

# National Exercise Program

Validating Our Nation's Preparedness

Overview of the 2021-2022 Cycle



FEMA

# National Exercise Program

Overview of the 2021–2022 Cycle

## What is the National Exercise Program (NEP)?

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: Prevention, Protection, Mitigation, Response and Recovery. FEMA's National Exercise Division manages the NEP.

### Why Participate in the NEP?



Receive technical assistance and support throughout design, development, conduct and evaluation of your exercises from experienced exercise specialists.



Access exercise templates, tools and other resources to help you design, conduct and evaluate your exercises.



Pursue new exercise ideas and broaden the impact of your exercises to a wider group of stakeholders.

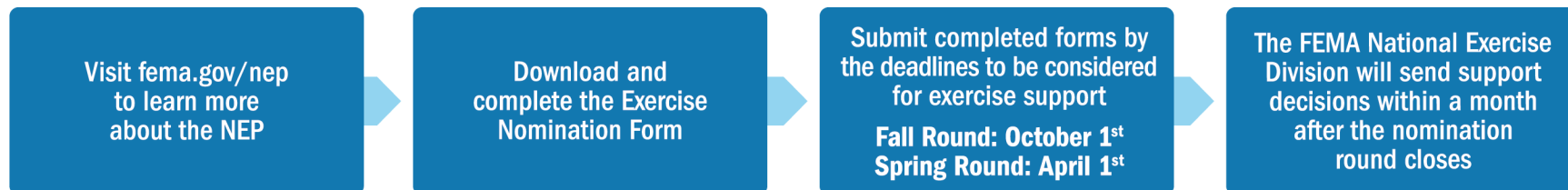


Influence national preparedness policy and resource allocation decisions at all levels by contributing exercise findings.

## How Does the NEP Work?

- ▶ State, local, tribal, and territorial (SLTT) government agencies and their private, nonprofit, or other whole community partners can request exercise support from the NEP.
- ▶ Federal departments and agencies participate in the NEP by sharing evaluation data and coordinating exercises among agencies.
- ▶ All exercises submitted to the NEP will be considered; however, support is dependent upon resource availability and a strong nomination package.
- ▶ Exercises in the NEP contribute evaluation data to the National Preparedness System to provide a clearer picture of the nation's readiness.

## How Do I Request Exercise Support?\*



\*Federal departments and agencies coordinate separately outside this process.

# National Exercise Program

Overview of the 2021–2022 Cycle

## 2021–2022 Principals' Strategic Priorities

The two-year NEP Cycle is guided by the Principals' Strategic Priorities (PSP), set by the Principals Committee of the National Security Council. The proposed 2021–2022 NEP Cycle priorities are based on preparedness data, lessons learned from past experiences and real-world incidents, strategy and policy documents and capability assessments from partners across the nation.



### CONTINUITY OF ESSENTIAL FUNCTIONS

Examine the capabilities of all levels of government and the private sector to operationalize plans that ensure continuity of essential functions and the resilience of critical services during an incident where key personnel, facilities, or systems are directly or indirectly impacted.



### CYBERSECURITY

Strengthen coordination on cybersecurity prevention, protection, response, mitigation and recovery roles and responsibilities across all levels of government and the private sector—and between cyber/information technology professionals and those in leadership, emergency management, continuity, operations and other functions—to improve the cybersecurity capabilities of the whole community.



### ECONOMIC RECOVERY AND RESILIENCE

Examine the capabilities of public, private and nonprofit partners to identify critical economic recovery issues and strategies that support outcome-driven recovery, such as identifying interdependencies between the public and private sectors to build short-term economic relief and establishing long-term economic resilience for communities and jurisdictions.



### NATIONAL SECURITY EMERGENCIES AND CATASTROPHIC INCIDENTS

Examine the nation's capabilities to prevent, protect against, respond to, mitigate and/or recover from the threat or impact of a catastrophic incident that seriously degrades or threatens the national security of the United States, such as conducting intelligence and information sharing activities; identifying and deconflicting roles, responsibilities and authorities, including within the White House process of governance; coordinating decision-making; and prioritizing and mobilizing scarce resources.



### OPERATIONAL COORDINATION AND COMMUNICATIONS

Examine the capabilities of public, private and nonprofit partners to implement appropriate coordination and communication structures for incident management, such as conducting intelligence and information sharing; assessing the situation; establishing an incident command structure and decision-making process; ensuring interoperable communications; adapting plans; maintaining a common operating picture; and conducting effective public messaging.



### PUBLIC HEALTH AND HEALTHCARE EMERGENCIES

Examine the capabilities of all levels of government and the private sector to detect and manage naturally occurring or intentional infectious disease events or other emergencies with public health and healthcare implications, such as leveraging community education; applying medical and nonmedical countermeasures; coordinating among public health, health care, emergency management, and other governmental and nongovernmental organizations to integrate effective surveillance measures; rapidly communicating with external partners and the public; sustaining economic and business operations; establishing border controls; and sustaining healthcare and social services.



### SHELTERING AND HOUSING SOLUTIONS

Examine the capabilities of the whole community to effectively implement locally executed, state-managed and federally supported outcome-driven sheltering and housing solutions that streamline survivors' progress through all recovery phases, including populations with disabilities and other access and functional needs.



### STABILIZATION AND RESTORATION OF COMMUNITY LIFELINES

Examine the capabilities of public, private and nonprofit partners to stabilize and restore community lifelines, such as determining severity of incident impact, particularly on critical infrastructure and supply chains; identifying limiting factors to addressing impacts; and quickly prioritizing and mobilizing resources that alleviate threats to life or property and facilitate recovery.

# Continuity of Essential Functions

## Continuity of Essential Functions Strategic Priority:



Examine the capabilities of all levels of government and the private sector to ensure continuity of essential functions and the resilience of critical services during an incident where key personnel, facilities, or systems are directly or indirectly impacted.

## Overview

Every day, State, Local, Tribal, and Territorial (SLTT) partners provide critical services and perform essential functions upon which their neighbors and citizens depend. Continuity of Essential Functions exercises should test continuity plans, including those of government entities and businesses. Exercises aligned to this PSP should focus on how an organization can continue essential functions and services under a variety of threats and hazards that could make key personnel, functions and systems unavailable.

