IMPLEMENTING THE NECP WEBINARS

EXERCISE! EXERCISE! EXERCISE! LEARN HOW TO TURN EVALUATIONS INTO REAL-WORLD COMMUNICATIONS IMPROVEMENTS

SEPTEMBER 17, 2020

Agenda

- Webinar Overview and Objectives
- National Emergency Communications Plan (NECP) and SAFECOM Nationwide Survey (SNS): Training and Exercise Evaluations
- Homeland Security Exercise and Evaluation Program
- Resources and Actions
- Question and Answer Session

Webinar Objectives

- Discuss gaps and challenges in training and exercise evaluations
- Learn practical solutions from within the NECP to maximize training and exercise evaluations
- Gain an understanding of how to implement evaluations from the Homeland Security Exercise and Evaluation Program (HSEEP)
- Recognize the benefits of third-party evaluations
- Know where to access evaluation resources

Presenters

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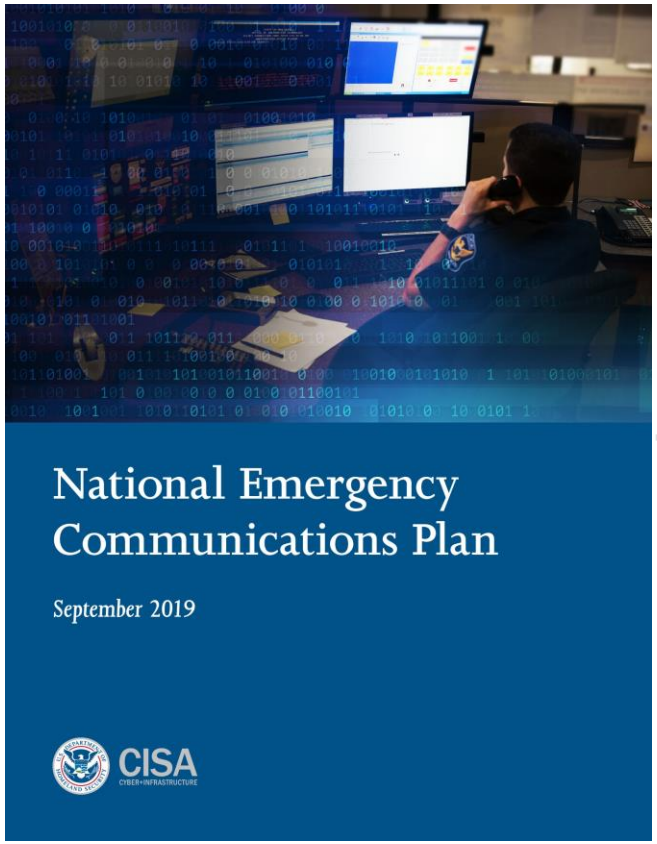
National Exercise Division
Federal Emergency Management Agency

National Emergency Communications Plan



Mandated by Title XVIII of the Homeland Security Act of 2002, the NECP was first published in 2008, and its latest update was published in 2019.

The NECP is the Nation's strategic plan to strengthen and enhance emergency communications capabilities.

The Plan is designed to provide guidance to those that plan for, coordinate, maintain, invest in, and use communications to support public safety operations.

It helps stakeholders enhance and update the policies, governance structures, planning, and protocols that enable responders to communicate and share information under all circumstances.

The NECP navigates the complex mission of maintaining and improving emergency communications while also integrating new technologies and capabilities for emergency responders.

NECP Goals

NECP Vision: To enable the Nation's emergency response community to communicate and share information securely across communications technologies in real time, including all levels of government, jurisdictions, disciplines, organizations, and citizens impacted by any threats or hazards event

Goal 1: Governance and Leadership

Develop and maintain effective emergency communications governance and leadership across the Emergency Communications Ecosystem

Goal 2: Planning and Procedures

Develop and update comprehensive emergency communications plans and procedures that address the evolution of risks, capabilities, and technologies across the Emergency Communications Ecosystem

Goal 3: Training, Exercises, and Evaluation

Develop and deliver training, exercise, and evaluation programs that enhance knowledge and target gaps in all available emergency communications technologies

Goal 4: Communications Coordination

Improve effective coordination of available operable and interoperable public safety communications capabilities for incidents and planned events

Goal 5: Technology and Infrastructure

Improve lifecycle management of the systems and equipment that enable emergency responders and public safety officials to share information efficiently and securely

