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The US Army Garrison- Italy is located on an Italian Army base in Vicenza, Italy. The garrison manages the day-to-day operations for the Vicenza Military Community. We support the service members, family members, and American and Italian civilian employees who live and work in the US Army Garrison’s area of responsibility.

The installation supports several units that serve as a Contingency Response Force in Europe, providing rapid forces to the United States European areas of responsibilities. Other support units include the Health Clinic, Dental Clinic, and Armed Forces Network Radio and Television.

US Army Garrison- Italy once belonged to the Italian Army. In 1963, the US Army Garrison- Italy was moved from Verona to occupy the base. It is the home to more than 8000 military personnel. The base is located approximately 25 miles west of Venice, just south of the Swiss Alps in one of the most scenic locations in the Armed Forces. US Army Garrison- Italy has become one of the most crucial of the United States’ military bases. Over the years it has developed as an asset to the United States military, strengthening its presence overseas and working to keep relationships with Europe strong.

**USAG Mission**

US Army Garrison- Italy serves and protects the Vicenza military community to enable readiness for a self-reliant and globally-responsive force in Europe.

**USAG Vision**

Provide a structure that supports unit readiness and an environment in which Soldiers and Families can thrive.
Crisis Communication Mission

The US Army Garrison- Italy crisis communication mission is to prepare our installation and community to respond to and recover from the threats and hazards that can affect our community. Our highest priorities are life safety, property conservation, and mission continuation. We have a premier team of integrated professionals committed to preparing for the unforeseen, preventing the avoidable, responding to any emergency and capable of restoring normalcy through rapid recovery.

Relative Threats

Man-made hazards are unpredictable in size and occurrence, which means that our general population must be alert and ready to respond to according emergencies at a moment’s notice. They are differentiated from day-to-day emergencies through its size and/or involvement of a hazardous material. Man-made accidents can include aircraft crashes, large traffic accident with mass casualties, large-scale chemical spills, and terrorist attacks using chemical, biological, radiological, nuclear, and explosives (CBRNE).

US Army Garrison- Italy plans for the following Man-Made Incidents:

- Hazardous Materials (HazMat)
- Active Shooter
- Terrorist
  - CBRNE (chemical, biological, radiological, nuclear, and explosives)
  - Suspicious items
- Death of a soldier/civilian

A natural disaster is any natural event such as a flood, earthquake, or tornado that causes great damage or loss of life. They can affect the installation and surrounding communities either directly or indirectly at any time. Appropriate actions taken before, during, and after these events may help minimize the loss of life and property.

US Army Garrison-Italy plans for the following Natural Disasters:

- Climate Change
- Earthquakes
- Tornadoes
- Floods
- Wild Fires
**Crisis Communication Team**

- Garrison Commander - makes all final decisions
- Garrison Command Sergeant Major - serves as an advisor to Garrison Commander
- Public Affairs Office (PAO) - coordinates media relations with community
- Directorate of Plans, Training, Mobilization and Security Office (DPTMS) - hosts EOC
- Judge Advocate General (JAG) - serves as legal counsel to Garrison Commander

**Emergency Operations Center**

The DPTMS manages the 24/7 Installation Operations Center (IOC) and during emergencies, transforms the IOC to the USAG Italy’s Emergency Operations Center (EOC). The IOC is readily equipped with computers, printers, copiers, fax machines, telephones, Internet access, and all the necessary supplies to keep this equipment running. Space within the IOC is available for use by the Garrison Commander and Command Sergeant Major to address the community, as well as space for the Public Affairs Office and Emergency Management Office to use during the crisis/emergency. Each individual office will be responsible for providing additional materials needed for their part during the crisis/emergency. Examples would be press kits and media equipment for PAO. In the event that the IOC is not operational the Education Center will be used as the EOC.
Stakeholders

- Soldiers/Civilian Employees and their families
- Government Leaders/Organizations
- Support Organizations
- Media Contacts
- Contracting Agencies

Soldiers/Civilian Employees and their families

The Emergency Management Office protects personnel, facilities and equipment and provides a safe and secure environment for Soldiers, civilians and family members to live, work and train. In the event of an emergency/crisis, we will use a mass warning and notification (MWN) to provide information. It is the primary tool we use to notify our community members of the existence of an emergency situation and issue the necessary instructions to provide appropriate response and/or individual actions. We will also use pre-recorded messages on installation status that personnel can receive by calling their community information line. The family of systems that our community uses for MWN are, but not limited to, Giant Voice, Indoor Voice, and AtHoc.

VMC Community Information Lines

- DSN: 637-8888
- Commercial: +39-0444-61-8888

Emergency Management Office

- Building 109, Caserma Ederle
- DSN: 637-8015/8022
- Commercial: +39-0444-61-8015/8022

Email: usarmy.vicenza.imcom-europe.list.emergency-managers@mail.mil
Government Leaders/Organizations

The following leaders/organizations will be notified in the event of a crisis/emergency concerning the Vicenza Military Community.