## Example Exercise Objectives

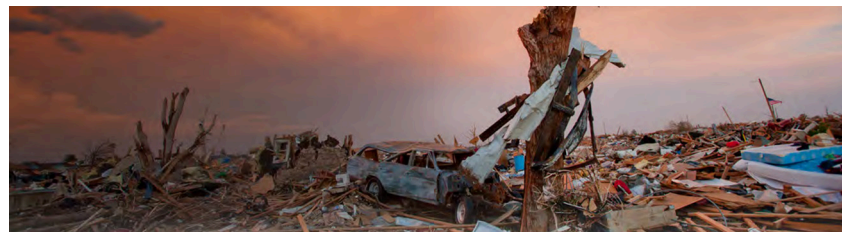
- ▶ Integrating continuity, preparedness and risk management policies and procedures.
- ▶ Assessing, distributing and sustaining services and functions to minimize disruptions during incidents.
- ▶ Defining senior leadership decision-making processes.
- ▶ Validating backup communications capabilities and the required data and records for sufficiency, completeness, currency and accountability.
- ▶ Clarifying internal and external interdependencies.
- ▶ Sharing information with the academic community and executing emergency plans during an incident.
- ▶ Recovering from the continuity environment and transitioning back to normal operations.

## Highlighted Core Capabilities

- ▶ Cybersecurity
- ▶ Community Resilience
- ▶ Economic Recovery
- ▶ Operational Coordination
- ▶ Planning
- ▶ Risk Management for Protection Programs and Activities

## SPOTLIGHT: Presidential Policy Directive 40 (PPD-40)

PPD-40, the National Continuity Policy, requires the U.S. to maintain a comprehensive and effective continuity capability. “Proper [continuity] testing, training, and exercising among the whole community helps delineate roles and responsibilities and deconflict procedural, resource, and personnel issues,” as highlighted in the Continuity Guidance Circular. Maintaining the ability to perform essential functions and services remains vital to examine through exercises in the 2021–2022 NEP Cycle. For more information, visit [https://www.fema.gov/sites/default/files/2020-07/Continuity-Guidance-Circular\\_031218.pdf](https://www.fema.gov/sites/default/files/2020-07/Continuity-Guidance-Circular_031218.pdf).



# Continuity of Essential Functions

## Why This PSP is Important

Continuity provides a plan for the whole community to sustain services and functions when normal operations are disrupted, whether from manmade, natural disasters, or incidents.

- ▶ 2019 NEP data identified only five percent of state and local exercises aligned with the Continuity PSP.
- ▶ The FEMA 2018–2022 Strategic Plan encourages an increase in the percent of states and territories with continuity plans and programs.

## Exercise Sponsor Participation

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 at no cost.

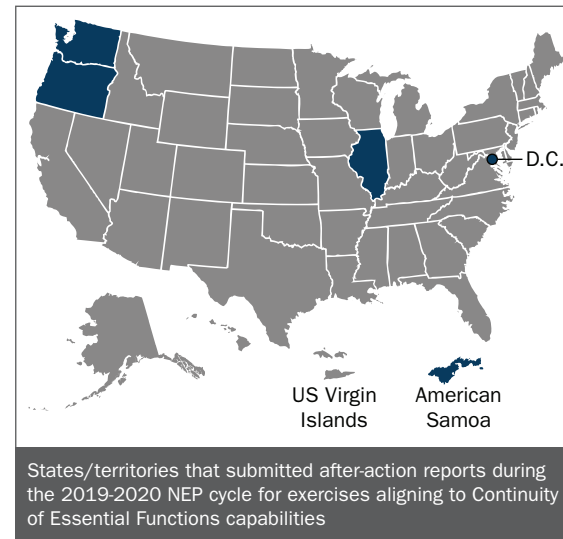
## Spotlight Initiatives

- ▶ FEMA National Continuity Programs developed the Continuity Resource Toolkit that provides supporting templates and tools to federal and non-federal organizations for the development and evaluation of continuity programs. Access the resources at <https://www.fema.gov/emergency-managers/national-preparedness/continuity/toolkit>. The toolkit includes an exercise starter kit on “Reconstituting Operations During the COVID-19 Pandemic” that provides a range of considerations, questions, and links to help organizations with the reconstitution process.
- ▶ The Business Continuity Planning Suite software consists of a business continuity plan training, automated continuity and disaster recovery plan generators, and a self-directed exercise for testing an implemented plan. Learn more at [ready.gov/business-continuity-planning-suite](https://ready.gov/business-continuity-planning-suite).

### Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://firstrespondertraining.gov) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ IS-1300: Introduction to Continuity of Operations
- ▶ IS0551: Continuity of Operations Devolution Planning
- ▶ E0550: Continuity of Operations Planning
- ▶ E0557: Mission Essential Functions Workshop (Continuity Guidance)
- ▶ E0548: Continuity of Operations Program Manager Course



## SPOTLIGHT: The Federal Mission Resilience Strategy (FMRS)

As federal continuity policy shifts to focus on distributed risk and capability through the FMRS, departments and agencies must become more resilience against all threats and conditions, ranging from kinetic (e.g., conventional military force or active warfare) to non-kinetic threats (e.g., cyber, pandemic, natural disasters).



## Cybersecurity Strategic Priority:



Strengthen coordination on cybersecurity prevention, protection, response, mitigation and recovery roles and responsibilities across all levels of government and the private sector—and between cyber/information technology professionals and those in leadership, emergency management, continuity, operations and other functions—to improve the cybersecurity capabilities of the whole community.

## Overview

The Cybersecurity PSP will provide opportunities for the whole community to integrate cyber prevention, protection, response and recovery efforts, as well as establish stronger relationships among governmental and private sector partners in a common pursuit of greater cybersecurity. Cybersecurity exercises should include the effects of a cyberattack or incident as the main scenario (e.g., a large data breach and subsequent misuse of personally identifiable information or a cyberattack on critical infrastructure that requires a multifaceted response). These exercises should examine coordination among all levels of government and the private sector, particularly focusing on testing or developing cybersecurity plans and ensuring SLTT jurisdictions and affected entities know what resources are available in the event of a significant cyber incident.