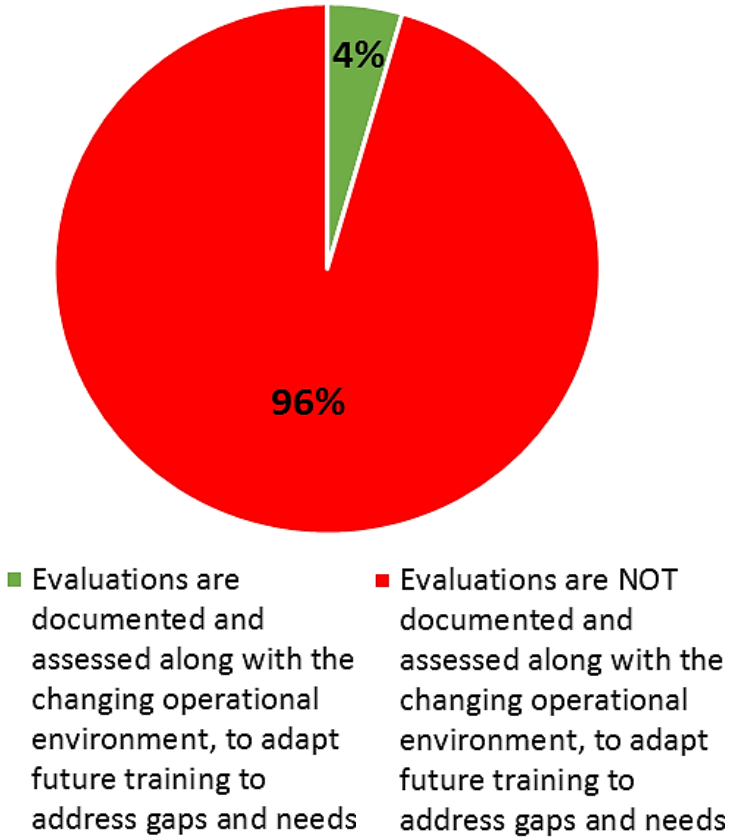
Goal 6: Cybersecurity

Strengthen the cybersecurity posture of the Emergency Communications Ecosystem

Evaluations Overview

- Effective training and exercise programs bolster emergency professionals' proficiency with communications equipment and improve their ability to execute policies, plans, and procedures
- As new and emerging technologies, tools, and services are introduced that impact incident response, they should be tested and evaluated through training and exercises
- The SAFECOM Nationwide Survey (SNS) found that *only 4%* of public safety organizations use emergency communications exercise evaluations to adapt future training to address gaps and needs
- Evaluations are most effective when lessons learned are documented and applied to future training and exercise programs and operational protocols

Percent of Public Safety Organizations Utilizing Exercise Evaluations

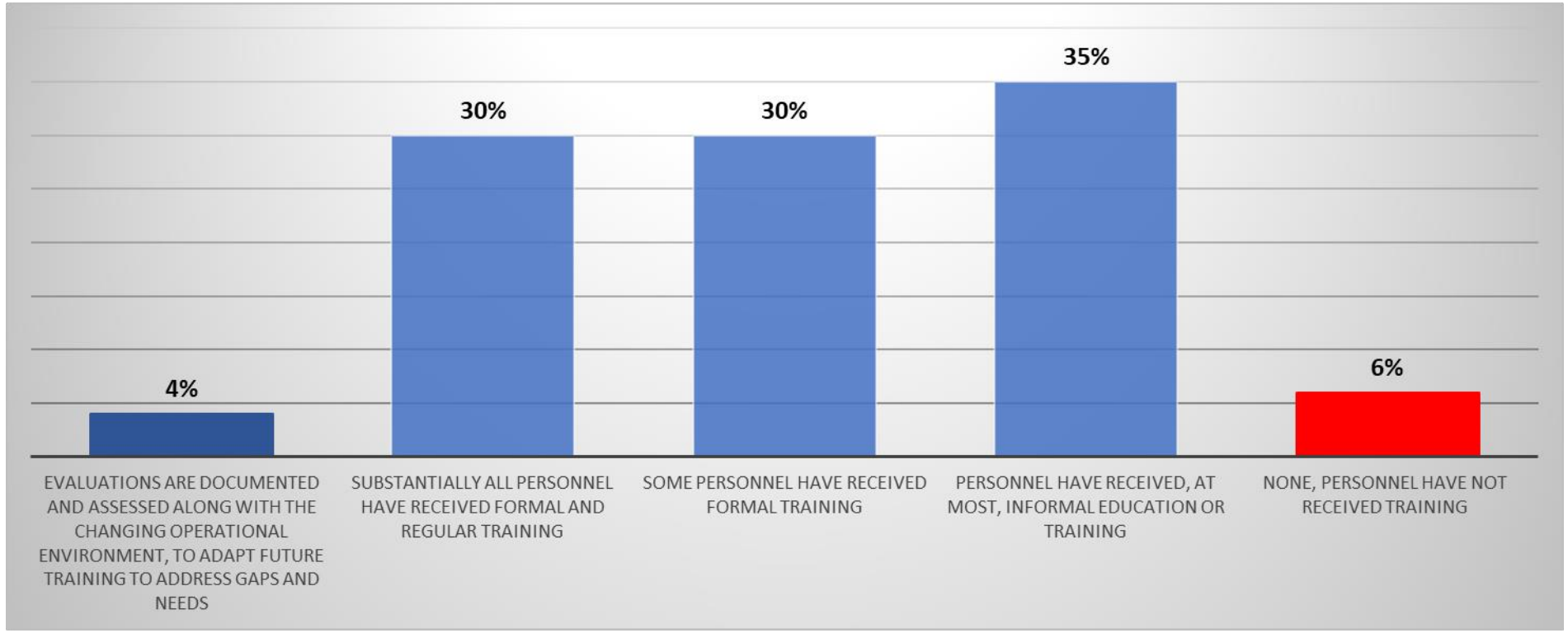


SAFECOM Nationwide Survey

- The SNS is a data collection initiative that supported the content and recommendations of the NECP
- The SNS consisted of 38 questions that span the 5 elements of the *SAFECOM Interoperability Continuum*, plus a security element that accounted for cybersecurity
- Findings from the SNS gauge the status of the Nation's emergency communications capabilities and helped inform the National Emergency Communication Plan's goals, objectives, and success indicators