- Department of the Army
- City of Vicenza
- Italian Base Commanders

Support Organizations

- American Red Cross - a humanitarian organization led by volunteers will provide relief to victims of disasters and help people prevent, prepare for, and respond to emergencies. (Building 333, Caserma Ederle).
  
  DSN: 634-7089
  Commercial: +39-0444-71-7089
  Website: http://www.usag.vicenza.army.mil/sites/local/redcross.asp
  Facebook: https://www.facebook.com/ARCVicenza/?fref=ts

- USO- Vicenza (United Support Organizations) - a non-profit, charitable corporation chartered by Congress that relies on donations from individuals, organizations and corporations to support its programs. USO offers a variety of programs and services designed to support our service members and their families. (Building 9A, Caserma Ederle).
  
  Commercial: +39-0444-71-7156
  Website: http://eu.uso.org/vicenza/
  Facebook: https://www.facebook.com/vicenzauso

- Federal Emergency Management Agency (FEMA) - supports our citizens and first responders to ensure that as a nation we work together to build, sustain and improve our capability to prepare for, protect against, respond to, recover from and mitigate all hazards.
  
  http://www.fema.gov/
  http://www.ready.gov
Media Contacts

The following media outlets have been approved to be contacted and publish information during a crisis concerning US Army Garrison- Italy. They will be updated as new information is available. Note: News releases and updates must be approved through the proper chain of command prior to publication.

Vicenza Military Community Homepage

http://www.usag.vicenza.army.mil/sites/local

Local AFN Radio

AFN Vicenza “The Eagle” – FM 106.0 / AFN Decoder Channel 142
Building 10, Caserma Ederle
Commercial: +39-0444-71-7836

City of Vicenza Website

Corso A. Palladio 98
+39- 0444-22-1111
http://www.comune.vicenza.it

The Public Affairs Office will serve as the media liaison between US Army Garrison and the community. Members of the media wishing to speak with a public affairs representative may contact the office.

Public Affairs Office

Building 109, Caserma Ederle
DSN: 637-8031
Commercial: +39-0444-61-8031
Email: usagvicenzapao@eur.army.mil

Contract Agencies

- AAFES
- Defense Commissary Agency
- Vendors
- Transportation Services
Notification Process

Civilians/Soldiers/Families

AtHoc is USAG Italy’s NAS and TAS warning system that is used for sending alerts to our entire community. For all personnel that have a Common Access Card, and their computer system is under the garrison server, they can access AtHoc through their computer system, and update their contact information. For all other personnel, they must register through the USAG Italy Emergency Management Office.

Once personnel are registered the can install the “AtHoc Notifier” smartphone application. It is a free application that can be downloaded from your smartphone play store. Reminder: You must first register and have an active email address associated with the AAG Italy AtHoc system.

NOTE: Follow formatting provided in AtHoc. It must be a commercial number. (+39############)

Notification from Host Nation

The warning and notification process that our host nation uses is much different than what a lot of us are used to. There system is similar to our AtHoc system, and is used to send warnings to citizens and guests through analog phone lines (home phone). The issue is that a lot of us do not have analog phones, or we aren’t fluent in Italian. Because of this, our communities have a process to ensure that U.S. personnel are getting warned of potential emergencies. See chart below.

- **Step 1**
  - Italian Emergency Management Issues Warning

- **Step 2**
  - Local city authorities receive warning and transmit to all registered agencies in the area

- **Step 3**
  - Garrison leadership receives the warning
  - Italian Base Commanders
  - Garrison Commander

- **Step 4**
  - Garrison leadership determines if and how a warning must be delivered to VMC

- **Step 5**
  - Operations Centers send out warning messages
    - Via Giant Voice, Indoor Voice, and AtHoc
    - Continues communication with local authorities for updates
Social Media Plan

The USAG Vicenza will only use social media as a source of communication during a crisis if it does not violate operational security. The USAG Vicenza Public Affairs staff will manage the social media sites for the garrison to include informing, monitoring, and responding to crisis/emergency information. Additionally, social media sites will be used to issue official information, real time updates, social listening and response, and links to livestream press conferences.

The following social media sites have been approved by the garrison commander for use during a crisis:

Facebook- https://www.facebook.com/VMCItaly

Twitter- https://twitter.com/usagitaly


After Action Review

An After Action Review (AAR) is a professional discussion of an event, focused on performance standards, that enables USAG to discover for themselves What happened, Why it happened and How to sustain strengths and improve on weaknesses. An AAR will occur after every crisis as a tool to learn successful strategies and avoid pitfalls for future crises. A report will be kept on file in the Public Affairs Office. See appendix for template.