## Example Exercise Objectives

- ▶ Identifying and detecting cyber threats.
- ▶ Leveraging available Prevention, Protection and Response mission area authorities.
- ▶ Coordinating cyber response activities.
- ▶ Sharing timely and actionable intelligence about potential threats or emerging incidents with all relevant stakeholders, including the private sector.
- ▶ Informing the public about risks associated with a significant cyber incident.
- ▶ Examining the effectiveness of recovery plans and procedures to restore systems and assets.

## Highlighted Core Capabilities

- ▶ Cybersecurity
- ▶ Planning and Intelligence and Information Sharing
- ▶ Operational Coordination
- ▶ Planning
- ▶ Public Information and Warning
- ▶ Risk Management for Protection Programs and Activities

## SPOTLIGHT: National Cyber Incident Response Plan (NCIRP)

The NCIRP describes a national approach to dealing with cyber incidents; addressing the important role that the private sector, state and local governments, and multiple federal agencies play in responding to incidents and how the actions of all fit together for an integrated response.

This plan applies to cyber incidents and more specifically significant cyber incidents that are likely to result in demonstrable harm to the national security interests, foreign relations, or economy of the U.S. or to the public confidence, civil liberties, or public health and safety of the American people. To access the plan, visit <https://us-cert.cisa.gov/ncirp>.

# Cybersecurity

## Why This PSP is Important

As organizations increasingly rely on cyber systems, they are encountering more complex threats with cross-sector impacts, necessitating a more involved and collaborative response to incidents.

- ▶ Reflecting on the importance of cybersecurity as a national threat, National Level Exercise (NLE) 2020 focused on a complex, multidimensional cyberattack that led to significant impacts on critical infrastructure and community lifelines. Learn more about the National Level Exercise at [fema.gov/nle](https://fema.gov/nle).
- ▶ The Regional Cyber Workshop Series, which focused on SLTT participants as part of National Level Exercise 2020, 63 percent of respondents' communities have not developed cyber incident response plans, and 47 percent have not conducted a cyber exercise for their organization.

## Exercise Sponsor Participation

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 at no cost.

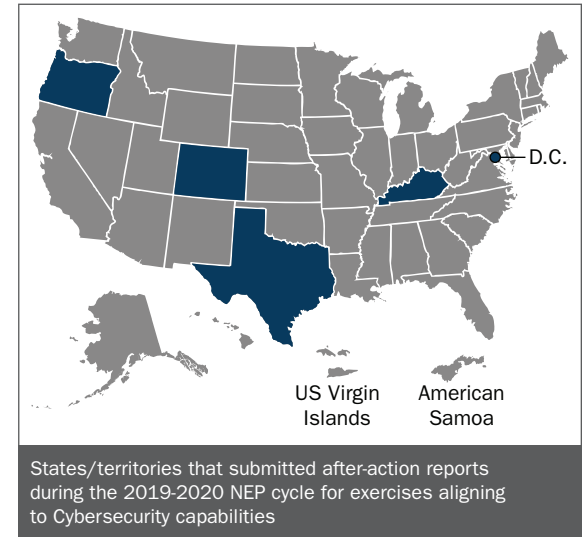
## Spotlight Initiatives

The Cybersecurity and Infrastructure Security Agency (CISA) provides training and exercise resources for the Federal government, SLTT organizations, and the private sector to build cybersecurity capabilities. CISA Exercises provides the full range of discussion- and operations-based exercises to support partners in examining their cybersecurity plans and procedures. CISA also supports the Federal Virtual Training Environment, a free, online and on-demand cybersecurity training system available to federal, state, local, tribal, and territorial government employees, federal contractors, U.S. military veterans and the public. For more information on CISA's training and exercise programs, including off-the-shelf tabletop exercise packages, please visit [cisa.gov/cybersecurity-training-exercises](https://cisa.gov/cybersecurity-training-exercises) and [cisa.gov/critical-infrastructure-exercises](https://cisa.gov/critical-infrastructure-exercises).

### Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://firstrespondertraining.gov) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ AWR-169-W: Cyber Incident Analysis and Response, Web-Based
- ▶ EO553: Resilient Accord Cyber Security Planning Workshop
- ▶ MGT-384: Community Preparedness for Cyber Incidents
- ▶ MGT-385: Community Cyber Security Exercise Planning
- ▶ MGT-452: Physical and Cybersecurity for Critical Infrastructure
- ▶ MGT-456: Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents



## SPOTLIGHT: 2020 Verizon Breach Report

Recent cybersecurity breaches and other large-scale cyber incidents have affected critical functions at all levels of government and private sector organizations. The Verizon Breach Report identified 3,950 confirmed breaches across 81 organizations spanning all 16 critical infrastructure sectors. To access the report, visit <https://enterprise.verizon.com/resources/reports/dbir/>.

# Economic Recovery and Resilience

## Economic Recovery and Resilience Strategic Priority:



Examine the capabilities of public, private and nonprofit partners to identify critical economic recovery issues and strategies that support outcome-driven recovery, such as identifying interdependencies between the public and private sectors to build short-term economic relief and establishing long-term economic resilience for communities and jurisdictions.

## Overview

The Economic Recovery and Resilience PSP builds on the previous NEP cycle by further incorporating the economic aspects of mitigation and recovery planning across public, private and nonprofit stakeholders. Feedback indicated that the previous cycle's usage of the phrase "community recovery" was too broad, which led to the revised PSP for the 2021–2022 cycle that focuses on the economic aspects of recovery, with other recovery core capabilities addressed in other PSP such as Sheltering and Housing Solutions, Stabilization and Restoration of Community Lifelines, and Continuity of Essential Functions. Economic Recovery and Resilience exercises should emphasize integrating the expertise of economic recovery partners, private sector industries and nongovernmental organizations (NGO) to sustain and/or restore businesses and develop economic opportunities to build sustainable communities.

