives and connects them to the world. On it, they do their banking, shop, chat with friends, get driving directions, take pictures and videos that they share with the world. Yet, far too many local governments don't connect with them on it.

## THE CHANGED NATURE OF EMERGENCY COMMUNICATION

The story will be told. During an event, the question is: who will tell the story? If it isn't the local jurisdiction, it will be citizens because, today, everyone is a publisher via their mobile devices.

A Canadian university decided not to put information out in the middle of the night about a shooter because the shooter had left the campus. "Essentially, the decision by the university not to send a message using their ENS (emergency notification system) or through social media channels put the control around the incident management in the hands of the students."<sup>10</sup>



"However, [social media] is a significant force in public opinion and the spread of information, and if it is ignored can become a liability to your organization. The general population now expects real-time news with updates throughout an event."<sup>11</sup>

The tools to enter the communication world inhabited by today's citizens are not expensive, in fact, many of them are free. A website can be created with a domain name (approximately \$10 annually) and a free hosting site like Wordpress.com. Facebook is free. Twitter is free. Each can be updated from a social media dashboard that may also be free.

So, why doesn't every jurisdiction have a website and Facebook page? The primary obstacles appear to be personnel and training. For small jurisdictions, implementation will require leveraging resources with higher levels of government or through resource sharing with other localities.

Notwithstanding these obstacles, the paradigm has shifted and for local governments to effectively protect the health, safety and welfare of their citizens, they must adopt these new communications channels and make them commonplace.

The goal for this report is to provide a roadmap for local governments in Barton, Jasper, McDonald and Newton counties to create effective Social Media Emergency Communications plans so that they may be prepared to effectively communicate real time information with their constituents in any event. This report includes a variety of recommendations, some long-range, some immediately implementable. It includes the elements of a social media emergency communications plan written as a template for both discussions and plan creation. It includes guidance, suggestions, and resources. The appendices include a variety of statistics and demographics along with a review of and recommendations for found websites and social media channels.

## Recommendations and Actions

### HARRY S. TRUMAN COORDINATING COUNCIL (HSTCC)

As a regional council of governments, HSTCC should continue in its role of gathering and disseminating information where it can leverage applicability across multiple jurisdictions. Additionally, HSTCC should seek to find ways to assist jurisdictions where resources are limited.

#### 1. Leadership

- a. While Missouri is a “home rule” state, it never makes sense to recreate the wheel. It makes far more sense to duplicate efforts wherever possible, to learn from others’ successes and failures. HSTCC can provide a leadership and coordinating role through regional meetings, panel discussions, webinars, and newsletters that share information and activities of those around the region.
- b. Research and apply for funding to support county and municipal efforts to implement or expand the use of social media.
- c. Implement a web page listing all web and social media links for the four counties, county by county. A table layout similar to Appendix II could be used.
- d. Independently or with the State, create a program to identify vulnerable populations. See RegisterReady: [http://www.ready.nj.gov/plan/special\\_needs7.html](http://www.ready.nj.gov/plan/special_needs7.html)

#### 2. Municipal grants

- a. These could take the form of providing consulting services to municipalities to create social media emergency communication plans through a competitive process. See Sustainable Jersey: <http://www.sustainablejersey.com/grants-resources/sustainable-jerseysmall-grants-program/>
- b. HSTCC should investigate and coordinate public-private partnerships to create marketing collateral for local government social media emergency communications channels.

#### 3. Develop a Digital Resource Library

- a. Create an online library of local government policies for digital communication. These would include commenting, terms of use, linking, internal social channel creation policies. See Texas State Library: <https://www.tsl.texas.gov/slrn/blog/2016/05/social-media-policies-and-procedures/>
- b. Develop a training web page with links to publicly available video training. Include how-to videos or PPT presentations.

#### 4. Provide Training on a free or fee basis

Live stream all sessions to eliminate travel time. Record them for on-demand availability.

- a. Intro to Blogger, WordPress for simple website creation
- b. Social media channel training, including Facebook, Twitter, YouTube, FB LiveStream
- c. Social Media dashboards – How to manage it all from one app (Hootsuite)
- d. Broadening Information Dissemination: Widgets and Twitter Fast Follow (text)



## COUNTY GOVERNMENT

### 1. County leadership role

- a. Each county website should have a list of every municipality within the county and each municipality's name should be linked directly to its website.
- b. Links to social media, including public safety and emergency channels, should be included. A table works well for displaying this information (See Appendix II.)
- c. Each county should consider setting up a social media communication network that includes its municipalities. This leverages resources by having all jurisdictions as team members with the county. See [MCUrgent: a Shared Social Media Emergency Information Network](#)
- d. Each county could run training courses if not provided by HSTCC.
- e. Counties could include a Google map (or equivalent) on their websites indicating community shelter locations, charging station locations and other locations critical in an emergency. Pins could include open times and contact phone numbers if applicable.
- f. Counties should look to leverage their size and level of government to reduce costs of software acquisition wherever possible.
  - i. Many vendors are willing to offer lower cost to municipalities when the county contracts for software. Some even include unlimited jurisdictions, basing their fee on transactions versus numbers of jurisdictions. An example of this is <http://archivesocial.com/pricing>
- g. Counties should eliminate silos when a disaster strikes.
  - i. If a county has four social media channels (for example: Parks on Twitter; Sheriff on Facebook, Twitter and Nixle; County government on Facebook and Twitter), post everywhere! At a minimum, post every few hours redirecting citizens to emergency channels.
  - ii. If counties have created a page with links to all web and social media (see a, b, c above), during an emergency, a notice linking to this page would be sent out periodically.

### 2. Digital Emergency Communications Plan Library

- a. If not currently done, each county could have copies of all municipal social media emergency communications plans for that county. Each county might consider an annual review of those plans and track completion.

### 3. Marketing Plans

- a. Counties should "like" all their municipalities on Facebook, follow them on Twitter and encourage other municipalities to do the same. Disasters don't end at town borders, so this helps citizens find what they need much faster.
- b. If counties have newsletters, they should "spotlight" agencies within the county and municipalities to reach a broader audience with specific links for emergency communication.



## MUNICIPALITIES

### 1. Create a website

- a. Every jurisdiction should have one, even if it's only one page. Include:
  - i. Contact information for police, fire, EMS
  - ii. Contact information for the mayor, administrator or supervisor
  - iii. Where to get emergency information. If it will be on that page, say so
  - iv. Any social media should be linked from this page
  - v. Be sure to indicate "Missouri" on the web and all social media pages. Some jurisdiction names are used in many states and without the state name appearing, in an emergency, people won't know if they're in the right place.

### 2. Create a Facebook page

- a. It's free! Every jurisdiction should have a Facebook page (not a profile or group).
- b. Use a widget to put the Facebook feed on the website. By doing this, information only has to be posted to Facebook to appear on both Facebook and the web.

### 3. Use Wordpress or Blogger to provide detailed or on-the-fly information

- a. If the website is created with Wordpress, add a page as needed during an emergency for things like road closures. Depending on the locale, there may be too many road closures to post on Facebook or Twitter.
- b. Counties can create a separate blog post for each municipality within its jurisdiction and post updates as they occur by town.
- c. Creating a blog or separate website page, and publishing the link on social media, is far easier for citizens in these cases.

### 4. Use a Social Media dashboard for productive posting

- a. If posting to more than one social channel, a social media dashboard like Hootsuite is a must. Dashboards link to each social channel, allowing posting to all from one application.
- b. Hootsuite is free for three social channels. Annual fees vary depending on the number of users and number of social channels.
- c. Plugins allow posting to Wordpress and Blogger from the dashboard as well.
- d. Posts can be set up for approval, scheduled in the future.
- e. Filtering and keyword searches improve social media monitoring. Incoming posts can be assigned to team members for review and action.

# The Social Media Emergency Communications Plan

Failing to plan means an agency is planning to fail when a crisis occurs. Emergency managers know the importance of planning and exercising those plans. They also know that communication with each other and with the public is critical to minimizing the impact on lives and property during any event.

While the elements of a social media emergency communications plan may be the same from jurisdiction to jurisdiction, the details supporting those elements will be different because each jurisdiction has its own characteristics. A working committee should have governance authority over the social media communication plan, including initial discussions and creation, adoption, and annual reviews.

## Elements of a Social Media Emergency Communications Plan

The list below can be copied into a MS Word document and used as a basis for discussion and a template for a Social Media Emergency Communications Plan.

### 1) GOVERNING BODY APPROVAL

- a) A statement of approval, including the date a resolution was passes approving and endorsing the plan

### 2) AUTHORITIES

- a) Federal, State, County and Municipal (as required) legal citations authorizing the governing body to approve the plan and its elements.

### 3) REFERENCES

- a) Federal, State, County and Municipal (as required) policies that apply to plan elements. For example: Public Information SOPs, HIPAA Policies, Release of Public Information Policies.

### 4) PURPOSE

- a) The purpose of this Social Media Emergency Communications Plan is to define and provide guidance for the operation of a viable social media based public information program during any emergency or disaster situation. Further, it is to provide guidance and direction in the development of said plan, and in after-action reporting following its use during an emergency or disaster.

### 5) RESPONSIBLE PARTIES

- a) Identify, by position title, the jurisdiction or agency official PIO(s) responsible for all emergency public information activities. A back-up individual should be listed in case the PIO is unavailable for whatever reason. Contact information should be included for internal use only. Contact information
- b) Identify, by position title, all relevant NGOs, non-profits, civic organizations, faith-based organizations, and CERT members (where applicable) who may be called upon during an event.

