

Agenda for Delaware Continuity Coordinator Council



August 27, 2015
1 p.m. – 3 p.m.

- **Attendees:** Sandra Alexander, Carol Barnett, Mark Devore, Kevin Eickman, Sean Finerty, Monica Fisher, Elisha Jenkins, Peter Korolyk, Brian Leahy, John Mancus, Anthony Manson, Staci Marvel, Susan Mateja, Robert Ricken, Amy Woodward, Joseph Rubin, Janice Taylor, Shannon Beaudry, David Scott, Stephen O'Toole, Bennet White, Lori Gorman
- **DECCC Updates** (ppt available at the end of this document)
- **FEMA Presentation: Increasing Realism** (Anthony Buller, FEMA Region III)
Power point available at the end of this document.
- **ACP Updates** (ppt not available)
- **FEMA Presentation: Leveraging National Preparedness Exercises for State Purposes** (Anthony Buller, FEMA Region III)
Power point available at the end of this document.
- **Q&A Session**

Questions/ Suggestions from DECCC members

- A question was raised concerning methods of progression to a full-scale exercise. It was brought up that there is limited support for conducting large scale exercises due to their impact on production. One possible solution is to do small scale relocation exercises involving only a portion or section of staff.
- Discussion regarding the need and use of a compilation of Case Studies regarding incidents that have occurred at DE agencies.
- Discussion regarding compiling exercise tool-kit that agencies can use when planning their exercises. Tool-kits exist on FEMA's website, but the DECCC council will review possibility of gathering sanitized versions of past State-wide exercises.

DECCC Steering Committee members:

Claudette Martin-Wus – Co-Chair

Tony Lee – Co-Chair

Vacant – Vice-Chair

Monica Fisher – Education and Training Officer

Carolyn Dunch – IT Systems Officer

John Mancus – Disaster Preparedness Officer

Mark Devore – Facilities Officer

Lori Gorman – Vital Records Officer

****If interested in the vacant position(s), please contact any one of the Steering Committee members****



**Delaware Continuity
Coordinator Council
(DECCC)**

August 27, 2015

Agenda

- Welcome/Introductions
- DECCC Updates
- **FEMA Presentation** (Anthony Buller, FEMA)
- ACP Updates
- Q&A

DECCC Updates

- Upcoming 2015 meetings
 - November 19 - Citizen Corp presentation
- Upcoming Events
 - Cyber Workshop - September 29 in Dover
 - Cyber Exercise - October 27 - remote participation & EOC for ESCs

FEMA Presentation

- ▶ Anthony Buller, FEMA


Presentation

First State Association of Contingency Planners

- ▶ Lori Gorman, ACP President

Presentation

Q&A





FEMA

Continuity


First State Presentation

August 27, 2015





Two for the Price of One

Part One	Break	Part Two
Increasing Exercise Realism	15 minutes	Expanding Continuity Engagement



Introduction

- Regional Continuity Manager (RCM)
 - Anthony Buller
 - anthony.buller@fema.dhs.gov
 - (215) 435-8838
- The Role of the FEMA RCM
 - Internally
 - Externally
 - Nationally

FEMA

Increasing Exercise Realism


Anthony Buller – R3 Regional Continuity Manager



Increasing Exercise Realism

What do we gain?


How do we do it?



Increasing Exercise Realism

What do we gain?

- Participation
- Credibility
- Improved Outcomes




Participation

- Realism Increases Relevance






Credibility

- Credible vs. Not Credible
- Perception
- Understanding/Empathy
- Buy-in
- Influence




Example of Incredulity:
Devolution

Improved Outcomes

- Better Testing of Plans and Performance
- Testing Toward Specific Events
- Improved Awareness and Education of Participants
- Comprehension of Cascading Impacts
- Substantial Increases in Awareness


Example: "Relocation 2015": a combined ERG and telework exercise for FEMA Region III; testing relocation capability and the failover of our primary to backup server.





Increasing Exercise Realism

How do we do it?