## Example Exercise Objectives

- ▶ Building relationships among government officials and cross-sector industry partners.
- ▶ Mitigating the risks of increased financial obligations after an incident.
- ▶ Assessing and addressing vulnerabilities in a SLTT jurisdiction's job market.
- ▶ Preserving the locality tax base pre-disaster.
- ▶ Exploring opportunities to align pre-disaster economic development and growth plans with post disaster long-term recovery strategies to "Build Back Better."

## Highlighted Core Capabilities

- ▶ Economic Recovery
- ▶ Health and Social Services
- ▶ Operational Coordination
- ▶ Planning
- ▶ Natural and Cultural Resources

## SPOTLIGHT: The Economic Recovery Support Function (RSF)

The Economic RSF describes Economic Recovery as "the ability to return economic and business activities (including agricultural) to a healthy state and develop new economic opportunities that result in a sustainable and economically viable community." Community-specific plans to restore businesses, create employment and reestablish the markets for goods and services require a highly collaborative effort among a diverse group of stakeholders. Communities are encouraged to think beyond quickly recovering from a disruption and consider "economic resilience" when creating both steady-state and responsive initiatives. To learn more, visit <https://recovery.fema.gov/>.



# Economic Recovery and Resilience

## Why This PSP is Important

A focus on economic recovery allows governments at all levels, as well as the private sector and NGO partners, to identify critical economic recovery issues and strategize outcome-driven recovery.

- ▶ A strong understanding of economic resilience also informs capacity-building strategies, including the support of intrinsic community functions that are critical for absorbing, rebounding from and adapting to hazard risks.
- ▶ According to the 2020 Government Accountability Office report, jurisdictions directed the least amount of preparedness grant funds to the Recovery mission area between 2013–2019.
- ▶ Based on the 2018–2022 FEMA Strategic Plan, disaster recovery coordinators are encouraged to have a plan in place based on National Disaster Recovery Framework principles.

## Exercise Sponsor Participation

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 at no cost.

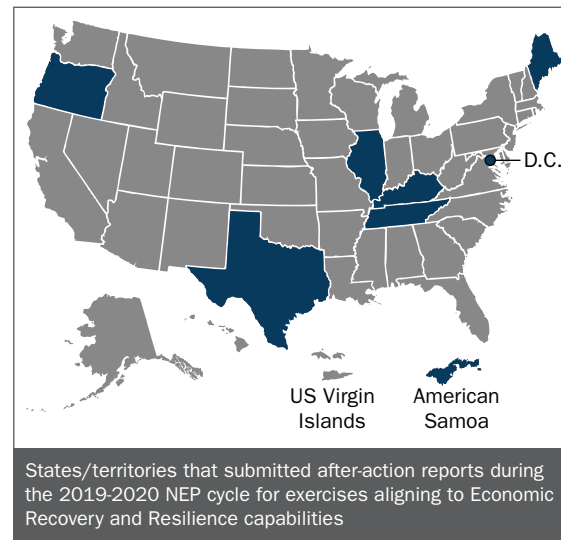
## Spotlight Initiatives

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 and resources related to coronavirus disease (COVID-19) and its economic impacts at [restoreyoureconomy.org](https://restoreyoureconomy.org).

### Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://firstrespondertraining.gov) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ AWR-228: Community Resilience: Building Resilience from the Inside Out
- ▶ AWR-357-W: Principles of Community Economic Recovery
- ▶ E0289: State Volunteer and Donations Management
- ▶ G0205: Recovery from Disaster: The Local Community Role
- ▶ IS0662: Improving Preparedness and Resilience through Public-Private Partnerships
- ▶ PER-376-W: Preparedness Actions to Promote Economic Resilience and Recovery



## SPOTLIGHT: 2019 Stakeholder Preparedness Review (SPR) Analysis of Economic Recovery

As in previous cycles, the Economic Recovery core capability remains infrequently exercised. In the 2019–2020 NEP cycle, only 4 percent of exercises aligned to the Community Recovery and Economic Resilience PSP. More specifically, the 2019 SPR data shows 76 percent of states and territories reported low confidence in their assessment of their ability to meet the Economic Recovery core capability's Reopen Business target.

# National Security Emergencies and Catastrophic Incidents

## National Security Emergencies and Catastrophic Incidents Strategic Priority:



Examine the nation's capabilities to prevent, protect against, respond to, mitigate and/or recover from the threat or impact of a catastrophic incident that seriously degrades or threatens the national security of the United States, such as conducting intelligence and information sharing activities; identifying and deconflicting roles, responsibilities and authorities, including within the White House process of governance; coordinating decision-making; and prioritizing and mobilizing scarce resources.

## Overview

National security emergencies and catastrophic incidents are large-scale natural or manmade events that would stress our nation's capabilities across multiple mission areas. According to Executive Order 12656, a national security emergency is "any occurrence, including natural disaster, military attack, technological emergency, or other emergency, that seriously degrades or seriously threatens the national security of the United States." While it may seem like only the federal government is responsible for managing national security emergencies, state, local, tribal, and territorial partners also have an important role in understanding how to coordinate and share information when faced with incidents that exceed the nation's existing capabilities. Exercise scenarios should be chosen to address the most likely and dangerous threats identified in the National THIRA (see spotlight below) and incorporate the most critical vulnerabilities, such as weapons of mass destruction (WMD), major cyberattacks, large-scale natural disasters, a global pandemic or other national security emergencies.

## Example Exercise Objectives

- ▶ Improving nationwide intelligence and information sharing to inform risk-based decisions to prevent, protect against or respond to incidents.
- ▶ Determining an effective national messaging strategy that clearly communicates the secondary and tertiary effects of a potential or actual incident.
- ▶ Testing the collective capacity of federal and SLTT governments, the private sector and NGO to share information and coordinate to develop solutions to cascading impacts.
- ▶ Increasing understanding of global network supporting critical infrastructure supply chains and developing capabilities within the government and private sector to support their rapid restoration.