### 6) GOVERNANCE COMMITTEE

- a) A committee composed of the person with the responsibilities of a town administrator, along with the jurisdiction's public information officer, public safety (police and/or fire) public information officer, and the Social Media coordinator, at a minimum, should comprise an Emergency Public Information Committee.

Others with appropriate disciplines may be added on an as-needed basis, for example, a health officer or professional should the emergency be a health emergency.

## **7) PHYSICAL FACILITY**

- a) The Social Media coordinator should be physically located in the Emergency Operations Center (EOC) whenever it is operational during an emergency.
- b) The Social Media coordinator should have available a laptop, internet access, back-up generator capability, a cell phone and landline, and a work area within the active EOC work area. This facilitates the mutual sharing of information and the coordinator's access to decision-makers.

## **8) PERSONNEL**

- a) If budget and manpower is an issue, consider training communication volunteers in advance.
  - i) NOAA Weather Spotter training is a good example of how to do this.
  - ii) Consider communication training under the auspices of CERT (Citizen Emergency Response Team: <https://www.fema.gov/media-library/assets/documents/28059>)
  - iii) Develop Intra-team communications using systems that are not locally vulnerable such as a private Facebook group or an application like Yammer.
- b) Small communities without personnel assets to manage a Social Media Emergency Communications plan should enter into Memorandums of Understanding or Mutual Aid Agreements with their county emergency management departments.

## **9) PROCESS FOR AN ANTICIPATED EVENT (SOP AND WORKFLOW)**

- a) Each municipality or county should include its Emergency Public Information Committee Social Media coordinator in planning meetings.
- b) The Social Media coordinator can schedule preparedness postings in advance.
  - i) Using a dashboard like Hootsuite, posts to Twitter, Facebook and a blog can be scheduled to post at specific times.
  - ii) An Excel sheet exists with recommended posts for specific emergency types. Use this or develop one.
- c) Determine manpower needed to keep posting operational 24 x 7. This will vary based on the severity of the event. After about 10 hours, any one monitoring and posting will need a break.
- d) Utilize all tools established as part of this Social Media Emergency Communications Plan.
- e) Should the event be large enough, or damaging enough, to need distribution of information via phone recordings or door to door flyers, publish these on the web to expand their reach.
- f) Be sure to address rumors via the web and social media.

## **10) PROCESS FOR AN UNANTICIPATED EVENT (SOP AND WORKFLOW)**

- a) Be sure to include the Social Media coordinator immediately, or at the latest, when standing up the EOC.
  - i) The Social Media coordinator can immediately begin monitoring social media to dispel rumors as quickly as possible.
  - ii) Posting by the Social Media coordinator will give the public confidence that local government is taking action.
- b) Official postings should go out about every 15 – 20 minutes, even if there is nothing to report. This builds public confidence and keeps them on official sites rather than them seeking information and landing on less reputable sites.

- c) Utilize all tools established as part of this Social Media Emergency Communications Plan.
- d) Should the event be large enough, or damaging enough, to need distribution of information via phone recordings or door to door flyers, publish these on the web to expand their reach.
- e) Be sure to address rumors via the web and social media.

## 11) VULNERABLE POPULATIONS

- a) The Emergency Public Information Committee should identify vulnerable residents and develop a methodology for communicating with them in an emergency.
- b) The Emergency Public Information Committee should identify non-English speaking populations (not specific residents) to determine how to get information to them in their languages.

## 12) POLICIES

- a) Commenting Policy
  - i) What others can say on your sites
  - ii) What you can say and how to say it on your own sites
  - iii) What your representatives can / should say on other sites
  - iv) See [Facebook.com/MorrisCountyNJ](https://www.facebook.com/MorrisCountyNJ) for our Commenting Policy
- b) Be sure the adopted Commenting Policy is published to or linked from every social channel
- c) Terms of service agreements (social channel TOS agreement)
- d) Copyright infringement
- e) Credit cards / purchasing policies (as they may affect tool acquisition during an event)
- f) Internal policy to control social channel creation

## 13) GETTING THE WORD OUT

- a) Include those specific processes to be used so people know where to find information
  - i) Create an icon that is easily recognizable and use it everywhere possible.
  - ii) Create and distribute posters for schools, municipal buildings, supermarket bulletin boards.
  - iii) Create and distribute brochures for assisted living facilities, libraries
  - iv) Cross marketing on all official web or social media sites for towns, police, fire, EMS
    - (1) Pages "like" each other (municipal likes the county; county likes the municipal)
    - (2) Small online advertising graphics that can be placed on websites and/or Facebook pages for civic organizations, area businesses, churches.
  - v) New resident welcome packets should include brochures
  - vi) Create a web page where copies of posters and brochures can be downloaded for print
  - vii) If a county, create a web page (table format) that includes all jurisdictions within the county along with links to their web and social media

## 14) TOOLS

- a) Be sure to include all registered tools, including web addresses, usernames and passwords.
  - i) This information is confidential and should be restricted based on agency policy.
  - ii) It is highly recommended that an encrypted password storage application be used, for example: Passpack, e-wallet, Norton IdentitySafe, or equivalent)
- b) Web
  - i) Consider WordPress.com for a free website; or WordPress.org for a paid site
  - ii) Domain Name (GoDaddy, NameCheap, some other registrar)
- c) Forms

- i) Feedback Form should be created and used whenever publicly identifiable information (PII) needs to be collected to resolve an issue (address, phone, children's names and ages, passwords, etc)
- d) Facebook
- e) Twitter and Twitter Fast-Follow
- f) Blogs (WordPress or Blogger)
- g) Hootsuite
- h) Consider also: YouTube, Instagram, SnapChat, Flickr
- i) Records retention issues. Know the law and if necessary, purchase archiving software

## Resources

### NO NEED TO RE-INVENT THE WHEEL

Search engines are a great way to find information, but as the web and social media have grown, finding appropriate resources is getting harder and harder. Two different people entering the same search criteria in Google or Bing or other search will get two different results. Why? Search results today are algorithmic. They are based on an individual's search history, location, and context. So, one person searching on API will get totally different results than another. For a programmer, API is "Application Program Interface", but it's also the American Petroleum Institute. Search engines can differentiate their results based on context and prior searches. Knowing that, below are resources for those building a digital presence, including web and social media.

### EMERGENCY COMMUNICATION (ESF #15)

#### CHECKLISTS:

##### **Missouri SEMA All-Hazard Emergency Planning Guide**

December 2013 (see page 14)

<http://sema.dps.mo.gov/docs/programs/Planning-Disaster-Recovery/LEOP-Planning-Documents/2013-All-Hazard-Emergency-Planning-Guidance.pdf>

##### **FEMA PIO Checklist**

[https://training.fema.gov/emiweb/is/icsresource/assets/pio\\_pcl.pdf](https://training.fema.gov/emiweb/is/icsresource/assets/pio_pcl.pdf)

##### **ESF #15 Checklist (see page 25)**

Indianapolis, IN

<http://www.indy.gov/eGov/City/DPS/DHS/Preparedness/Documents/CEMP%20DECEMBER%202012/ESF%20Checklists.pdf>

##### **ESF #15 Checklist**

Pickens County, SC

[http://www.co.pickens.sc.us/\\_fileUploads/forms/ESF15EmergencyPIOEOCChecklist.pdf](http://www.co.pickens.sc.us/_fileUploads/forms/ESF15EmergencyPIOEOCChecklist.pdf)

#### **FEMA: ESF #15 (Emergency Support Function #15)**

<https://www.fema.gov/pdf/emergency/nrf/nrf-support-pa.pdf>

##### **ESF #15 Standard Operating Procedures**

[https://www.fema.gov/media-library-data/1469621171375-60d307a6345fad752633d2e2e21d1db2/ESF15\\_SOP\\_07.06.2016.3.pdf](https://www.fema.gov/media-library-data/1469621171375-60d307a6345fad752633d2e2e21d1db2/ESF15_SOP_07.06.2016.3.pdf)

##### **National Incident Management System (NIMS)**

<https://www.fema.gov/national-incident-management-system>

### DEMOGRAPHIC RESEARCH

The Pew Research Center (<http://www.pewinternet.org/>) is an excellent place to get information about communications methodologies utilized by certain segments of the population.

<http://www.pewinternet.org/chart/who-uses-social-media/>

<http://www.pewinternet.org/2012/09/26/how-people-get-local-news-and-information-in-different-communities/>

Fact Sheets: Social Media (<http://www.pewinternet.org/fact-sheet/social-media/>); Mobile (<http://www.pewinternet.org/fact-sheet/mobile/>)

<http://www.pewhispanic.org/2016/07/20/digital-divide-narrows-for-latinos-as-more-spanish-speakers-and-immigrants-go-online/>

### **Census Information:**

American Factfinder: <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

### **Other helpful articles:**

<http://www.americanpressinstitute.org/publications/reports/survey-research/how-americans-get-news/>

## **CRISIS COMMUNICATION (GENERAL)**

### **Jane's Crisis Communications Handbook**

Texas Department of Public Safety

[https://www.amazon.com/Janes-Crisis-Communications-Handbook-Fernandez/dp/0710625960/ref=pd\\_sxp\\_f\\_pt](https://www.amazon.com/Janes-Crisis-Communications-Handbook-Fernandez/dp/0710625960/ref=pd_sxp_f_pt)

This is a very practical guide to crisis communications. It includes templates, checklists, and extremely useful information about messaging and the media.