SNS: Training

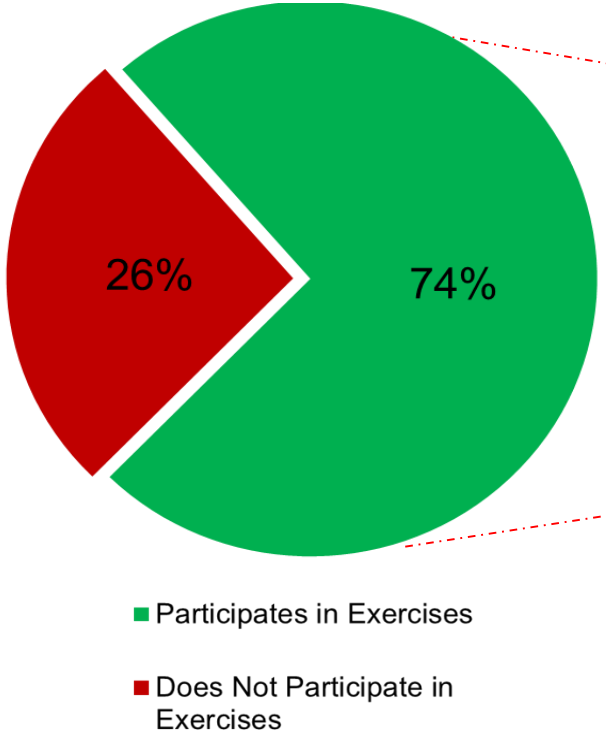
Emergency Communications Training and Evaluations



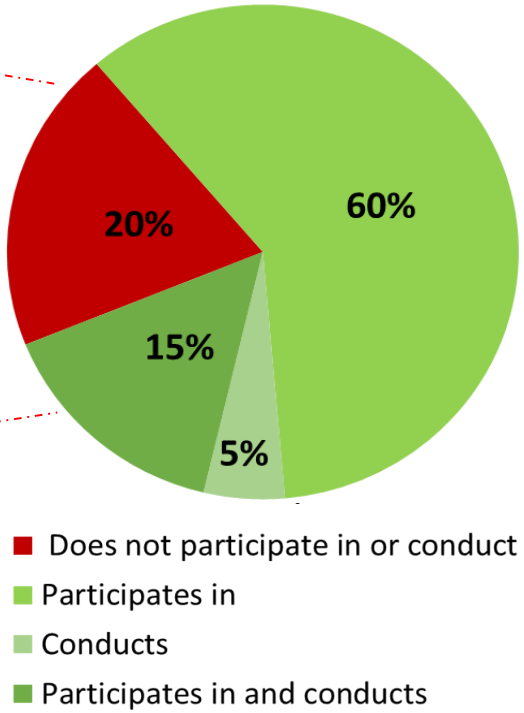
- The majority of organizations (94%) indicate that their personnel have received formal or informal training