Education and Plan Maintenance

All soldiers and civilians will be required to register for AtHoc during in-processing. This ensures maximum participation and exposure for the community to receive updates. The USAG Italy crisis communication plan will be updated twice a year, at the beginning of the fiscal year (October) and at the start of the third quarter (April).
Appendix

Messaging

Do’s

❖ Respond in a timely fashion

❖ Provide clear and concise information

❖ Do tell the whole story—openly, completely, and honestly. At the same time, be careful about releasing sensitive information. If you are at fault, apologize.

❖ Do build positive community image.

❖ Do keep employees and community informed.

❖ Do arrange for trained counselors and other professionals as needed for nature of crisis to be available as soon as possible and for as long as needed.

❖ If a mistake is made in handling a crisis, address the mistake in a straight-forward manner and attempt to rectify it.

❖ Do thank employees and others (such as members of community) as appropriate.

❖ Do prepare for trouble. Identify potential problems in advance. Appoint and train a response team designated before a crisis occurs. Prepare and test a crisis management plan.

❖ Do arrange for ways to communicate should electrical and phone lines be disrupted.

❖ Do prevent issuing conflicting statements. Provide continuity.

❖ Do arrange for messaging systems to be updated frequently.

❖ Do demonstrate the company’s concern by your statements and your actions.

Do Not’s

❖ Don’t blame anyone for anything.

❖ Don’t speculate in public about unknown facts.

❖ Don’t decline to answer questions.

❖ Don’t release information that will violate anyone’s right to privacy.

❖ Don’t play favorites with media representatives.

❖ Don’t immediately assume a defensive stance.

❖ Don’t ignore impact of crisis on employees or community.
**Sample News Release for use with Media Outlets**

A __________________ at __________________ involving __________________ occurred today at ______________. The incident is under investigation and more information is forthcoming.

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming.

**Message Map for Stakeholder Communication**

<table>
<thead>
<tr>
<th>Stakeholder:</th>
<th>Question or concern:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Fact 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting Fact 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting Fact 3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
After Action Review Report

Report cover page:

a. Classification.

b. Preparing headquarters or organization.

c. Location of report preparation.

d. Date of preparation.

e. After action report title.

f. Period covered: (date to date).

Preface or foreword signed by the garrison commander

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EXECUTIVE SUMMARY

a. Briefly summarize operations for all phases; include key dates for each phase of the crisis.

b. Summarize key lessons learned (include level where lessons learned occurred).

c. Summarize recommendations with timeline for correction to occur (makes it a historical document as leaders change).

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

Major Strengths

The major strengths identified during this crisis are as follows:

- [Use complete sentences to describe each major strength.]
- [Additional major strength]
- [Additional major strength]

Primary Areas for Improvement

Throughout the crisis, several opportunities for improvement in USAG Italy’s ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:
[Use complete sentences to state each primary area for improvement and its associated key recommendation(s).]

- [Additional key recommendation]
- [Additional key recommendation]

**CRISIS OVERVIEW**

**Crisis Details**

**Crisis Name**
- Insert formal name of exercise, which should match the name in the header.

**Type of Crisis**
- Name the crisis type (e.g. Man-made, chemical release).

**Crisis Date**
- Insert the month, day, and year that the crisis happened.

**Duration**
- Insert the total length of the exercise, in day or hours, as appropriate.

**Location**
- Insert all applicable information regarding the specific location(s) of the crisis.

**Response Protocol or Emergency Action**
- Insert a list of the response protocol or emergency action addressed within the crisis.

**Crisis/Emergency Communication Team**
- The name of each member of the planning team leadership should be listed along with their role in the crisis, organizational affiliation, job title, and contact information.

**Participants**
- Insert a list of the individual participating organizations or agencies, including Federal, Host Nation, non-governmental organizations (NGOs), local and international agencies, and contract support companies as applicable.
ANALYSIS OF CAPABILITIES

List of General Observations/Comments: A strength is an observed action, behavior, procedure, and/or practice that is worthy of recognition and special notice.

Analysis: Include a description of the behavior or actions at the core of the observation, as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior. If an action was performed successfully, include any relevant innovative approaches utilized by the crisis participants. If an action was not performed adequately, the root-causes contributing to the shortcoming must be identified.

Recommendations:
1. [Complete description of recommendation]
2. [Complete description of recommendation]
3. [Complete description of recommendation]

CONCLUSION

This section is a conclusion for the entire document. It provides an overall summary to the report. It should include the demonstrated capabilities, lessons learned, major recommendations, and a summary of what steps should be taken to ensure that the concluding results will help to further refine plans, policies, procedures, and training for this type of incident.