### **The Handbook of Crisis Communication**

W. Timothy Coombs

<https://www.amazon.com/Handbook-Crisis-Communication-Timothy-Coombs/dp/1444361902>

A more theoretical and academic look at crisis communications. Written in 2012, it examines various events, looks at local crisis planning and communication, and what should be included in a plan.

## **WEB AND SOCIAL MEDIA**

### **ADA: ADA Best Practices Tool Kit for State and Local Governments**

9-1-1 and Emergency Communication Services

<https://www.ada.gov/pcatoolkit/chap4toolkit.htm>

### **ADA Best Practices Took Kit for State and Local Governments**

Emergency Management Under Title II of the ADA

<https://www.ada.gov/pcatoolkit/chap7emergencymgmt.htm>

## **RECORDS RETENTION:**

### **Creating an Effective Crisis Communication Plan for Social Media (PDF)**

<http://pi.archivesocial.com/crisis-communication-plan>



## WEB & SOCIAL MEDIA TOOLS:

This is not an exhaustive list of social media tools available for use by local governments. This list includes those with which the authors of this assessment are familiar or have used. Additionally, new tools come on the market at a rapid pace. While we do not recommend bleeding edge technologies, we do recommend a one-a-year review of newly available or enhanced tools.

### Social Channels

[Twitter](#) (and Twitter [Fast Follow](#))  
[Facebook](#)

[YouTube](#)  
[LinkedIn](#)

### Web Development Tools / Sites

[WordPress.com](#)  
[Wordpress.org](#) (fee)

[Blogger](#)  
[Bluehost](#) ([WordPress hosting](#))

### Miscellaneous Tools

[Namecheck.com](#) (check a given domain name for availability across web and social channels)  
[Nixle](#), [ConstantContact](#), [MailChimp](#) (tools for sending mass notifications via email)  
[Thunderpenny.com](#) (Static HTML for adding tabs like 'Policies' to Facebook pages)  
Widgets for embedding social media or blogs into a webpage (see each social media channel)  
[Wufoo.com](#) (drag and drop forms creator good for creating feedback forms)

## TRAINING: Wordpress, plus Adobe and Microsoft office products

<https://www.lynda.com/> (annual fee)

**Wordpress, all social media.** Typically start with the videos with the most views.

<https://www.youtube.com/>

**FEMA National Incident Management System** (formerly ICS) (online)

<http://training.fema.gov/is/nims.aspx>

**FEMA Public Information Officer Awareness** (online)

<https://training.fema.gov/is/courseoverview.aspx?code=IS-29>

**CDC Crisis and Emergency Risk Communication** (CERC) (online)

<http://emergency.cdc.gov/cerc/training/index.asp>

**Public Information in an All Hazards Incident** (TEEX)

<https://teex.org/Pages/Class.aspx?course=MGT318&courseTitle=Public+Information+in+an+All-Hazards+Incident>

## PUBLIC SAFETY LISTS

### Missouri Police Departments

<https://apps1.mo.gov/fsreg/dl.ashx?f=report&k=fdco&o=pdf>

### Missouri Fire Departments

<https://apps1.mo.gov/fsreg/dl.ashx?f=report&k=fdco&o=pdf>

## Data Selection Methodology

Missouri counties are made up of a variety of jurisdictions: cities, villages, townships, towns, and unincorporated areas. There are fire districts and ambulance districts. Per the 2010 census, populations range from a high of 50,150 persons in Joplin (Jasper County) to a low of 26 persons in Milford (Barton County) among the evaluated jurisdictions.

### CHOOSING INCLUDED JURISDICTIONS

In determining those jurisdictions to include, we began with the four counties included in the grant-study area. We then collected US Census data at [www.Census.gov](http://www.Census.gov), looking up all listed jurisdictions in each county. We sorted that list by population size and originally choose to evaluate those jurisdictions with a population above 1,500 persons.

However, taking a second look at the census data brought us to the conclusion that we look at all the listings for each county where [www.Census.gov](http://www.Census.gov) indicated there was some population. Why should any jurisdiction be left out of our review? Interestingly, sometimes a smaller jurisdiction has a better website, more highly focused content, or a better communication plan than a larger jurisdiction. A dedicated, energized employee who is willing to do the work to set everything up and keep it current can be extremely effective.

We also collected data from the Missouri SEMA website, FEMA's CERT website, and both the police and fire department listings on the Missouri (state) website.

### TAKING AN INVENTORY

The only way to create an inventory of a jurisdiction's digital presence is to go looking for it online. It's tedious and time-consuming work. Why? Because as indicated in our web / social media evaluation, all too often a jurisdiction has a social presence, but either doesn't include a link on its website or buries it or it doesn't work. While all this makes our collection job far more difficult, the impact on citizens in the middle of a disaster is even worse.

### IN AN EMERGENCY, WHERE IS SOMEONE LIKELY TO TURN FOR INFORMATION?

We kept this question in the forefront of our digital and social media inventory review. Our experience tells us that when an event happens in a rural environment, citizens are likely to turn to county government for information.

We found non-government pages, some with a significant following. Our review includes a few screen shots showing what happens when non-government social media channels provide information in a government channel vacuum. The results can, at best, be embarrassing and, at worst, be catastrophic if people make decisions based on erroneous information.

We found only one of the four counties that even listed municipalities within its boundaries, though none of those names were linked to the jurisdiction's website. In addition to none pointing to municipal websites, we didn't find any county that pointed to municipal social media sources for emergency information.

## Endnotes

- <sup>1</sup> <http://www.pewinternet.org/2010/04/20/introduction-why-study-mobile-phones/>
- <sup>2</sup> <http://www.geekwire.com/2017/geekwire-poll-still-landline-phone-survey-finds-52-percent-u-s-adults-cell/>
- <sup>3</sup> <http://www.knowyourmobile.com/nokia/nokia-3310/19848/history-mobile-phones-1973-2008-handsets-made-it-all-happen>
- <sup>4</sup> <http://www.pewinternet.org/fact-sheet/mobile/>
- <sup>5</sup> Ibid
- <sup>6</sup> <http://www.informationweek.com/software/social/facebook-history-10-defining-moments/d/d-id/1113669>
- <sup>7</sup> <https://www.statista.com/>
- <sup>8</sup> <http://mashable.com/2011/05/05/history-of-twitter/>
- <sup>9</sup> <https://www.statista.com/>
- <sup>10</sup> The Impacts and Opportunities of Social Media on Mass Notification; Everbridge 2012
- <sup>11</sup> Ibid

## Authors

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Rebecca Williams is the managing administrator of JoplinTornadoInfo, an interactive grassroots disaster recovery Facebook community that became a major communication source and resource directory in the aftermath of the May 22, 2011 EF-5 Joplin tornado. She is co-author of "The Use of Social Media for Disaster Recovery". Williams is co-creator of the Disaster Info Model developed using lessons learned from Joplin Tornado Info and subsequent Disaster Info Model social media disaster recovery, preparedness and disease mitigation efforts. These efforts include Joplin Tornado Info, Neosho Tornado Info (a proactive community preparedness model) and Ebola Virus Info.

Williams has presented "Lessons Learned in Joplin", "The Disaster Info Model", and "Effective Whole Community Digital Communications Planning" at conferences including EMAT-TX, APCO, WCDM, NAGW, St. Louis University Sustainability Conference, IOM, Quad Cities Disaster Readiness Conference and Natural Hazard Mitigation Association. She is dedicated to promoting whole community disaster recovery social media infrastructure preparedness.

### CAROL A. SPENCER

Carol A. Spencer is nationally recognized for her innovative use of social media in emergency management and state of the art government web development. Spencer brings a unique combination of skills and viewpoints to her efforts in emergency communications. Her Information Technology career spans forty years, including a public information managerial role focused on web and digital / social media communications. Spencer served ten years in elected office in Denville NJ, four of those as mayor. She was mayor during the devastating Hurricane Floyd (1999). In her role as Digital & Social Media Manager for Morris County NJ, Spencer managed all digital and social media in the county's EOC during Hurricane Irene (2011) and Superstorm Sandy (2012).

Spencer is a founding member of the National Association of Government Web Professionals. She authored the "Emergency Communications Planning" and "Vulnerable Populations Identification for Emergencies" municipal certification actions for Sustainable Jersey. Spencer is a frequent speaker at conferences on the subject of "Whole Community Digital Communications Planning".

Her work was the subject of a Hootsuite White Paper on Emergency Communications. Her social media communication application, MCUrgent, was cited by NASCIO as an innovative cross jurisdictional collaborative.