SNS: Exercises

Overall Exercise Participation



Emergency Communications-Focused Exercises

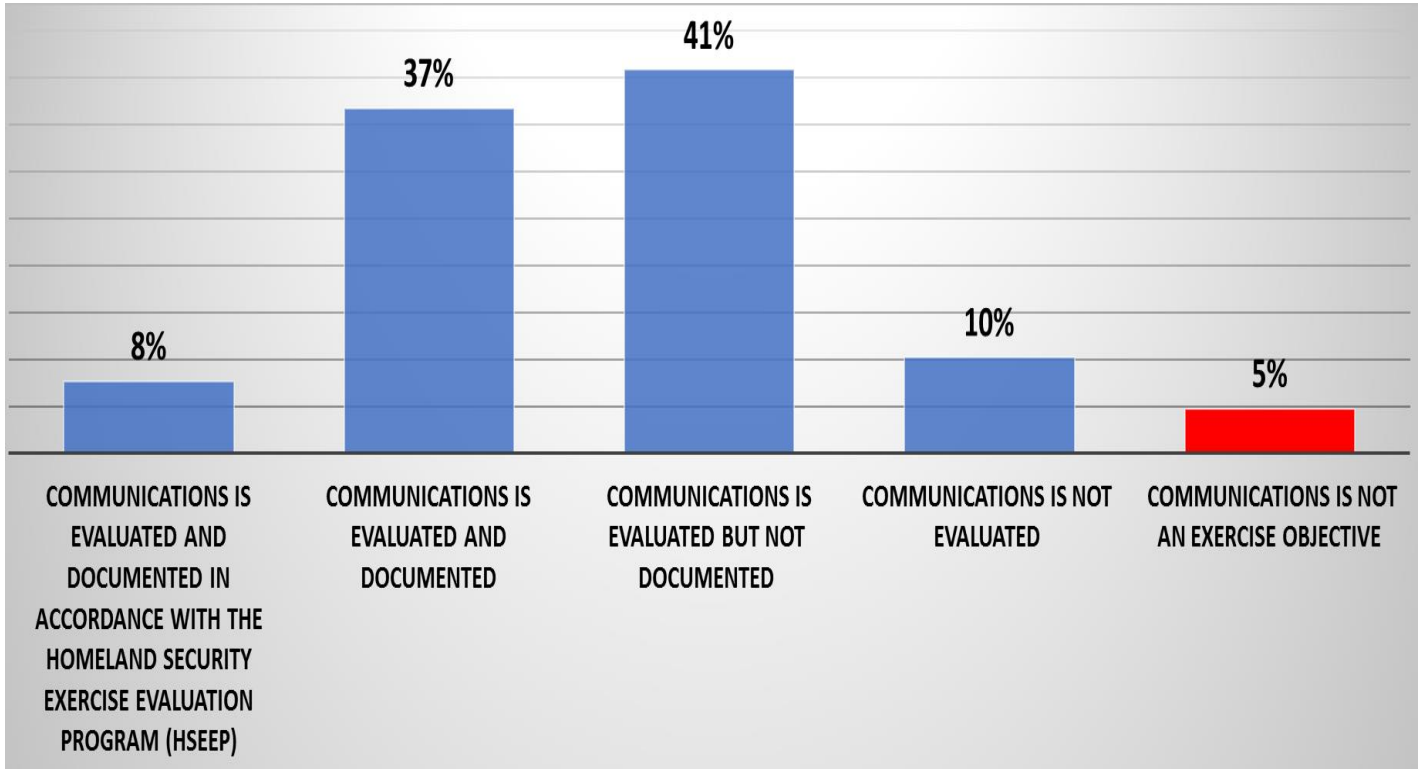


- 74% of respondents indicate they participate in exercises
- Of the 74% who do exercise, 80% conduct or participate in emergency communications-focused exercises

SNS: Exercise Evaluations

- Of the 74% of respondents that exercise, the majority of respondents (86%) evaluate communications as an exercise objective
- However, 41% are not documenting outcomes; and only 8% are **evaluating and documenting** in accordance with HSEEP

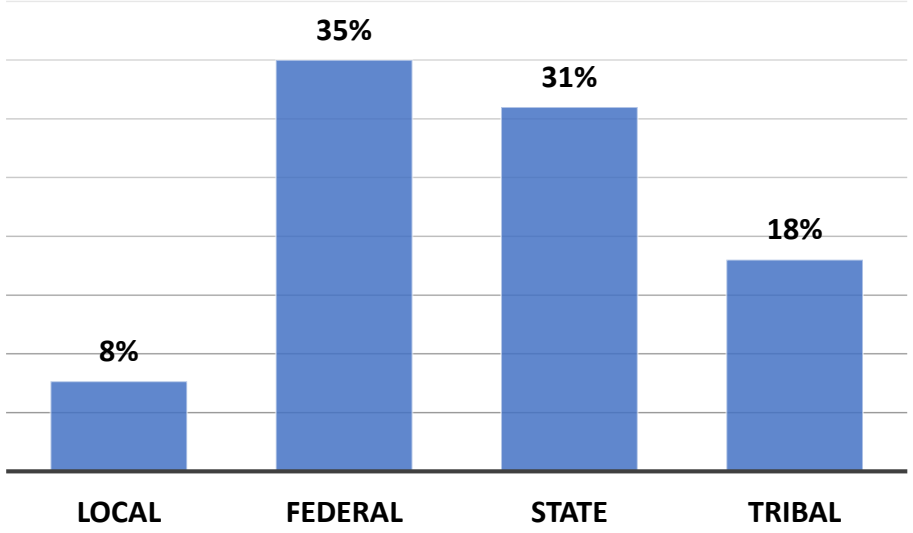
Communications as an Exercise Objective



NECP Success Indicators: Evaluations

- Include communications-specific injects in exercises to test and evaluate communications systems and personnel
  - Use HSEEP to develop exercise evaluation objectives
  - Use outcome-focused documentation to identify and address coverage and systems inadequacies
- Assess personnel proficiency in using communications systems' features, functions, and capabilities
- Utilize third-party, peer evaluators, and/or communications support personnel with communications expertise to observe, document, and report outcomes
  - Leverage whole community partners and cross-agency interaction during training, exercises, and the evaluation process to enhance one another's programs

Percentage of Public Safety Organizations that Evaluate and Document in Accordance with HSEEP



Homeland Security Exercise and Evaluation Program (HSEEP) Update

NECP Implementation Webinar

September 17, 2020

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2020 Homeland Security Exercise and Evaluation Program (HSEEP)

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2020 Revision

- Last revision was 2013
- Update to reflect current policies and plans
- Ensure that HSEEP continues to meet the needs of the exercise community
- Outreach
  - 2 National engagement periods: Summer & Fall 2019
  - Input from the whole community
    - Over 700 suggestions

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What is New and Different

- Throughout the Doctrine
  - Whole Community
  - Senior Leaders
  - Capabilities
  - Tools and Training
  - Tables

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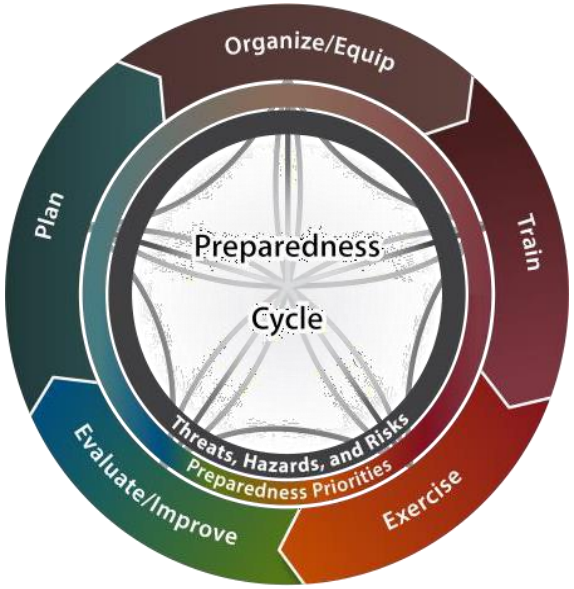
What is New and Different- Chapter 2