## Highlighted Core Capabilities

- ▶ Intelligence and Information Sharing
- ▶ Operational Coordination
- ▶ Risk and Disaster Resilience Assessment
- ▶ Supply Chain Integrity and Security
- ▶ Threat and Hazard Identification

## SPOTLIGHT: Spotlight: 2019 National THIRA Most Challenging Scenarios

The National THIRA (Threat and Hazard Identification and Risk Assessment) is the process through which FEMA identifies catastrophic threats and hazards that face the nation, the consequences of those threats and hazards, and the capabilities the nation needs to address those hazards. In 2019, the National THIRA identified the following scenarios as most challenging:

- ▶ Cascadia and San Andreas Earthquake Scenario
- ▶ New Madrid Earthquake Scenario
- ▶ Texas Hurricane Scenario
- ▶ Florida Hurricane Scenario
- ▶ Hawaii Hurricane Scenario
- ▶ Pandemic Scenario
- ▶ Space Weather Scenario

# National Security Emergencies and Catastrophic Incidents

## Why This PSP is Important

The scale, magnitude and impact of this priority warrants extensive, well-coordinated efforts across stakeholder groups to prevent, protect against, mitigate, respond to, and recover from catastrophic disasters.

- ▶ According to Executive Order 12656, a national security emergency is “any occurrence, including natural disaster, military attack, technological emergency, or other emergency, that seriously degrades or seriously threatens the national security of the United States.”
- ▶ The PSP’s inclusion of the phrase “catastrophic incidents” highlights the need to hold exercises that examine what the Post-Katrina Emergency Management Reform Act describes as “any natural disaster, act of terrorism, or other manmade disaster that results in extraordinary levels of casualties or damage or disruption severely affecting the population.”

## Exercise Sponsor Participation

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 at no cost.

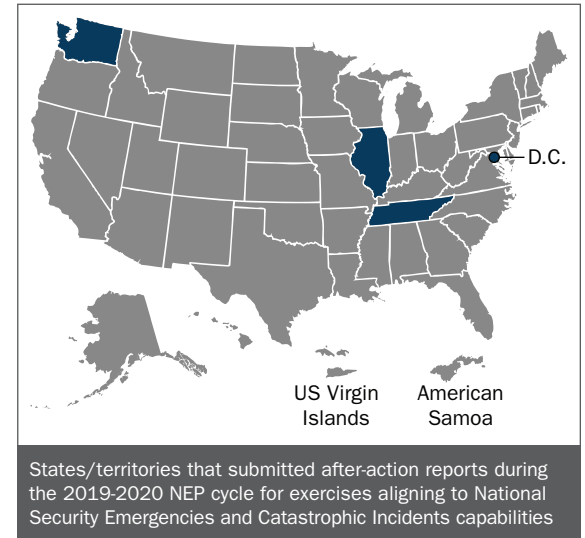
## Spotlight Initiatives

- ▶ FEMA’s Center for Domestic Preparedness (CDP), located in Anniston, Alabama, is the US Department of Homeland Security’s only federally chartered WMD training center. The CDP provides advanced, hands-on training to SLTT emergency response professionals at the awareness-, performance- and management-levels. The CDP offers the only federally chartered training facility where emergency responders train in a toxic environment (chemical and biological) and the only hospital in the nation dedicated solely to training. For more information including fully funded training, travel, meals and lodging for SLTT responders visit [cdp.dhs.gov](https://cdp.dhs.gov).

### Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://firstrespondertraining.gov) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ AWR-122: Law Enforcement Prevention and Deterrence of Terrorist Acts
- ▶ E0300 ICS 300: Intermediate Incident Command System for Expanding Incidents
- ▶ E0418: Mass Care - Emergency Assistance Planning and Operations
- ▶ G0205: Recovery from Disaster: The Local Community Role
- ▶ IS0027: Orientation to FEMA Logistics
- ▶ PER-219: A Prepared Jurisdiction: Integrated Response to a CBRNE Incident



## SPOTLIGHT: Resilient Supply Chains

The 2017 National Security Strategy identifies resilient supply chains as a national priority and highlights vulnerabilities. Most recently, the COVID-19 public health emergency revealed vulnerabilities in the commercial supply chain for critical resources manufactured overseas. Senior officials expressed interest in validating operational plans that cover border control and closures across a variety of circumstances, to include an infectious disease environment. Supply chain vulnerability is magnified during a national security emergency or catastrophic incident, further justifying the need to conduct exercises for this priority.

# Operational Coordination and Communications

## Operational Coordination and Communications Strategic Priority:



Examine the capabilities of public, private and nonprofit partners to implement appropriate coordination and communication structures for incident management, such as conducting intelligence and information sharing; assessing the situation; establishing an incident command structure and decision-making process; ensuring interoperable communications; adapting plans; maintaining a common operating picture; and conducting effective public messaging.

## Overview

The Operational Coordination and Communication capabilities are foundational in all threat and hazard environments and their success is critical to positive outcomes. Operational Coordination and Communications exercises should examine multi-jurisdictional coordination of personnel and resources, emphasizing integration of different disciplines such as law enforcement, fire, emergency medical services, public health, public works and elected officials.

## Example Exercise Objectives

- ▶ Understanding and coordinating with all stakeholders (e.g., mutual aid, private sector, nonprofit organizations, educational institutions).
- ▶ Adapting the baseline incident command and control structure to integrate critical, incident-specific stakeholders while maintaining a shared common operating picture.
- ▶ Sharing timely, accurate and actionable information and intelligence among all levels of the government and private sector partners to bolster response activity and ensure situational awareness.
- ▶ Engaging the public with prompt, reliable, actionable and deconflicted messaging through accessible methods; and determining the capacity and operational capability of communications infrastructure and resources in austere environments.

## Highlighted Core Capabilities

- ▶ Intelligence and Information Sharing
- ▶ Operational Coordination
- ▶ Operational Communications
- ▶ Public Information and Warning

## SPOTLIGHT: Observed THIRA/SPR Exercise Gaps

Capabilities related to the Operational Coordination and Communications PSP are some of the most frequently exercised and highest-proficiency capabilities for states and territories. At the same time, most of those states and territories still rank these capabilities as high priority and with a high percentage of exercise gaps. This means jurisdictions should keep exercising these capabilities to sustain their capability levels.