- Exercise Development
- Exercise Conduct
- The Role of Facilitators
- The Participant's Role



Exercise Development

Planning Team


- Exercise Developers
- Subject Matter Experts
- Organizational Continuity Leads
- Leadership Connection




Objectives

- Strategic Versus Tactical
- Test Plan:
 - Actual Plan
 - Known Gaps
 - Test Changes
- Drive Exercise Type
- Drive Scenario Development

Operation Resilience 2015 – Objective #1:
 “Increase the awareness of the requirement to incorporate influenza pandemic considerations into continuity planning.”




Type

- Discussion, Workshop, Functional, Full-scale
- Realistic Type to Meet the Objectives
- Leadership Input
- Financial Constraints

Objective: Test the ability of the ERG to relocate to the alternate facility.


➔

Type:
Operational



Scenario


- Creative Event Choice
- Style of Information Delivery
- Cascading Failures
- Customizing Generic Scenarios
- Level of Detail
- Risk: Overdoing the Scenario



Scenario: Level of Detail

“The primary facility is not available.”

“An accidental discharge of the fire sprinklers has closed our Smyrna office. It took 35 minutes for the flow to be halted so we can expect substantial damage. The status of our primary server is unknown.”



Exercise Development


Planning Team

Objectives

Realism


Scenario

Type




Exercise Conduct

- Notice or No-notice
- Major Events / Injects
- Brief-backs
- Phased Build-up
- Additional Supporting Material
- Role of Facilitators




Notice or No-Notice

- Objectives – Driven
- Leadership Buy-in



Notice




Major Events / Injects

- Style of Information Delivery
- Organization Specific
- Continue the Story
- Are Often "Time Accelerated"
- Often Relate to an Element(s) of Continuity
- Bring New Questions for Discussion
- Require Additional Testing Actions


Example:

"Facilities staff just reported that it'll be between 4 and 8 weeks until staff can return."




Brief-backs

- Can Contribute to Realism
- Need to be Formatted
- Identifying Relationships Between Agencies



Phased Build-up

Additional Supporting Information

Verbal

- Subject Matter Experts
- Leadership


Written

- Plan Relationship
- Case Studies
- Prior Performance Improvement



Role of Facilitators

- Important Role in Realism
- Rely on:
 - Exercise-Specific Objectives Details
 - Roles and Responsibilities
 - Instructions
 - Master Scenario Events List (MSEL)
 - Exercise Evaluation Guide (EEG)
- Sometimes Provide the Brief-backs



The Participant's Role in Realism

- The Right People
- Exercise Skills
 - Willing to Fulfill Participant Roles
 - Accepting of the Hypothetical Scenario
 - Willing to Limit Scope
 - Non-Attributional
- Committed to Plan/Performance Improvement
 - Honest
 - Open to Learning
 - Contributor to After Action Processes



Increasing Exercise Realism

What do we gain?

How do we do it?



Increasing Exercise Realism

Questions?
Suggestions?



Break



FEMA

Expanding Continuity Engagement

Anthony Buller – R3 Regional Continuity Manager



Expanding Continuity Engagement

- External Continuity Services
- Regional Engagement
- National Engagement
- How Do We:

Improve Engagement



External Continuity Services

- Whole Community Resilience
- Considering the Partners
- Reviewing the Means of Support
- Recent and Upcoming Actions



Considering the Various Partners

- Federal Executive Boards (FEBs) –
 - Philadelphia, Pittsburgh, Baltimore
- Other Federal Agencies (OFAs)
- State Government
- Local Government
- Private Sector
- Non-Profits



Reviewing the Means of Support

- “The scope of our mandate includes development and promulgation of Continuity of Operations (COOP) directives and guidance, education and training, and coordination between the Federal, State, local, territorial, tribal and private sectors.”
- Primary Support from FEMA Region III:
 - Exercise planning, facilitation, and delivery
 - Training delivery
 - Best practices sharing
 - Guidance sharing
 - Facilitating coordination between partners



Recent and Upcoming Actions

- Recent:
 - Liberty Down 2015: Exercise for Philadelphia FEB
 - Operation Resilience 2015 (DE State Exercise)
 - R3 COOP Workshop in Baltimore
- Upcoming:
 - Charm Challenge 3: Exercise for Baltimore FEB
 - Trainings: Philadelphia, Delaware, Virginia, West Virginia



Regional Engagement

- Partner Events (Discussed Prior)
- Monthly Preparedness Themes
- Regional Continuity Messages
- Certificate Levels (1 &2)