- Program Management - Chapter 2
  - Introduced the Integrated Preparedness Cycle
    - Full Breadth of Preparedness Activities
    - More Deliberate Approach to Multi-Year Preparedness Activity Planning



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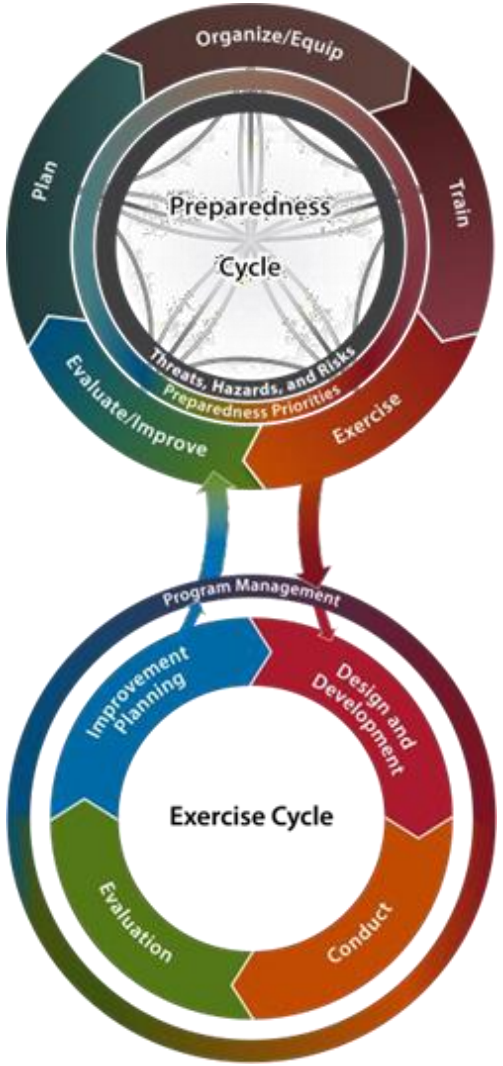
What is New and Different Chapter 2 cont.

- Program Management - Chapter 2 cont.
  - Reimagined Training and Exercise Planning Workshop (TEPW) and Training and Exercise Plan (TEP)
  - Introduced:
    - Integrated Preparedness Planning Workshop (IPPW)
    - Integrated Preparedness Plan (IPP)



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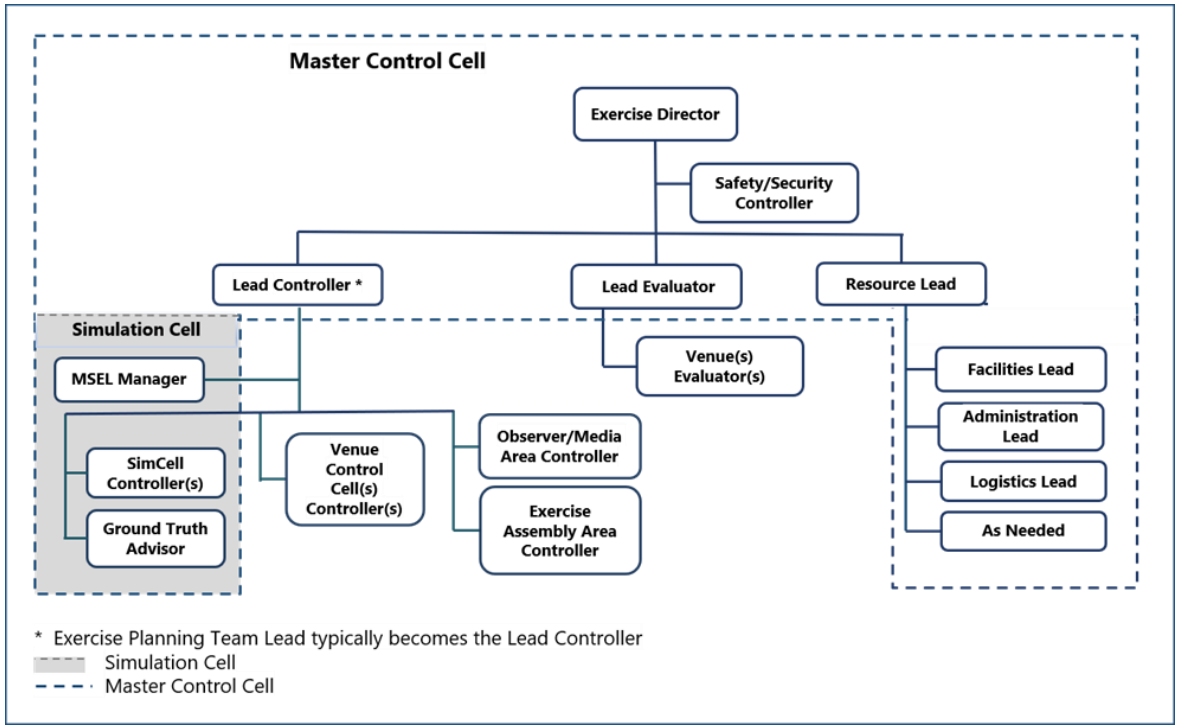
What is New and Different- Chapters 3 & 4

