



**Examine the ability of the whole community to implement mitigation and recovery plans, strategies, and programs that are federally supported, state managed, and locally executed to achieve long-term recovery objectives, including economic resilience among community businesses, households, and individuals.**

The National Exercise Program (NEP) is a two-year cycle of exercises across the nation that examines and validates capabilities in all preparedness mission areas. The 2019-2020 NEP cycle is guided by nine Principals’ Strategic Priorities, established by the National Security Council and informed by national preparedness data.

**What are Community Recovery and Economic Resilience exercises?**

**Exercises aligned to this priority should:**

- Assess the implementation of mitigation and recovery plans, strategies, and programs, including long-term recovery strategies to “build back better”
- Examine coordination among emergency managers, economic development partners, and Community Planning and Capacity Building emergency planners
- Observe the integration of elected officials in promoting recovery programs
- Assess the strengthening of economic resilience among businesses of all sizes, households, and individuals

**Spotlight: Silver Phoenix**

The **Silver Phoenix** exercise series is linked to the National Level Exercises and focuses on long-term recovery efforts following a catastrophic incident. The exercises examine the full range of recovery activities and explore challenges associated with initiating, prioritizing, and conducting recovery operations across geographically dispersed jurisdictions with competing resource needs.

**Related Core Capabilities**

- **Community Resilience**
- **Economic Recovery**
- **Housing**
- **Health and Social Services**
- **Infrastructure Systems**
- **Long-term Vulnerability Reduction**
- **Natural and Cultural Resources**
- **Operational Coordination**

**Why is this important?**

States, territories, tribes, urban areas, and other communities use the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) to assess their preparedness. FEMA includes the results of the THIRA and SPR, along with several other preparedness indicators, in the annual National Preparedness Report (NPR). Analytic results help shape planning, training, exercise, and other prioritization decisions at all levels.

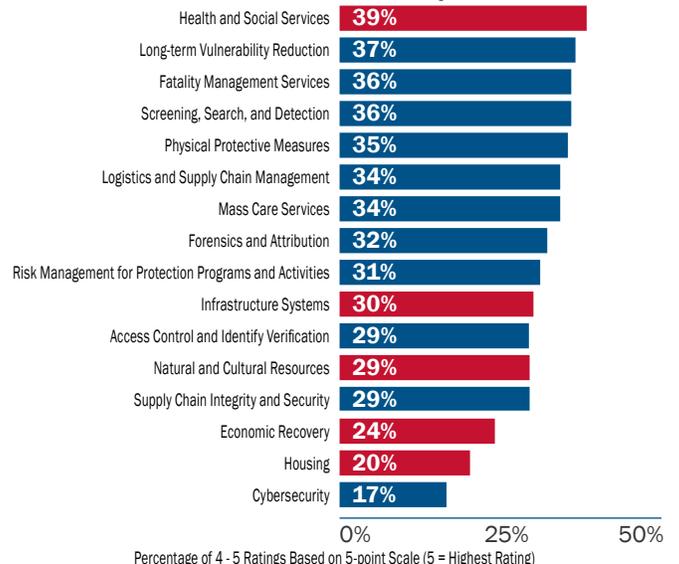
**Stakeholder Preparedness Review**

- Since 2012, states and territories have **consistently reported lower levels of proficiency** in recovery core capabilities than any other mission area
- In 2017, jurisdictions rated five of the eight recovery core capabilities among the sixteen **lowest-rated capabilities overall**, as shown in the graph (right)

**National Preparedness Report**

- Each NPR from 2012-2017 highlighted **Infrastructure Systems, Housing, and Economic Recovery** as national areas for improvement, all of which **impact economic resilience**. Jurisdictions also reported the **largest proficiency decreases** in Economic Recovery
- For the 2017 NPR, states and territories identified the Economic Recovery, Natural and Cultural Resources, Infrastructure Systems, and Housing core capabilities as being **in danger of declining** in proficiency

**SPR Lowest Rated Core Capabilities**





## What are the major challenges?

An analysis of 16 exercise after-action reports (AARs) revealed common challenges:

- Addressing the need for interagency planning for economic recovery and community healing
- Identifying roles, responsibilities, and resources for state and county recovery operations following a disaster
- Strengthening state disaster recovery plans to include operational and functional guidance pertaining to the Recovery Support Functions (RSFs)
- Developing effective strategies for communicating between RSF agencies, including Federal, state, local, and private agency partners
- Leveraging private sector capabilities during recovery efforts



*Distribution of jurisdictions that submitted AARs for exercises aligning to Community Recovery and Economic Resilience capabilities*

### Case Study: Gotham Shield

The **2017 Gotham Shield exercise** scenario involved the detonation of a nuclear weapon in a metropolitan area. The exercise highlighted recovery challenges, particularly for long-term infrastructure damage.

## What can I do?

Training and exercises can help all levels of government, the private and nonprofit sectors, and other partners across the whole community be better prepared. The National Exercise Division at FEMA is committed to providing assistance to partners in planning, designing, developing, conducting, and evaluating their own exercises that validate core capabilities.

### Exercise Starter Kits

Exercise Starter Kits are pre-packaged sets of guides and templates to help exercise planners develop tabletop exercises that can be tailored to the specific threats, resources, and operational plans of their community.

### Spotlight Initiative

The U.S. Economic Development Administration and the International Economic Development Council developed the **Leadership in a Time of Crisis toolkit**, which provides information and resources on ensuring economic resilience and recovery before, during, and after a disaster. It includes ten case studies to highlight best practices and lessons learned. Access the toolkit at [restoreyoureconomy.org/toolkit](http://restoreyoureconomy.org/toolkit).

Please visit [pretoolkit.fema.gov](http://pretoolkit.fema.gov) for Exercise Starter Kits, training courses, and additional resources.

### Related Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](http://firstrespondertraining.gov) for a full list of training courses and resources.

- AWR-228:** Community Resilience: Building Resilience from the Inside Out
- AWR-342:** Maturing Public-Private Partnerships: Expanding Collaboration, Engagement, and Resilience
- E-210:** Recovery from Disaster: The Local Community Role
- E-289:** State Volunteer and Donations Management
- E-489:** Management of Spontaneous Volunteers in Disasters
- L-89:** National Disaster Recovery Framework Leadership Workshop

*FEMA training courses are provided at no cost to first responders.*

## Nominate an Exercise to the National Exercise Program

### Benefits of participating in the NEP include:

- Receiving technical assistance and support for your exercises from experienced exercise specialists
- Access to exercise templates, tools, and other resources to help you design, conduct, and evaluate your exercises
- The ability to pursue new exercise ideas and broaden the impact of your exercises to a wider group of stakeholders
- The opportunity to influence national preparedness policy and resource allocation decisions at all levels by contributing exercise findings

### How to Participate in the NEP

1. Visit [fema.gov/nep](http://fema.gov/nep) to learn more about the NEP
2. Download and complete the Exercise Nomination Form
3. Submit your completed Exercise Nomination Form to [nep@fema.dhs.gov](mailto:nep@fema.dhs.gov)
4. The FEMA National Exercise Division will respond to discuss your exercise