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## Appendix I

### List of Jurisdictions Included in this Evaluation

#### COUNTIES

Barton County  
Jasper County  
McDonald County  
Newton County

#### CITIES / TOWNS / VILLAGES

##### **Jasper County**

Airport Drive  
Alba  
Asbury  
Avilla  
Brooklyn Heights  
Carl Junction  
Carterville  
Carthage  
Carytown  
Duenweg  
Duquesne  
Fidelity  
Jasper  
Joplin  
La Russell  
Neck City  
Oronogo  
Purcell  
Redings Mill  
Reeds  
Sarcoxie  
Waco  
Webb City

##### **Barton County**

Asbury  
Golden City  
Irwin  
Lamar  
Liberal  
Milford  
Mindenmines

##### **McDonald County**













Anderson  
Goodman  
Lanagan  
Noel  
Pineville

##### **Newton County**

Diamond  
Fairview  
Granby  
Grand Falls Plaza  
Loma Linda  
Neosho  
Newtonia  
Saginaw  
Seneca  
Stark City  
Stella  
Wentworth

## Appendix II

### List of Social Media Sites / Channels for those Jurisdictions

Jurisdiction	Web	FB	Nixle	Twitter	Jurisdiction	Web	FB	Nixle	Twitter
<b>Barton County</b>	X				<b>Jasper County</b>	X			
Barton County OEM					Jasper County Sheriff	X			
Barton County Sheriff	X				Airport Drive	X			
Asbury					Alba				
Golden City					Asbury				
Irwin					Avilla				
Lamar (FB is PD only)	X				Brooklyn Heights				
Liberal					Carl Junction (PD, FD only)	X			
Milford					Carterville	X			
Mindenmines					Carthage	X			
<b>McDonald County</b>	X				Carytown				
McDonald County OEM	X				Duenweg	X			
Anderson	X				Duquesne (PD only)				
Goodman	X				Fidelity				
Lanagan					Jasper (FB is PD only)	X			
Noel					Joplin	X			
Pineville					La Russell				
<b>Newton County</b>	X				Neck City				
Newton County OEM					Oronogo				
Newton County Sheriff	X				Purcell				
Diamond	X				Redings Mill				
Fairview					Reeds				
Granby	X				Sarcoxie	X			
Grand Falls Plaza					Waco				
Loma Linda	X				Webb City (PD only)				
Neosho	X								
Newtonia									
Saginaw									
Seneca (Chamber FB)	X								
Stark City									
Stella									
Wentworth									



## Appendix III

### List of Websites

Jurisdiction	Web
<b>Barton County</b>	<a href="http://www.bartoncounty.com/">http://www.bartoncounty.com/</a>
Barton County Sheriff	<a href="https://bcmosheriff.wordpress.com/">https://bcmosheriff.wordpress.com/</a>
Lamar	<a href="https://cityoflamar.org/">https://cityoflamar.org/</a>
<b>Jasper County</b>	<a href="http://www.jaspercounty.org/">http://www.jaspercounty.org/</a>
Jasper County Sheriff	<a href="http://www.jaspercountysheriff.org/">http://www.jaspercountysheriff.org/</a>
Airport Drive	<a href="http://www.airportdrivemo.com/index.php">http://www.airportdrivemo.com/index.php</a>
Carl Junction	<a href="http://carljunction.org/">http://carljunction.org/</a>
Carterville	<a href="http://www.cartervillemo.com/">http://www.cartervillemo.com/</a>
Carthage	<a href="http://carthagemo.gov/">http://carthagemo.gov/</a>
Duenweg	<a href="http://duenwegmo.com/">http://duenwegmo.com/</a>
Jasper	<a href="http://www.jaspermo.org/">http://www.jaspermo.org/</a>
Joplin	<a href="http://www.joplinmo.org/">http://www.joplinmo.org/</a>
Sarcoxi	<a href="http://www.sarcoxiemo.com/">http://www.sarcoxiemo.com/</a>
<b>McDonald County</b>	<a href="http://www.mcdonaldcountygov.com/">http://www.mcdonaldcountygov.com/</a>
McDonald County OEM	<a href="http://mcdonaldcountyma.org/">http://mcdonaldcountyma.org/</a>
Anderson	<a href="http://www.andersonmo.us">http://www.andersonmo.us</a>
Goodman	<a href="http://goodmanmo.net">http://goodmanmo.net</a>
<b>Newton County</b>	<a href="http://www.newtoncountymo.com/">http://www.newtoncountymo.com/</a>
Newton County Sheriff	<a href="http://www.nc-so.org/">http://www.nc-so.org/</a>
Diamond	<a href="http://diamondmo.net/">http://diamondmo.net/</a>
Granby	<a href="http://www.granby-mo.com/content2">http://www.granby-mo.com/content2</a>
Loma Linda	<a href="http://www.lomalinda-mo.us/">http://www.lomalinda-mo.us/</a>
Neosho	<a href="http://neoshomo.org/">http://neoshomo.org/</a>
Seneca	<a href="http://senecamochamber.com/">http://senecamochamber.com/</a>

## Appendix IV

### Local Jurisdictions with no Digital Presence

#### Barton County

• Asbury	207
• Irwin	69
• Liberal	759
• Milford	26
• Mindenmines	365
<b>TOTAL W/O ANY DIGITAL SVCS</b>	<b>1,426</b>

#### Jasper County

• Alba	555
• Avilla	125
• Brooklyn Heights	100
• Carytown	271
• Fidelity	257
• La Russell	114
• Neck City	186
• Oronogo	2,381
• Purcell	408
• Reeds	95
• Waco	87
<b>TOTAL W/O ANY DIGITAL SVCS</b>	<b>4,579</b>

#### McDonald County

• Pineville	791
<b>TOTAL W/O ANY DIGITAL SVCS</b>	<b>791</b>

#### Newton County

• Fairview	383
• Grand Falls Plaza	114
• Newtonia	199
• Saginaw	297
• Stark City	139
• Stella	158
• Wentworth	147
<b>TOTAL W/O ANY DIGITAL SVCS</b>	<b>1,437</b>

## Appendix V

### Demographics

CITY/COUNTY	2010 Total Population	% Female	% Male	Median Age	0 to 40	0 to 40 %	20-40	20 to 40 %	40 to 60	40 to 60 %	Over 60	Over 60 %
<b>Barton County</b>	12402	50.7	49.3	40.3	6163	49.69%	2632	21.22%	3404	27.45%	2835	22.86%
Asbury	207	46.4	53.6	41.8	101	48.79%	54	26.09%	70	33.82%	36	17.39%
Golden City	765	47.7	52.3	38.5	393	51.37%	182	23.79%	201	26.27%	171	22.35%
Irwin	69	52.2	47.8	31.5	46	66.67%	20	28.99%	15	21.74%	8	11.59%
Lamar	4532	53.4	46.6	39.6	2292	50.57%	996	21.98%	1125	24.82%	1115	24.60%
Liberal	759	52.2	47.8	34.1	443	58.37%	197	25.96%	165	21.74%	151	19.89%
Milford	26	50	50	55.5	7	26.92%	3	11.54%	10	38.46%	9	34.62%
Mindenmines	365	55.2	45.8	37.1	195	53.42%	79	21.64%	99	27.12%	71	19.45%
<b>Jasper County</b>	117404	51.2	48.8	35.1	65986	56.20%	32227	27.45%	29740	25.33%	21678	18.46%
Airport Drive	n/a											
Alba	555	52.3	47.7	36.1	307	55.32%	149	26.85%	154	27.75%	94	16.94%
Asbury	207	46.4	53.6	41.8	101	48.79%	54	26.09%	70	33.82%	36	17.39%
Avilla	125	49.6	50.4	38.5	65	52.00%	26	20.80%	36	28.80%	24	19.20%
Brooklyn Heights	100	51	49	54.3	34	34.00%	19	19.00%	29	29.00%	37	37.00%
Carl Junction	7445	51.8	48.2	34.7	4289	57.61%	1779	23.90%	1963	26.37%	1193	16.02%
Cartersville	1891	51.1	48.9	34.5	1085	57.38%	512	27.08%	479	25.33%	327	17.29%
Carthage	14378	51.1	48.9	32	8642	60.11%	4070	28.31%	3096	21.53%	2640	18.36%
Carytown	271	46.1	53.9	40.9	132	48.71%	58	21.40%	79	29.15%	60	22.14%
Duenweg	1121	52.5	47.5	36.5	638	56.91%	325	28.99%	288	25.69%	195	17.40%
Duquesne	1763	51.2	48.8	39.6	1097	62.22%	468	26.55%	202	11.46%	464	26.32%
Fidelity	257	48.9	52.1	41.6	160	62.26%	61	23.74%	33	12.84%	64	24.90%
Jasper	931	49.9	50.1	36.7	647	69.50%	226	24.27%	111	11.92%	173	18.58%
Joplin	50150	52.1	47.9	35	34097	67.99%	15011	29.93%	6099	12.16%	9954	19.85%
La Russell	114	46.5	53.5	43	56	49.12%	24	21.05%	31	27.19%	27	23.68%
Neck City	186	51.6	48.4	37.8	100	53.76%	45	24.19%	43	23.12%	43	23.12%