- Exercise Design and Development – Chapter 3
- Exercise Conduct – Chapter 4
  - Exercise Planning Team & Conduct Organizational Charts
  - Discussion-Based/Operations-Based



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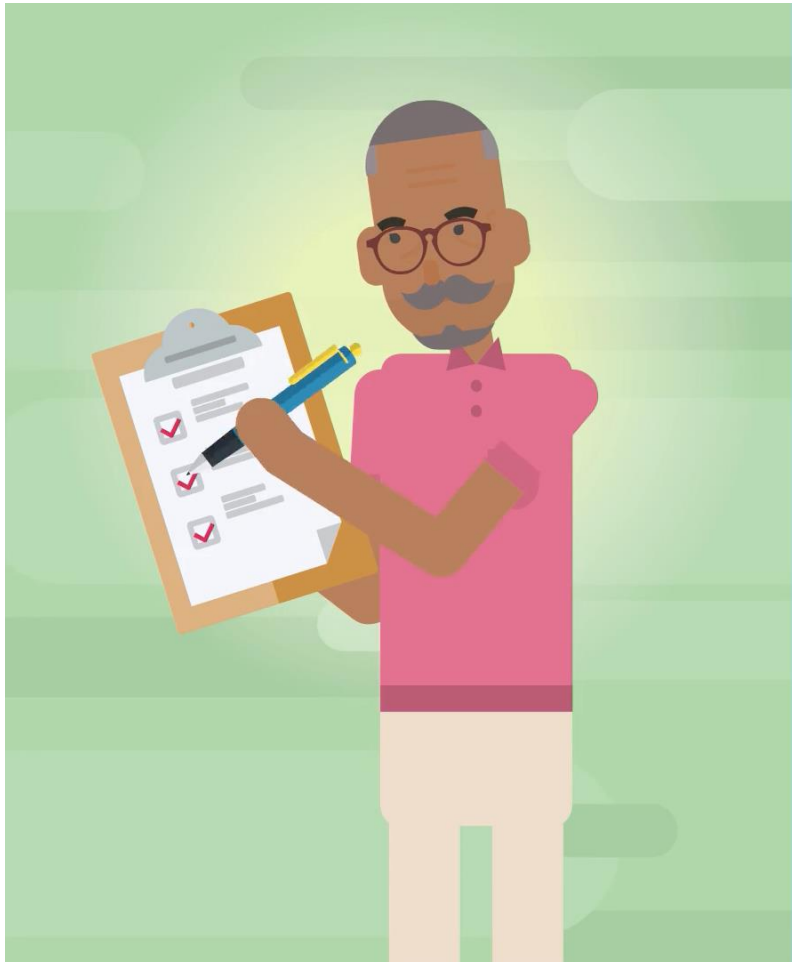
Evaluation Planning

- Initial planning for evaluation includes:
  - Engaging senior leaders to identify specific evaluation requirements
  - Identifying clear evaluation requirements early in the planning phase
  - Ensuring consistency in evaluation methods

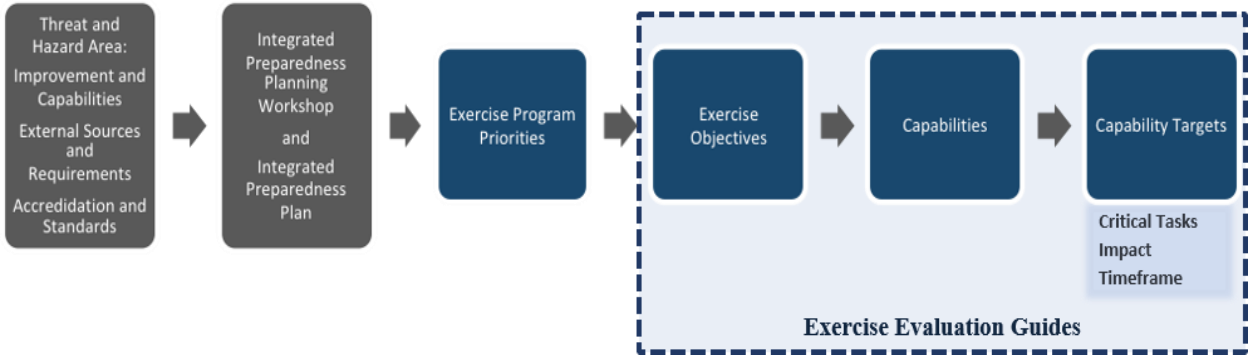


Evaluation Documentation and Tools

- Facilitator/Evaluator Handbook (Discussion-Based)
- Controller/Evaluator Handbook (Operations-Based)
- Evaluation Plan (large exercises)
- Participant Feedback Form
- Exercise Evaluation Guide (EEG)

What is New and Different – Chapter 5

- Evaluation – Chapter 5
  - Exercise Evaluation Guides (EEGs) are consistent tools to guide exercise observations and data collection
  - EEGs are aligned to exercise objectives & Include Capability Target and Critical Task – Figure 5.3



Example of a Capability Target

Timeframe — Critical Tasks

Within **(#) (time)** of an incident, assess, contain, and begin clean up of hazardous material releases from (#) **HAZMAT release sites**.