Real-world after-action reports hold many lessons for planning exercises. The “1 October After-Action Report” details the findings and lessons learned from the October 1, 2017 shooting at the Harvest Route 91 Harvest Festival in Las Vegas, Nevada that left more than 800 people injured and resulted in 58 fatalities. This report was shared publicly to spread the knowledge gained from this incident with public safety agencies from across the country and assist in their preparedness efforts. To read the report, visit [www.hSDL.org/?abstract&did=814668](http://www.hSDL.org/?abstract&did=814668).



# Public Health and Healthcare Emergencies

## Public Health and Healthcare Emergencies Strategic Priority:



Examine the capabilities of all levels of government and the private sector to detect and manage naturally occurring or intentional infectious disease events or other emergencies with public health implications, such as leveraging community education; applying medical and nonmedical countermeasures; coordinating among public health, health care, emergency management, and other governmental and nongovernmental organizations to integrate effective surveillance measures; rapidly communicating with external partners and the public; sustaining economic and business operations; establishing border controls; and sustaining healthcare and social services.

## Overview

Initial lessons learned from the ongoing COVID-19 response, National THIRA, and NEP cycle data provide a strong baseline for the 2021–2022 cycle examining Public Health and Healthcare Emergencies. By acting on lessons learned from COVID-19, government agencies and private sector partners can better identify potential impacts, update existing plans and improve engagement with the public to strengthen public health and healthcare readiness over the next several years. Public health and health care delivery are complementary to each other. However, they serve critically different functions in preparedness and response. In a disaster the healthcare system must have the capacity and capability to provide lifesaving care to the injured and ill, while the public health system must promote, protect and improve the health of the affected jurisdiction. Public Health and Healthcare Emergencies exercises should examine a community's public health capabilities, including healthcare supply chain perspectives and integrated response operations among public health, emergency management and private sector partners. Exercises could emphasize engagement between whole community partners (specifically in challenging scenarios that require risk analysis) and communicate guidance to a wide variety of stakeholders.

## Example Exercise Objectives

- ▶ Examining authorities, policies, roles, responsibilities and funding available for response to natural or manmade disasters or other public health emergencies.
- ▶ Integrating emergency management and public health capabilities.
- ▶ Assessing the supply chain and resourcing capacity to meet response demands.
- ▶ Providing rapid, timely, accurate, and deconflicted public information and risk communication.

## Highlighted Core Capabilities

- ▶ Fatality Management Services
- ▶ Health and Social Services
- ▶ Interdiction and Disruption
- ▶ Operational Coordination
- ▶ Planning
- ▶ Public Health, Healthcare and Emergency Medical Services
- ▶ Public Information and Warning

## SPOTLIGHT: Coronavirus Emergency Management Best Practices

COVID-19 is an emerging, rapidly evolving situation. FEMA compiled best practices and lessons learned that communities have already faced fighting COVID-19, including community innovations, government operations, recovery planning and implementation, and medical supplies and equipment. Best practices supporting whole community partners, such as private sector and infrastructure stakeholders and individuals with access and functional needs, are also highlighted. This online repository can be found at <https://www.fema.gov/disasters/coronavirus/best-practices>. This collection is not exhaustive, but FEMA will continue to add content and highlight key areas that highlight the best of American ingenuity.

# Public Health and Healthcare Emergencies

## Why This PSP is Important

The COVID-19 pandemic is the first incident to trigger major disaster declarations for all 50 states, providing a real-world test of the Nation's capabilities to manage a public health emergency.

- ▶ Since 2016, state and territory THIRA submissions identified pandemics as the second or third most commonly selected threat or hazard of greatest concern.
- ▶ The 2020 [National Preparedness Report](#) indicates difficulty in estimating pandemic preparedness due to the numerous capabilities a pandemic can stress.

## Exercise Sponsor Participation

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 at no cost.

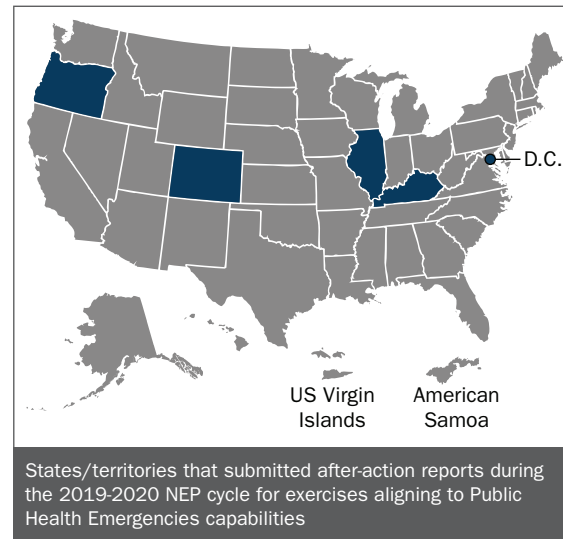
## Spotlight Initiatives

- ▶ Offered by the U.S. Department of Health and Human Services, the Assistant Secretary for Preparedness and Response, Technical Resources, Assistance Center, and Information Exchange web portal at [asprtracie.hhs.gov](https://asprtracie.hhs.gov) provides a collection of free healthcare system preparedness, disaster medical, and public health preparedness materials, access to technical assistance specialists and subject matter experts for one-on-one support, COVID-19-specific resources, and peer discussion boards.
- ▶ FEMA has developed an Exercise Starter Kit (ESK) for Preparedness in a Pandemic with sample documents an organization can use to conduct planning workshops to navigate the complexities of returning to full operations during the COVID-19 pandemic. It includes a sample facilitator guide and conduct slides adaptable to any organization. Visit [preptoolkit.fema.gov](https://preptoolkit.fema.gov) to access additional public health ESKs.

## Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://firstrespondertraining.gov) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ AWR-314 Medical Countermeasures Awareness for Public Health Emergencies
- ▶ AWR-329 Leveraging Tools for Coordinated Disaster Communications
- ▶ E0431 Understanding the Emergency Management Assistance Compact
- ▶ E0948 Situational Awareness and Common Operating Picture
- ▶ G0191 Emergency Operations Center/Incident Command System Interface
- ▶ G0291 Joint Information System/Center Planning for Tribal, State, and Local Public Information Officers



## SPOTLIGHT: 2019 THIRA/SPR Exercise Gap in Public Health Emergencies

In 2019, THIRA/SPR reports that 62 percent of states and territories have an exercise gap for the Public Health, Healthcare and Emergency Medical Services core capability, up from 36 percent in 2017 and 53 percent in 2018.

2019 THIRA

**62%**

of jurisdictions reported pandemics as their second most identified threat

a 26% increase since 2017

# Sheltering and Housing Solutions

## Sheltering and Housing Solutions Strategic Priority:



Examine the capabilities of the whole community to effectively implement locally executed, state-managed, and federally supported outcome-driven sheltering and housing solutions that streamline survivors' progress through all recovery phases, including populations with disabilities and other access and functional needs.

## Overview

The ability to help displaced survivors attain safe, habitable, accessible and functional short- and longterm housing after a disaster is critical to move a community towards stability and improve resilience for future incidents. Additionally, it is important to assess the resilience and vulnerability of housing in a community population before a disaster takes place and to take effective mitigation actions to prevent having displaced survivors when a disaster occurs. Sheltering and Housing Solutions exercises will focus on the entire “community sheltering to permanent housing” continuum and should examine how response and recovery partners can effectively meet survivor housing needs throughout the recovery process. Exercises will also include a focus on available housing programs and survivor access to them.

## Example Exercise Objectives

- ▶ Discussing sheltering and housing capabilities during a tabletop exercise (TTX).
- ▶ Establishing emergency congregate sheltering, focusing on rapid transition to non-congregate solutions when safe to do so.
- ▶ Developing disaster specific timelines for providing habitable short- and long-term sheltering solutions.
- ▶ Coordinating different types of sheltering and housing assistance available at the local, state and federal levels (e.g., Responder Lodging Teams) and which programs to activate for specific incidents.
- ▶ Establishing permanent housing solutions that increase community resilience and reduce vulnerability.

## Highlighted Core Capabilities

- ▶ Community Resilience
- ▶ Housing
- ▶ Long-Term Vulnerability Reduction
- ▶ Operational Coordination
- ▶ Planning

## SPOTLIGHT: 2019-2020 NEP Cycle SLTT Nominations

In the 2019–2020 NEP cycle, exercise nominations from SLTT jurisdictions often focused on mass-care-related capabilities without considering the Housing core capability. Of the three exercises aligned to the 2019–2020 Mass Care and Housing PSP conducted in 2019, only one examined the Housing capability. Therefore, the 2021-2022 PSP Report changes the name and definition of this PSP to Sheltering and Housing Solutions to emphasize the connection between survivor sheltering and housing as a combined solution set.

# Sheltering and Housing Solutions

## Why This PSP is Important

This priority emphasizes critical assessment of community housing resilience and community population vulnerability to prevent displaced survivors following a disaster and provide a continuum of housing solutions.

- ▶ 2019 THIRA/SPR data highlighted significant gaps for housing-related capabilities, including Community Sheltering and Long-Term Housing.
- ▶ The 2018–2022 FEMA Strategic Plan prioritizes the need for impacted SLTT governments to develop housing solutions and drive their own recoveries. Visit <https://www.fema.gov/about/mission> to learn more.
- ▶ The Hurricane Michael and Hurricane Harvey AARs demonstrate that awareness of housing opportunities and impacts to the provision of disaster housing continues to be a challenge for SLTT jurisdictions.

## Exercise Sponsor Participation

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 at no cost.

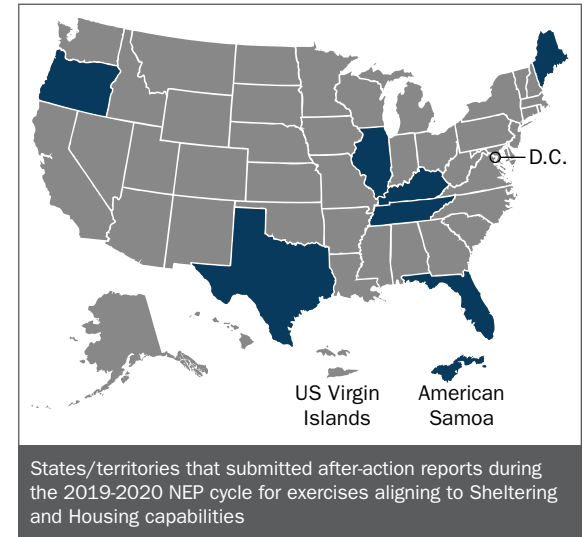
## Spotlight Initiatives

- ▶ FEMA's [Planning Considerations: Disaster Housing Guide](#) provides guidance to SLTT partners as they develop disaster housing plans and strategies for their communities. A Spanish language version of the guide is available [here](#). The guide provides an overview of sheltering and housing phases; describes common considerations for disaster housing planning; and summarizes available housing programs offered by various levels of government and the private sector considering the unique characteristics of SLTT jurisdictions, such as population, demographics, geography, socioeconomic factors and infrastructure, that may impact the provision of disaster housing.

### Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://www.fema.gov/sites/default/files/2020-05/IncidentStabilizationGuide.pdf) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ ISO368 Including People with Disabilities and Others with Access and Functional Needs in Disaster Operations
- ▶ ISO403 Introduction to Individual Assistance
- ▶ G0205 Recovery from Disaster: The Local Community Role
- ▶ MGT-464 Addressing Gaps in Housing Disaster Recovery: A Training Program for the Whole Community



## SPOTLIGHT: 2019 FEMA Incident Stabilization Guide

The 2019 FEMA Incident Stabilization Guide emphasizes the use of dashboards to provide immediate understanding of the status of stabilization objectives, such as sheltering options. The guide also highlights the usage of dashboard data to assist with temporary housing solutions. The guide can be found here: <https://www.fema.gov/sites/default/files/2020-05/IncidentStabilizationGuide.pdf>.