CITY/COUNTY	2010 Total Population	% Female	% Male	Median Age	0 to 40	0 to 40 %	20-40	20 to 40 %	40 to 60	40 to 60 %	Over 60	Over 60 %
Oronogo	2381	50.4	49.6	29	1701	71.44%	811	34.06%	464	19.49%	216	9.07%
Purcell	408	53.7	46.3	32.6	249	61.03%	116	28.43%	99	24.26%	60	14.71%
Redings Mill	151	51	49	48.5	69	45.70%	33	21.85%	38	25.17%	44	29.14%
Reeds	95	52.9	47.1	35.5	46	48.42%	13	13.68%	26	27.37%	23	24.21%
Sarcoxie	1330	52.8	47.2	38.9	687	51.65%	306	23.01%	349	26.24%	294	22.11%
Waco	87	43.7	56.3	46.8	37	42.53%	13	14.94%	29	33.33%	21	24.14%
Webb City	10996	52	48	32.1	6676	60.71%	3250	29.56%	2525	22.96%	1795	16.32%
<b>McDonald County</b>	23083	49.5	50.5	36.5	12615	54.65%	5516	23.90%	7581	32.84%	2887	12.51%
Anderson	1961	51	49	34.3	1115	56.86%	506	25.80%	460	23.46%	386	19.68%
Goodman	1248	50.1	49.9	32.2	756	60.58%	361	28.93%	279	22.36%	213	17.07%
Lanagan	419	48.9	51.1	36.3	230	54.89%	102	24.34%	114	27.21%	75	17.90%
Noel	1832	50.7	49.3	28.5	1206	65.83%	567	30.95%	431	23.53%	195	10.64%
Pineville	791	54.4	45.6	33.8	457	57.77%	205	25.92%	196	24.78%	138	17.45%
<b>Newton County</b>	58114	50.4	49.6	39	29853	51.37%	13359	22.99%	15897	27.35%	12364	21.28%
Diamond	902	50.2	49.8	35	537	59.53%	224	24.83%	182	20.18%	183	20.29%
Fairview	383	50.9	49.1	37.1	224	58.49%	91	23.76%	74	19.32%	85	22.19%
Granby	2134	51.2	48.8	36	1272	59.61%	512	23.99%	348	16.31%	514	24.09%
Grand Falls Plaza	114	58.8	41.2	52	43	37.72%	17	14.91%	31	27.19%	40	35.09%
Loma Linda	725	49.1	50.9	50.4	301	41.52%	115	15.86%	171	23.59%	253	34.90%
Neosho	11835	51.7	48.3	32.7	7813	66.02%	3309	27.96%	1322	11.17%	2700	22.81%
Newtonia	199	49.2	50.8	41.3	96	48.24%	37	18.59%	56	28.14%	47	23.62%
Saginaw	297	46.8	53.2	45.2	126	42.42%	62	20.88%	96	32.32%	75	25.25%
Seneca	2336	52.1	47.9	35.3	1306	55.91%	562	24.06%	527	22.56%	503	21.53%
Stark City	139	47.5	52.5	42.6	59	42.45%	28	20.14%	40	28.78%	40	28.78%
Stella	158	51.3	48.7	37.5	87	55.06%	36	22.78%	42	26.58%	29	18.35%
Wentworth	147	46.9	53.1	38.2	81	55.10%	34	23.13%	39	26.53%	27	18.37%

## Appendix VI

### Meeting Notes

#### In-Person Interview Notes and Perspective

### Barton County

Tom Ryan, Emergency Management Director

March 21, 2017 Phone Interview

- Stated that he went to seminar the state put on and learned the basic p's and q's.
- He looks at (on social media) anything that affects the citizens of the county including upcoming events, safety and weather information.
- Stated that newspapers are twice weekly in Barton County and that radio would not reach younger generation.
- Stated that millennials rely on social media and he knows he must use it to reach them
- Cited KKOW radio as major source of information for Barton County.
- He and one other individual man Barton County Facebook page. The other person contributes only on occasion. Mr. Ryan is almost solely responsible.
- Stated his biggest fear was that a major event would occur and he would be unable to properly utilize social media.
- States that he does his best but cannot be available 24/7 for social media.
- Would welcome vetted, trained volunteers to assist with both day to day and emergency social media efforts.
- Would like to have help with Twitter. Understands the value of Twitter in disaster and would like help and training.
- County Utilizes IRIS system for public notification.
- There are things he knows can be done, but he doesn't know how to do them.

### Jasper County

Keith Stammer, Emergency Management Director

August 5, 2016: Jasper County has deferred social media decisions to City of Joplin PIO with whom Jasper County has an MOU.

Lynn Onstot, Joplin/Jasper County PIO

December 21, 2016: Onstot stated "This (social media) is where things are heading with disaster resiliency". Lynn expressed both a willingness and desire to share her experience as PIO after the May 2011 Joplin Tornado to help formulate and finalize an area social media plan.

## McDonald County

Gregg Sweeten, Emergency Management Director & Flood Plain Administrator

August 23, 2016

- Sweeten expressed confidence in his office's management of social media.
- Strong following on Facebook
- He does not use Twitter, indicating it would probably hold no value in McDonald County.

## Newton County

Charla Geller, Emergency Management Director

July 26, 2016

- Concern for vetting of spontaneous volunteers.
- Concern for vetting social media volunteers. Stated "I get it, in case of countywide emergency we don't have the staff to keep up with social media needs."
- Has expressed both an interest and desire to maintain and grow the county's current active Facebook presence.
- Expressed interest in learning more, contributing to the plan and expanding social media use as funding becomes available.
- Expressed interest in forming a Newton County CERT team.

## Appendix VII

### Website / Social Media Review

**Jurisdiction:** Barton County, MO

**Website:** <http://www.bartoncounty.com/>

- Chamber of Commerce site
- Website IS responsive. GOOD!
- Contact list is buried on Commission page
  - Should be a PDF so it's universally available and accessible on a mobile device.
  - Not viewable on a desktop without MS Word or a plug-in.
  - MS Word documents on the web are notorious for carrying viruses. Should be avoided on websites.
- Register for emergency alerts is buried on Commission page  
[https://www.irisdispatch.com/users/enroll/dsp\\_enroll.cfm?org\\_id=1053](https://www.irisdispatch.com/users/enroll/dsp_enroll.cfm?org_id=1053)
- Google search for 'Barton County Mo emergency' returned this site:  
<http://smeso.org/barton.htm> which listed this site: <http://www.bclepc.com/> which doesn't exist any longer.
- General observations in case of emergency:
  - With low cost resources like Wordpress, every county should have its own domain and responsive website.
  - At a minimum, the website should include news blog page, elected official and department contact info, emergency alert registration, calendar, links to important documents (forms, agendas, minutes).
  - Every county should have a Facebook page. If this is kept updated and news is posted here, it could be broadcast via a widget on the website.
  - Twitter, including its Fast Follow feature, is the best notification channel in an emergency. Using a dashboard like Hootsuite would allow posting to Facebook, Twitter and Wordpress from one place.

<https://bcmosheriff.wordpress.com/>

- Facebook feed could be added to the home page. In an emergency, posting would only have to go to Facebook, but would appear on the home page of the website too.
- A dashboard like Hootsuite could be used for posting since this website is done with Wordpress. Both Wordpress and Facebook can be updated from it.

**Facebook:** Cannot find an official Facebook page for Barton County, MO government

- (1411) Official OEM page: <https://www.facebook.com/Barton-County-Emergency-Management-275901722441240/>
- (2933) Official Sheriff page: <https://www.facebook.com/Barton-County-Sheriffs-Office-296977876995031/>
- (1383) Official Chamber page:  
[https://www.facebook.com/bartoncountychamber/?ref=py\\_c](https://www.facebook.com/bartoncountychamber/?ref=py_c)

**Twitter:** Nothing

**YouTube:** Nothing



## **Barton County Cities and Towns**

Lamar <https://cityoflamar.org/>

- News is a separate page, but is well updated.
- Police non-emergency phone number is in the footer.
- PD News page goes to same news as city page, but only those items tagged “police” show up. In an emergency, poster needs to remember to tag everything “police”.
- <https://www.facebook.com/lamarpolicedept/>

Asbury, Golden City, Irwin, Liberal, Milford, Mindenmines do not seem to have any digital presence.

**Jurisdiction:** Jasper County, MO

**Website:** <http://www.jaspercounty.org/>

- Home page does not refer to emergency information anywhere
- Home page does not have links to social media
- Home page does have link to LEPC
  - LEPC page does not layout properly in Chrome (okay in Firefox)
  - All-caps is considered shouting and is very difficult to read. In an emergency, this makes a major difference.
  - LEPC page content is organized for LEPC members, not the public before, during or after an emergency.
- News page does not layout properly in Chrome so news feeds are not readable.
- Contacts page: The only phone number for emergencies is the Circuit Court Emergency Dispatcher.
- Contacts page: Only phone numbers and website links are listed for each PD and FD. Social media is not listed, nor are there any links to registration for email notifications.
- Civil Defense link goes to Circuit Clerk's Office.
- Website is not responsive for mobile use.
- General observations in case of emergency:
  - It would take forever to figure out where to go to get official information. People will quickly give up looking for official government sites.
    - Starting at the county page to find local information, a person would have to figure out where to find a list of towns (contacts); see if their town is listed, and if not, they're on their own to find information. If their town is listed, see below for comments on town web info.
  - Citizens are told to "be prepared" and have their kits, yet official government websites appear totally unprepared. Without advance knowledge of where to get information, government leaves citizens wholly unprepared for accessing communications and information that could save their lives.
  - All emergency content needs to avoid government speak and be written in plain language. Mnemonics and abbreviations, unless in common colloquial usage, should be avoided.
  - Not one site uses video. There are quite a few generic preparedness videos available on YouTube. These could be changed out based on the season (winter, ice, snow, freezing temps, tornados, hail, flooding, etc)
  - Demographics of Jasper County compared to Pew Research Center statistics on how people get their news show that social media use is critical to reaching approximately 40% of the population.
- No terms of use, linking or commenting policies are included on the website.