Impact

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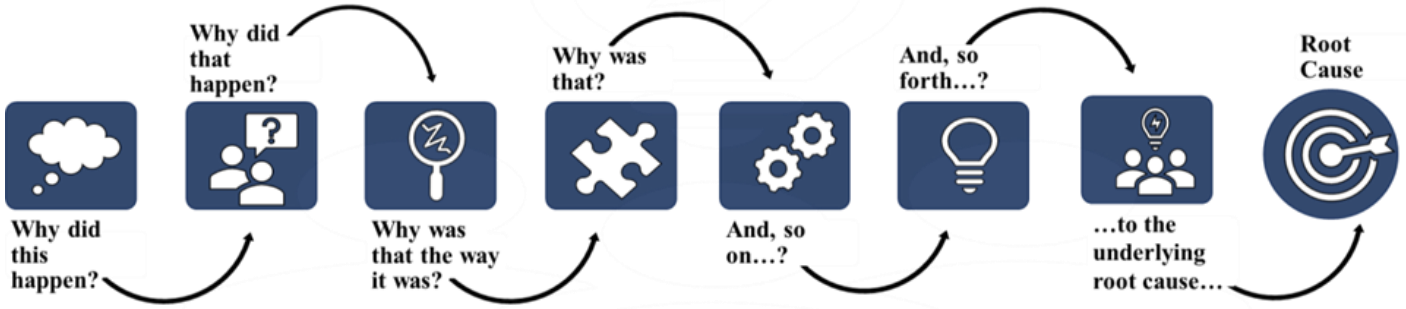
Data Collection

- Supports continuous improvement and AAR development by capturing:
  - Decisions and recommendations
  - Roles and responsibilities
  - Coordination and cooperation
  - Supplemental data/written records

<u>Evaluators should not be a distraction or interfere with exercise play.</u>

What is New and Different- Chapter 5 cont.

- Data Analysis – Figure 5.4



- AAR/IP Observation

Example of an Observation

Issue Identified

Root Cause

The HAZMAT team did not arrive to the release site for (#) (time). New EOC personnel **have not been trained** on dispatch procedure which **delayed the HAZMAT team response**.

Impact or Result

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After-Action Report (AAR) and the After-Action Meeting (AAM)

- Summarize key information related to evaluation
- Overview of performance related to each exercise objective and associated capability
- Length, format, and development timeframe of the AAR depends on the exercise type and scope
- The Exercise Planning Team provides the draft After-Action Report (AAR)
- The draft AAR is discussed during the After-Action

What is New and Different – Chapter 6

- Improvement Planning – Chapter 6
  - SMART Corrective Actions concept following the Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART)

SMART Guidelines for Corrective Actions	
Specific	Corrective actions should address the five Ws – who, what, when, where, and why. The action should be tied back to an objective that was evaluated.
Measurable	Corrective actions should include numeric or descriptive measures that define quantity, quality, cost, etc. The focus should be on the outcomes of the corrective action.
Achievable	Corrective actions should be within the control, influence, and resources of the responsible owner/assignee.
Relevant	Corrective action should be instrumental to the mission of the organization and linked to its goals or strategic intent. Validation of the corrective action ensures that it meets the goals and intent.
Time-bound	Corrective actions should have a specified and reasonable timeframe to be completed

Reference Figure 6.2, pg 6-2

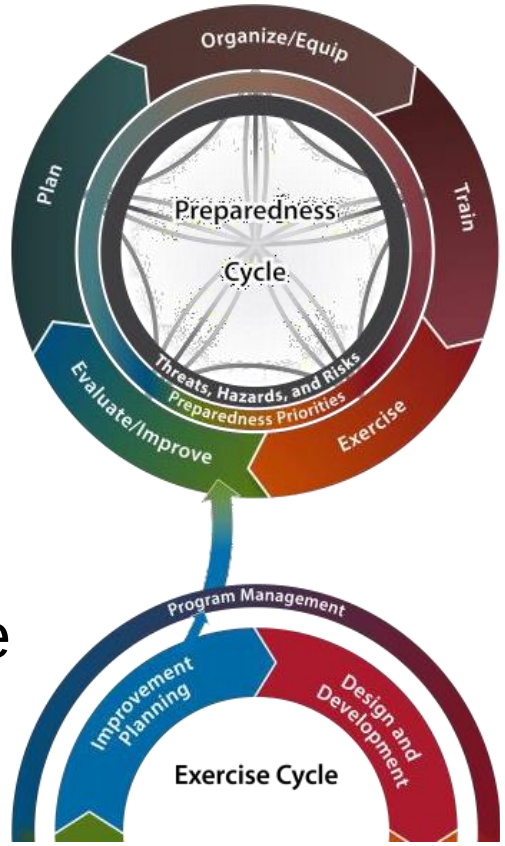
What is New and Different – Chapter 6

- Improvement Planning – Chapter 6
  - SMART Corrective Actions

Example of a SMART Corrective Action

Central City will hold a seminar to address the confusion that exists within the multiple organizations that respond to HAZMAT incidents within the city. The goals of the seminar will focus on eliminating this confusion between the responding organizations and will clarify the roles, responsibilities, and authorities of each. Final planning and details for the seminar should be completed by September 1, 2020 (90 days), with identification of all necessary players to be invited by September 15, 2020 (105 days).