# Stabilization and Restoration of Community Lifelines

## Stabilization and Restoration of Community Lifelines Strategic Priority:



Examine the capabilities of public, private and nonprofit partners to stabilize and restore community lifelines, such as determining the severity of incident impact, particularly on critical infrastructure and supply chains; identifying limiting factors to addressing impacts; and quickly prioritizing and mobilizing resources that alleviate threats to life or property and facilitate recovery.

## Overview

Maintaining the Stabilization and Restoration of Community Lifelines PSP for the 2021–2022 cycle allows exercise practitioners to further validate capabilities that are still relatively new for many SLTT jurisdictions. Stabilization and Restoration of Community Lifelines exercises emphasize how SLTT jurisdictions prioritize lifesaving and life sustaining lifeline systems immediately following an incident and how all available resources are leveraged through public, private and nonprofit partnerships to stabilize and restore those lifelines.

## Example Exercise Objectives

- ▶ Examining critical interdependencies between lifelines.
- ▶ Creating outcome-driven, effective solutions to distinguish the highest priorities and most complex issues from incident information, as stated in the 2019 FEMA Incident Stabilization Guide.
- ▶ Determining impacts to logistics and supply chain management networks and prioritizing assets to rapidly resume delivery of essential resources.
- ▶ Assessing governmental and private sector capabilities to prioritize and quickly mobilize resources.
- ▶ Validating effective reporting and communication capabilities.
- ▶ Implementing pre- or post-disaster mitigation measures to improve lifeline stabilization and reduce future risks.

## Highlighted Core Capabilities

- ▶ Critical Transportation
- ▶ Infrastructure Systems
- ▶ Logistics and Supply Chain Management
- ▶ Long-Term Vulnerability Reduction
- ▶ Mass Care Services
- ▶ Situational Assessment

## SPOTLIGHT: FEMA Community Lifelines

The fourth edition of the National Response Framework formalized the Community Lifelines construct as national-level response doctrine. This construct, based on lessons learned from the 2017 hurricane season, equips emergency managers with a streamlined and standardized reporting methodology based on seven lifelines necessary for a community to function. To view the National Response Framework, visit <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>.



FEMA Community Lifelines



# Stabilization and Restoration of Community Lifelines

## Why This PSP is Important

This priority emphasizes how SLTT jurisdictions prioritize lifesaving and life-sustaining lifeline systems immediately following an incident and how all available resources are leveraged through public, private and nonprofit partnerships to stabilize and restore those lifelines.

- ▶ The 2019 National Preparedness Report identified that the Community Lifelines construct enhances scalable response across all levels of government and non-governmental organizations by facilitating response coordination efforts. To view the Community Lifelines construct, visit <https://www.fema.gov/emergency-managers/practitioners/lifelines>.
- ▶ 2019–2020 NEP exercises aligned to this priority focused primarily on the Response mission area, missing the opportunity to examine Recovery capabilities related to restoration.

## Exercise Sponsor Participation

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 at no cost.

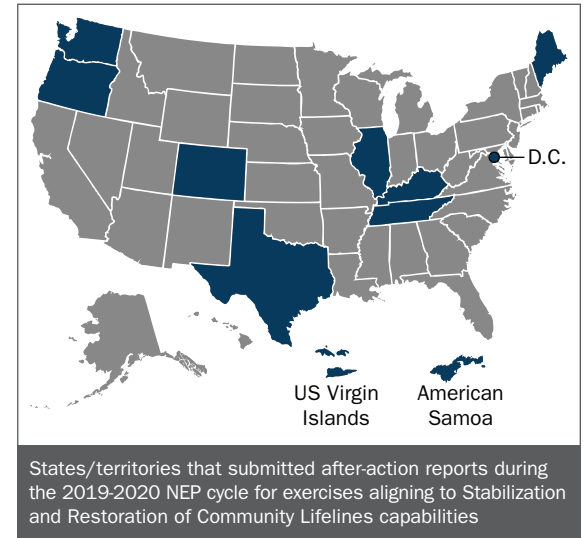
## Spotlight Initiatives

- ▶ The National Business Emergency Operations Center enhances information sharing between private industry partners and public agencies—including FEMA—before, during, and after disasters. Learn how to get involved at [fema.gov/nbeoc](https://fema.gov/nbeoc).
- ▶ Access the [Community Lifelines Implementation Toolkit](#) for information and resources to assist whole community partners understand lifelines, coordinate with entities using lifelines, and serve as basic guidance for how to implement the lifeline construct during incident response. To schedule training, contact [lifelines@fema.dhs.gov](mailto:lifelines@fema.dhs.gov).

### Relevant Training Courses

Examples of relevant training courses are provided below. Course offerings frequently change; please visit [firstrespondertraining.gov](https://firstrespondertraining.gov) for a full list of virtual and in-person training courses and resources. FEMA training courses are provided at no cost to first responders.

- ▶ AWR-213 Critical Infrastructure Security and Resilience Awareness
- ▶ ISO800.d: National Response Framework, An Introduction
- ▶ IS0027: Orientation to FEMA Logistics
- ▶ G0557 Rapid Needs Assessment
- ▶ MGT-342 Strategic Overview of Disaster Management for Water and Wastewater Utilities
- ▶ MGT-345 Disaster Management for Electric Power Systems



## SPOTLIGHT: 2019–2020 NEP Data After-Action Report Findings Related to the Lifelines Construct

After-Action Reports between 2019–2020 aligned to this priority identified the need to:

- ▶ Identify agreed-upon terminology and meaning of response and restoration resources.
- ▶ Build and strengthen collaboration to improve the processes of communicating, prioritizing, making decisions and deploying resources.
- ▶ Continue developing experience with building situation reports by collecting analyzed, relevant information under a condensed timeline.
- ▶ Deconflict overlapping priorities and authorities.



[www.fema.gov/nep](http://www.fema.gov/nep)

[nep@fema.dhs.gov](mailto:nep@fema.dhs.gov)



FEMA