<http://www.jaspercountysheriff.org/>

- Home page has the Sheriff's FB feed on it.
- Website is not responsive for mobile use.
- No terms of use, linking or commenting policies are included on the website.

<http://www.jasco.org/cms/>

- Found this site through Facebook. No link to it on the Jasper County website.
- Does not say “Missouri”. There is a Jasper County in TX, IA, SC, GA, IN, IL and possibly others.
- Seems to be a website for the 9-1-1 Call Center, not for dissemination of emergency information in the event of an emergency or disaster.
- Website is not responsive for mobile use.
- No terms of use, linking or commenting policies are included on the website.

**Facebook:** Cannot find an official Facebook page for Jasper County, MO government

- (6,878) Sheriff: [https://www.facebook.com/jaspercountymissourisheriff/?ref=br\\_rs](https://www.facebook.com/jaspercountymissourisheriff/?ref=br_rs)
- (5) Gov’t Organization: [https://www.facebook.com/pages/Jasper-County-Missouri/129897897042458?ref=br\\_rs](https://www.facebook.com/pages/Jasper-County-Missouri/129897897042458?ref=br_rs) (comes up second in a FB search; says unofficial page)
- (2,346) News: <https://www.facebook.com/JasperCountyNews/> (unknown if this is official or not; doesn’t say in ‘about’ information)
- (344) Emergency Services E9-1-1: [https://www.facebook.com/JASCO911/?ref=br\\_rs](https://www.facebook.com/JASCO911/?ref=br_rs) (appears to be official but doesn’t say so; lists a website of <http://www.jasco.org/cms/>)

**Twitter:** Nothing. (There is @JasperCountyEMA, but that’s for Iowa; @JasperCoNews – no idea where)

**YouTube:** Nothing. A few “Jasper County” subject videos, but no idea if they’re Missouri.

#### **Jasper County Cities and Towns (as listed on the County website)**

**Airport Drive** <http://www.airportdrivemo.com/index.php>

- News and Notices on home page is good
- First listing under Services is 9-1-1 is good.
- Email notice signup location on Contact Page is good.
- Does not appear that the jurisdiction has any social media.

**Carl Junction** <http://carljunction.org/>

- Home page does not refer to emergency information anywhere
- Does not appear that the jurisdiction has any social media.
- Police Department and Fire Department links are at the bottom of the page.
- Department pages for the PD and FC have no emergency information on them
- <https://www.facebook.com/Carl-Junction-Police-Department-398955233516064/>
- <https://www.facebook.com/CJFPD>

**Cartersville** <http://www.cartersvillemo.com/>

- Home page does not refer to emergency information anywhere.
- While there are social media icons on the page, they’re from “Add This”, not direct links to the town’s social media accounts.
- News section is available, but currently last posting is from 2015.
- Not a responsive site. Difficult to navigate on a mobile device.

**Carthage** <http://carthagemo.gov/>

- News section location on home page is good.
- Public Safety link to PD and FD that have no emergency information on them.
- Emergency Preparedness link goes to information dated 2012 (hose testing).
- Does not appear that the jurisdiction has any social media.

Duenweg	<a href="http://duenwegmo.com/">http://duenwegmo.com/</a> <ul style="list-style-type: none"> <li>• Home page does not refer to emergency information anywhere</li> <li>• Facebook social media link, but it should be static in addition to being on the slider</li> <li>• <a href="https://www.facebook.com/Duenweg-Missouri-282853114741/">https://www.facebook.com/Duenweg-Missouri-282853114741/</a></li> </ul>
Duquesne	<a href="http://www.duquesnemo.org">http://www.duquesnemo.org</a> <ul style="list-style-type: none"> <li>• Home page does not refer to emergency information anywhere.</li> <li>• Data appears to be current on the home page.</li> <li>• Home page could be used for news during an emergency.</li> </ul>
Jasper	<a href="http://www.jaspermo.org/">http://www.jaspermo.org/</a> <ul style="list-style-type: none"> <li>• Home page does not refer to emergency information anywhere</li> <li>• This is a Chamber of Commerce site, not an official government website</li> <li>• This is the site linked to from the Jasper County website</li> <li>• While not an emergency comment, the eye cannot focus on red and blue at the same time so the colors in the header should be changed.</li> <li>• <a href="https://www.facebook.com/jaspermopolice/?ref=py_c">https://www.facebook.com/jaspermopolice/?ref=py_c</a></li> </ul>
Joplin	<a href="http://www.joplinmo.org/">http://www.joplinmo.org/</a> <ul style="list-style-type: none"> <li>• Home page does not refer to emergency information anywhere</li> <li>• Facebook link needs to be changed. Does not work. New link is <a href="https://www.facebook.com/JoplinCity/">https://www.facebook.com/JoplinCity/</a></li> <li>• YouTube and Instagram links do not work and should be removed.</li> <li>• Not fully responsive. (Could check with CivicPlus about removing photo slider, etc)</li> <li>• Department page has a link for Emergency Management.</li> <li>• Consideration needs to be given to people's data limits on cell phones in an emergency. <ul style="list-style-type: none"> <li>○ Links on the Emergency Management page should be text, not graphics.</li> <li>○ Background slider should be removed from all pages, if not on the desktop version, definitely on the mobile (responsive) version of this website.</li> </ul> </li> </ul>
Sarcoxi	<a href="http://www.sarcoxiemo.com/">http://www.sarcoxiemo.com/</a> <ul style="list-style-type: none"> <li>• Home page link to registering for text messages is good.</li> <li>• News section on home page is good.</li> <li>• Facebook is prominent on home page which is good.</li> <li>• <a href="https://www.facebook.com/profile.php?id=100013482998803&amp;fref=ts">https://www.facebook.com/profile.php?id=100013482998803&amp;fref=ts</a></li> <li>• Facebook page should be named (search Vanity URL or Username to find how to do this)</li> </ul>
Webb City	<a href="https://www.facebook.com/WebbCityPolice/">https://www.facebook.com/WebbCityPolice/</a> <ul style="list-style-type: none"> <li>• Police FB page is the only digital presence we could find for a city of nearly 11,000 people.</li> <li>• Police FB page has a link to <a href="http://www.WebbCityMo.org">www.WebbCityMo.org</a>, which returns a DNS error. The .com and .gov are non-functioning as well.</li> <li>• In an emergency, anyone without access to FB would have no way to get emergency messages.</li> </ul>

Alba, Asbury, Avilla, Brooklyn Heights, Carytown, Fidelity, La Russell, Neck City, Oronogo, Purcell, Redings Mill, Reeds, and Waco do not seem to have any digital presence.

**Jurisdiction:** McDonald County, MO

**Website:** [www.mcdonaldcountygov.com/](http://www.mcdonaldcountygov.com/)

- Municipalities listed under “About” versus on a separate page. Public wouldn’t think to look here for links. And, no links to municipal websites.
- FAQs page does not include info about emergency information location or contacts
- Next to impossible to find Emergency Management information. Departments link goes to combined page for OEM and Flood Plain management
  - Contact information should be at the top of the page, not at the bottom
  - Staff names should be linked to email address
  - Even if it's the same person, the Flood Plain management and Emergency management should be listed separately on the department page on the website.
  - The department page could also be listed in the headers as a contact page. Having a contact page is a web standard for local government pages.
- No link to Nixle on main website.
- No terms of use, linking or commenting policies are included on the website.

<http://mcdonaldcountyema.org/>

- Page design is not oriented for the public, though content appears to be.
- Acronyms should be avoided. Plain language should be used.
  - The public does not know what an LEPC is.
  - The public does not know what Nixle is. Rather than “NIXLE Alerts Signup”, that link could say “Register for Emergency Alerts”. The public doesn’t care what service is being used.
- Content on the home page should be bulleted. People don’t read on the web; they scan content. Paragraphs are hard to read.
- Items in the header should be listed in order of importance to the public. LEPC would be last, not first. Preparedness and News sections would be first.
- “Don’t make me think” is the first rule of content management.
  - There is a disconnect between emergency information and flood plain management. Flood plain management doesn’t belong here and should be removed to the main county website.
  - Flood preparedness information, and the status of flooded roadways, on the other hand, does belong here.
- Storm Shelter Registration form should be a fillable PDF and not embedded in this fashion.
  - It can’t be properly printed from a browser meaning someone has to know how to download it before printing.
  - A far better way to handle this is to have a short paragraph explaining what this data is being collected along with a link to the form. Clicking the link will open the form in a new tab making it easy to print and/or save. (It could still be a fillable PDF.)
- LEPC content is outdated. Refers to an October 2016 meeting.
- Recommended links ought to have the government link before the Chamber link. And, whoever Collings Services is... their website no longer exists. Beware links to private

companies on government sites. Discrimination not allowed and once a link is included for one company, any other must be given a link unless the site includes a linking policy stating explicitly how linking decisions are made.

- No terms of use, linking or commenting policies are included on the website.

**Facebook:** Cannot find an official Facebook page for McDonald County, MO government

- (3185) Official OEM page: <https://www.facebook.com/McDonald-County-Emergency-Management-Agency-122606537795912/>

**Twitter:** Nothing

**YouTube:** Nothing

## McDonald County Cities and Towns

Anderson <http://www.andersonmo.us>

- No emergency information on the web, nor a news area for publishing in an emergency.
- Consider a separate header for returning home. It's not intuitive that the Government link on the top navigation is what returns one to the home page.
- Council meeting data (meeting date) on the home page is stale.