Example of SMART Corrective Action, pg. 6-2



  - Corrective actions should be assigned to the jurisdiction(s)/organization(s) best qualified to execute them.
  - Improvement Planning and the Integrated Preparedness Cycle

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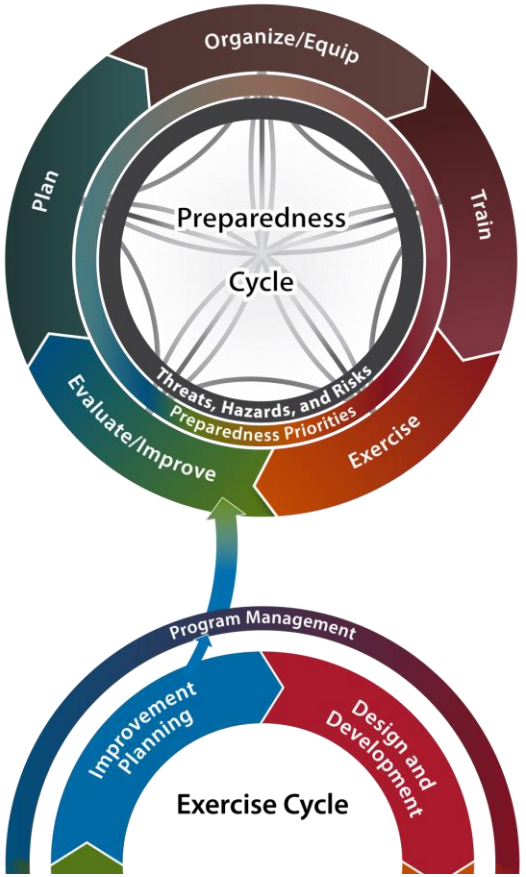
Improvement Planning

- Effective Improvement Planning serves as an important tool throughout the Integrated Preparedness Cycle
- Improvement Planning activities can help shape preparedness priorities and support continuous improvement



Reference 6.1, pg 6-1

Why Exercise?

- Exercises bring together and strengthen preparedness across the Whole Community.

Next Steps

- Updated HSEEP Course nearing completion with EMI
- HSEEP Webinars (restart): Integrated Preparedness Planning Workshop (IPPW) and Integrated Preparedness Plan (IPP)
- Announcements and monitor HSEEP Webpage

HSEEP Webpage: https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep

HSEEP inbox: HSEEP@fema.dhs.gov

Preparedness Toolkit (PrepToolkit): https://preptoolkit.fema.gov/web/hseep-resources

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Contact

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How You Can Take Action

- Take steps for your organization or jurisdiction to implement the NECP and achieve its success indicators
- Implement HSEEP guidance on evaluations
- Conduct third-party evaluations and participate as peer-evaluators

CISA Interoperable Communications Technical Assistance Program (ICTAP) Exercise Planning and Support

- CISA currently offers the following three types of exercise planning and support:
  - **Tabletop**
    - Discussion based exercise
  - **Functional**
    - Real-time use of personal and equipment
  - **Full Scale**
    - Large multi-agency/multi-discipline/multi-jurisdictional exercise
- All exercise support follows **HSEEP** guidelines for planning, exercise conduct, and after-action reporting

CISA Planned Event Support

- **Interoperable Communications Capabilities Analysis Program (ICCAP)**
  - Event Observation, After-Action Reporting, and Corrective Action Planning (CAP)
- **Significant Event Support**
  - National Special Security Events (NSSE)
    - Democratic and Republican National Conventions, Presidential Inauguration, State of the Union
  - Special Event Assessment Rating (SEAR)
    - Superbowl, Indy 500, Kentucky Derby
- **Event Support Activities**
  - Pre-event planning meetings
  - Subject matter expert facilitators and evaluators
  - After-action analysis (AAR/CAP)

Post-Incident After-Action Reporting

- **Identify public safety communications issues following a real-world incident or significant pre-planned event.**
  - Washington Navy Yard, 2013
  - L'Enfant Plaza Metro Station, 2015
  - Alaska Earthquake, 2018
  - Oregon Winter Storm, 2019
  - Tennessee Tornado, 2020

- **Deliverables:**
  - Post-event AAR analysis
  - Communications plan review
  - Communications Unit support assessment
  - Corrective action planning

Contact Information

For more information on CISA's Interoperable Communications Technical Assistance Program (ICTAP) contact any of the CISA Emergency Communications Sector Chiefs shown below:

East - Marty McLain, Marty.McLain@cisa.dhs.gov

Central - Chris Essid, Chris.Essid@cisa.dhs.gov

West - Steve Noel, Steven.Noel@cisa.dhs.gov

CISA Technical Assistance (TA) services offerings and information on how to request TA can be viewed on the SAFECOM website at:

cisa.gov/safecom/ictapscip-resources

Resources

- The National Emergency Communications Plan (https://www.cisa.gov/necp)
- SAFECOM Nationwide Survey (https://www.cisa.gov/safecom/sns)
- Emergency Communications Technical Assistance and Planning Guide (https://www.cisa.gov/safecom/ictapscip-resources)
  - Evaluating communications-focused public safety/service discussion-based and functional exercises
  - Communications Focused Drill/ Activities evaluations support for emergency communications drills to requesting sites/entities
  - Train-the-Trainer courses
  - State-Sponsored CISA recognized Communications Unit Instruction

Questions?

Upcoming Webinars

Join the Cybersecurity and Infrastructure Security Agency for webinars focused on:

Implementing the National Emergency Communications Plan

October 21st – Money Talks: Funding Your Emergency Communications Capabilities

December 9th – 5G is Here! How Will This Impact Emergency Communications?

All webinars start at 1pm ET
To join, use:
Webinar Link (for visual): https://share.dhs.gov/necpwebinars
Dial-In (for audio): 800-897-5813

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