Goodman <http://goodmanmo.net>

- Emergency management information is on the home page. ++
- Emergency management forms to register shelters should be online.
- IRIS should include some description. What is this? Again, people shouldn't have to go to city hall to get forms.
- Missouri Storm Aware says it's a website, but there isn't a link to the site. NOAH, SEMA and NWS in the paragraph on this page could also be linked to their respective websites. NOAH ought to link directly to info on McDonald County.
- No link to social media on the website. (<https://www.facebook.com/Goodmanmo/>)

Pineville <http://pinevillemo.us/>

- No links to emergency management or public safety (police, fire) on the home page
- News section could be used in an emergency.
- Mayor's welcome message doesn't include the name of the mayor.
- Mayor's monthly update has a date of October 2016 and says "Coming soon"
- These types of things lead citizens to question the validity of other information on a website. Coming soon should always be avoided, and at least a monthly scan should be done for content timeliness.

Lanagan does not seem to have any digital presence. This site exists for Noel (<http://www.4noel.com/>), but is not updated nor an official gov't site. Without an official page or site, this would be confusing in an emergency.

**Jurisdiction:** Newton County, MO

**Website:** <http://www.newtoncountymo.com/>

- Home page does not refer to emergency information other than an Emergency Management link under Offices.
- Could be either an embedded Facebook widget from OEM on the home page or Newton County could create a Facebook page and embed the widget on the home page to minimize the need to put content in multiple places.
- OEM page has a listing of shelter locations but it could be higher on the page so people don't have to scroll.
- No list of municipalities with links to their websites and social media.
- Website is not responsive for mobile use.
- No terms of use, linking or commenting policies are included on the website.

**Facebook:** Cannot find an official Facebook page for Newton County, MO government

- (1756) Official OEM page: <https://www.facebook.com/Newton-County-Mo-Emergency-Management-184508381623847/>
- (66) Gov't Organization: <https://www.facebook.com/pages/Newton-County-Missouri/140473572645908?fref=ts> (says unofficial page)

**Twitter:** @NewtonCountyEM

**YouTube:** Nothing

<http://www.nc-so.org/>

- Nothing about emergency information on this sheriff's website.
- Link to public records search does not link to a government search, but a private sector company. Gov't can't discriminate and links to private companies should never be used without a linking policy in place.
- Use of graphics should be severely curtailed on any site that will carry emergency information to respect mobile bandwidth limits.
- Website is not responsive for mobile use.
- No terms of use, linking or commenting policies are included on the website.

## Newton County Cities and Towns

**Diamond** <http://diamondmo.net/>

- News section on the home page is a good idea, but currently contains Lorem Ipsum. Should be removed until it has live content.
- Need to modify yellow font color to something with sufficient color contrast for low vision users. This is critical for emergency information. (see [www.visionaustralia.org/digital-access-cca](http://www.visionaustralia.org/digital-access-cca) for a good, free color contrast analyzer)

**Granby** <http://www.granby-mo.com/content2>

- News section has no content, but could be used for emergency information
- Nothing indicates this being an official website
- Content needs updating as home page has schedule for a July event



Loma Linda <http://www.lomalinda-mo.us/>

- No news section or emergency information section.
- Does include county sheriff, fire, ems phone numbers
- While not on the website, Loma Linda does use the Nextdoor App to share information.

Neosho <http://neoshomo.org/>

- Home page includes news section
- Departments list is in alpha order. ++
- Includes email subscription for notifications. ++
- OEM page starts right out telling people where to go for emergency information. ++
- Good to see Emergency Management link repeated under residents ++
- Social media links should be in the header, not in the footer

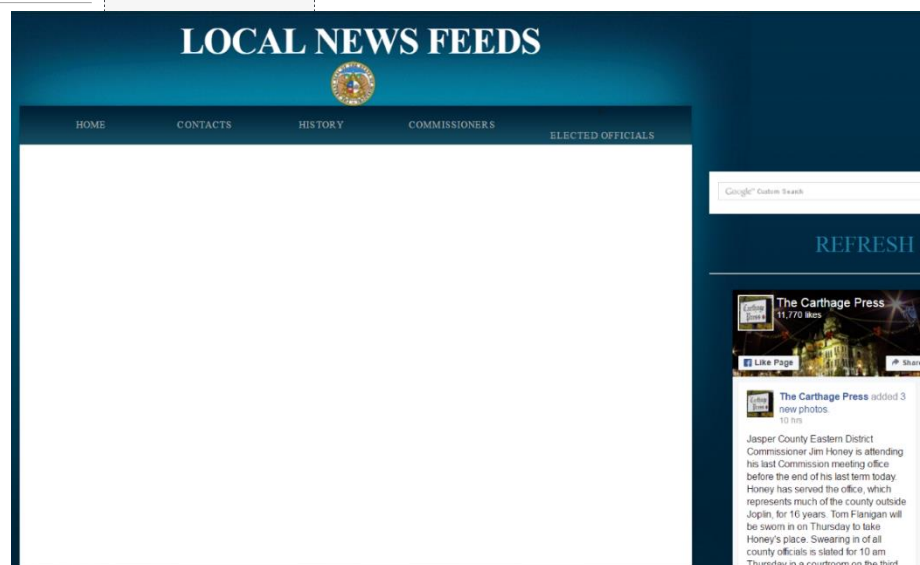
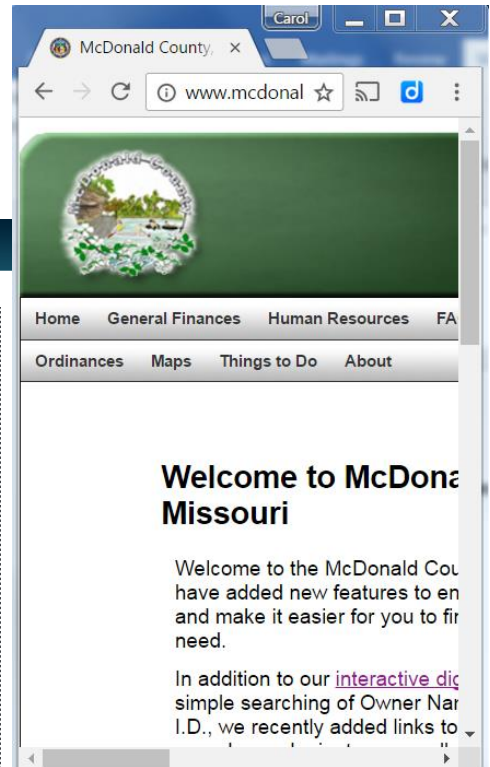
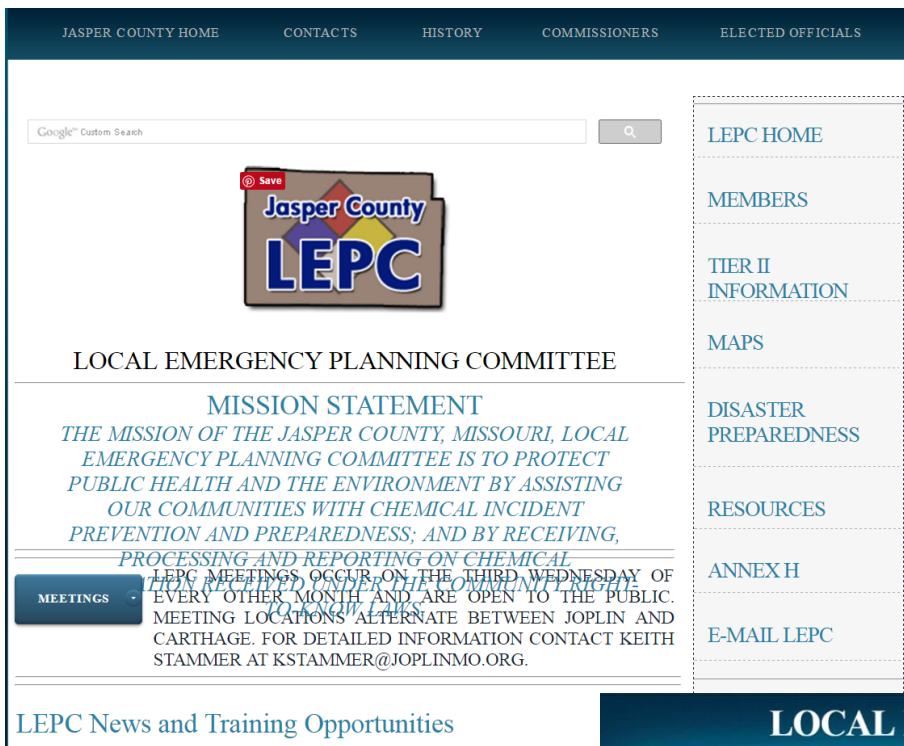
Seneca <http://senecamochamber.com/>

- Chamber of Commerce site that includes some town information.
- Towns ought to have their own sites for several reasons:
  - advertising is a problem on government sites;
  - citizens won't think to look at the chamber for official government information;
  - government control of information in an emergency
- Newsletter sign up doesn't say whether it's for Chamber information or government information.
- Contact us information is all Chamber oriented.
- There is nothing about elected officials or departments.
- Minutes of Council meetings are not current. Latest meeting is August 8, 2016.
- For some reason, the site response time is incredibly slow. Problematic in an emergency.

## Appendix VIII

### Screen Shots: Web Samples – Layout issues

Importance of checking Chrome, Firefox and MS Edge (formerly Explorer) and determining mobile visibility. Below screen shots show layout issues with different browsers and what a non-responsive website looks like on a mobile device. In an emergency, all of this would be useless.



## Screen Shots: *Web Samples – Social Media – Adding value and sharing*

The screenshot shows the Facebook page for Barton County Emergency Management. The page header includes the name, a search bar, and navigation links. The main content area features a post from the page, dated 14 hours ago, with a warning icon. The post text describes a severe weather threat for Christmas 2016, mentioning blizzard conditions, a surge of warm air, and the potential for violent thunderstorms, tornadoes, and power outages. A map of the central United States is included, highlighting the threat area. The right sidebar shows the 'ABOUT' section with contact information and a 'VISITOR POSTS' section with user-generated content.

**Barton County Emergency Management**  
14 hrs · 🌩️

A storm more typical of March could threaten lives and property with the onset of severe weather over part of the central United States during Christmas 2016.

The severe weather threat includes the potential for a few tornadoes. Well south of blizzard conditions, a surge of warm air over the central and southern Plains is likely to increase the risk for violent thunderstorms from late in the day to the nighttime hours on Christmas.

"People from the central Plains and middle Mississippi Valley to the southern Plains will need to keep an eye out for rapidly changing weather conditions. Thunderstorms could become strong enough to threaten lives and property. There is a likelihood of sporadic power outages and secondary road closures due to fallen trees and high water.

Cities at risk for severe weather includes Kansas City and Joplin, Missouri; "The first initial storms that erupt will bring the potential for large hail and isolated tornadoes during Christmas afternoon," Rossio said. "The storms could organize into a fast-moving, extensive squall line after dark with damaging winds and flash flooding at night."

**SEVERE T-STORMS**  
Sunday

- Damaging winds
- Torrential downpours
- Large hail
- Tornadoes

KANSAS CITY  
OKLAHOMA CITY  
DALLAS

**ABOUT**

1003 Gulf St  
Lamar, MO 64759

(417) 682-2201

[Ask for Barton County Emergency Management's hours](#)

**VISITOR POSTS**

**Paradigm**  
February 26 at 12:40pm 🌩️

📍 The 2016 pipeline safety training programs are coming to your area s... [See More](#)

1 Like  
[Like](#) [Comment](#)

**Shawna Ryan**  
December 27, 2015 at 12:49pm 🌩️

A & 160

Quality postings engage citizens, encourage interaction, resulting in comments and shares.

With social media, the public helps disseminate important information.

Citizens become a force-multiplier in getting out vital emergency information.

This screenshot shows the same Facebook page, but with a different post selected. The post is a map of the central United States, highlighting the threat area. The post has 92 likes, 1,439 shares, and 199 comments. The comments section is visible, showing user reactions and replies. The right sidebar shows the 'ABOUT' section and a 'PEOPLE ALSO LIKE' section with recommendations for other local businesses and organizations.

**Barton County Emergency Management**

**SEVERE T-STORMS**  
Sunday

- Damaging winds
- Torrential downpours
- Large hail
- Tornadoes

KANSAS CITY  
OKLAHOMA CITY  
DALLAS

**ABOUT**

1003 Gulf St  
Lamar, MO 64759

(417) 682-2201

[Ask for Barton County Emergency Management's hours](#)

**VISITOR POSTS**

**Shawna Ryan**  
December 27, 2015 at 12:49pm 🌩️

A & 160

1 Like  
[Like](#) [Comment](#)

**Shawna Ryan**  
December 27, 2015 at 12:49pm 🌩️

A & 160

1 Like  
[Like](#) [Comment](#)

**PEOPLE ALSO LIKE**

**Barton County Sheriff's...**  
Community [Like](#)

**The GRIND Coffee Shop**  
Coffee Shop [Like](#)

**Lamar Democrat**  
Business Service [Like](#)

[Government Organizations in Lamar, Missouri](#)

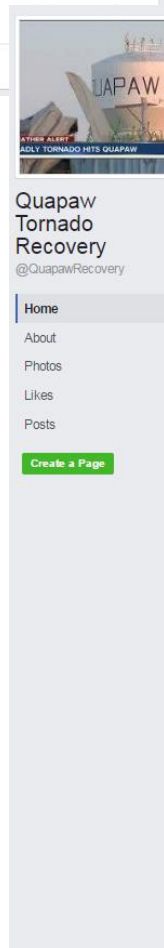
## Screen Shots: *Who is talking to your citizens in an emergency?* *Government must take the lead.... or someone else will.*



Non-governmental pages risk being hijacked by those with agendas that do not mirror government health, safety, and welfare focus.

Official communications throughout the year will bring followers so that when an event occurs, people know where to find ACCURATE and TRUSTWORTHY information.

Or then again, they can listen to any nine year old with a mobile device.....





## Appendix IX

### Survey Cover Letter & Questions



#### Harry S Truman Coordinating Council

800 E. Pennell  
Carl Junction, MO 64834

Office: (417)649-6400  
Fax: (417)649-6409  
[www.hstcc.org](http://www.hstcc.org)

November 16, 2016

The Harry S Truman Coordinating Council (HSTCC) is a Regional Planning Commission created by Missouri State Statute 251.250. Members of the HSTCC are the cities and counties in good standing within Barton, Jasper, Newton & McDonald counties. Its primary goal "is to provide communities with the best use of limited resources in order to meet local needs".

HSTCC has contracted my company, *Your Net Working*, to create a Disaster Resiliency Social Media Assessment and Action plan. The information you provide will aid us in assessing the current social media infrastructure in our area.

We are contacting you via Facebook Messenger or email. It's important that we reach the person in your jurisdiction who would have this information. If that is not you, would you please let us know who the right person would be?

Please submit your responses electronically using this form:

<https://stormzero.wufoo.com/forms/social-media-use-assessment/>. If you prefer to do the assessment on the phone, please email [rwilliams@hstcc.com](mailto:rwilliams@hstcc.com) for a phone appointment.

We would appreciate it if you could provide this information to us no later than, November 30, 2016.

If you have any questions, please contact me at 417-434-0379 or [rwilliams@hstcc.org](mailto:rwilliams@hstcc.org).

Thank you for your help with this important project assessing social media disaster resilience infrastructure in Barton, Jasper, McDonald and Newton Counties.

Sincerely,

Rebecca Jayne Williams, Your Net Working-for HSTCC  
Attachments included



## Harry S Truman Coordinating Council

800 E. Pennell  
Carl Junction, MO 64834

Office: (417)649-6400  
Fax: (417)649-6409  
www.hstcc.org

### Social Media Use Assessment

The Harry S Truman Coordinating Council (HSTCC) is conducting an assessment of social media use by local governments and pertinent entities in Barton, Jasper, McDonald and Newton Counties. Your responses will be used in the formulation of social media communication and resilience recommendations. This survey can be filled out online at <https://stormzero.wufoo.com/build/social-media-use-assessment/>. Thank you.

### Participation

Participation is voluntary. It will provide us with important base data so we can determine the best way to help our local government agencies move forward with this vital method of communications before, during and after a disaster.

I wish to participate: ☐ Yes ☐ No

### Contact Information

Please provide contact information for either the respondent or the responsible party. This information will only be used for this survey and will not be shared outside HSTCC.

Name \_\_\_\_\_ Title \_\_\_\_\_  
Agency \_\_\_\_\_ RHSOC Region \_\_\_\_\_  
Email \_\_\_\_\_  
Address \_\_\_\_\_ Address Line 2 or PO Box \_\_\_\_\_  
City \_\_\_\_\_ ST \_\_\_\_\_ Zip \_\_\_\_\_

### Public Information and Social Media Assessment

1. Dedicated PIO?

- ☐ No, we do not have a dedicated PIO. ☐ Yes, we have a dedicated PIO.  
☐ We have a PIO who has other responsibilities.

2. Social Media budget

- ☐ No, we do not have funds allocated for social media.  
☐ Yes, we have funds allocated for social media. \_\_\_\_\_  
Budgetary Account \_\_\_\_\_

3. Social Media policies

☐ No, we do not have adopted policies and/or procedures for social media.

☐ Yes, we have adopted policies and/or procedures for social media.

Please list by title the policies your agency has adopted: \_\_\_\_\_  
\_\_\_\_\_

4. Employees involved in social media

Please indicate the number of Full-time or Part-time employees involved in posting to or monitoring social media.

FTE Number \_\_\_\_\_ PTE Number \_\_\_\_\_

5. Social media monitoring 24x7

☐ No, our agency does not monitor social media 24x7.

☐ Yes, our agency monitors social media 24x7.

☐ We do not monitor 24x7, but are prepared to do so in an emergency.

6. Social media channels in use:

☐ None ☐ Facebook

☐ Twitter ☐ Instagram

☐ LinkedIn ☐ Other \_\_\_\_\_

7. We plan to implement social media in:

☐ 0 to 6 months

☐ 6 months to 1 year

☐ 1 year to 3 years

☐ We do not plan to use social media.

If you do not plan to use social media, please list the impediments to using it: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

8. Please provide additional information you think will be helpful for our social media use assessment.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please return to HSTCC to the attention of Rebecca Williams.

## **Appendix X**

### **Detailed Survey Responses**

This page intentionally left blank.

Individual survey responses follow.