Monthly Preparedness Themes

- Monthly "DIY" Toolkits to Promote Preparedness
- Anthony Buller
- anthony.buller@fema.dhs.gov



Regional Continuity Messages

- Regional Continuity Distribution List
- Anthony Buller
- anthony.buller@fema.dhs.gov



Certificate Levels (1 & 2)

- Level 1: Professional Continuity Practitioner
- Level 2: Master Continuity Practitioner
- <http://training.fema.gov/programs/coop/>

The Continuity Excellence Series

The Continuity Excellence Series is dedicated to recognizing and enhancing excellence in the development and implementation of Continuity programs. The Series provides a curriculum for a certificate as either a Professional Continuity Practitioner (Level 1) or Master Continuity Practitioner (Level 2).

Courses in the Continuity of Operations curriculum tie in with the National Response Framework and will help federal, state, local and tribal officials and medical personnel plan for and maintain operations in order to continue providing critical services to their stakeholders following a disaster.

For a listing of course requirements and links to those courses, click on the appropriate Level below:

- [Level 1: Professional Continuity Practitioner](#)
- [Level 2: Master Continuity Practitioner](#)



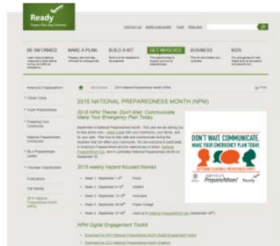
National Engagement

- National Preparedness Initiatives
- National Level Exercises
- Monthly Continuity Webinars
- National Messages (FEDGOVDELIVERY)



National Preparedness Month

- www.ready.gov
- 2015 National Preparedness Month




America's PrepareAthon!

- www.community.fema.gov
- Resources
- Be Counted!



Delaware Citizen Corps

- www.delawarecitizen corps.org
- Citizen Preparedness Support Throughout DE
- Contact:
 - Marny "Mac" McLee
 - Citizen Corps and CERT Program Manager
 - Marny.mclee@state.de.us
 - (302) 659-2243



National Exercise Program Overview

Authorities


- The National Exercise Program (NEP) is authorized by United States Code, Title 6, Chapter 2, Subchapter II, Part A, Section 748(b)(1)
- Presidential Policy Directive 8 (PPD-8): National Preparedness

Mission

- To serve as the principal exercise mechanism for examining the preparedness and measuring the readiness of the United States across the entire homeland security enterprise by designing, coordinating, conducting, and evaluating a progressive cycle of exercises that rigorously tests the Nation's ability to perform missions or functions that prevent, protect against, respond to, recover from, and mitigate all hazards.


Scope

- Whole Community




National Exercise Program Overview

- The National Exercise Program (NEP) consists of **whole community** exercises from across the country that align to the Principals' Objectives
- Incorporates existing planned or scheduled exercises into the NEP from all levels of government, the private sector, and non-governmental organizations
- Evaluation results from each NEP exercise are integrated into an overall analysis of the Nation's readiness
- Each NEP cycle culminates with a Capstone Exercise Series that validates aspects of the Principals' Objectives
- Critical element of the "Validating Capabilities" component of the National Preparedness System"




NED 2015-2016 Strategic Vision

1. Delivering Exercises to Local, State, Territorial, and Tribal Jurisdiction
 - Driving exercise selection and design through **systematic analysis** --- based on available quantitative data gleaned from existing reporting mechanisms such as **State Preparedness Reports** and **Threat and Hazard Identification Risk Assessment** submissions, as well as **qualitative information** derived from real-world incidents, leadership directives, and findings from previous exercises.
 - Engaging partners more effectively
 - Develop distributed and exportable tools to local, state, territorial, regional, and tribal partners to make their exercise activities easier and more effective
 - Help communities address their identified risks and capability requirements




State, Local, Tribal, and Territorial

- Goals
 - 50 exercises per year
 - Geographic diversity
 - Demonstrated or self-reported increases in core capabilities that were linked to exercise objectives
 - Measurable increase in non-government participation in exercise planning and conduct
 - Evaluation reports and lessons learned shared with SLTT exercise partners
 - Trend analyses provided annually to SLTT exercise partners, Rolling Summary Report, End of Cycle Report, and National Preparedness Report



Participation Benefits

- Opportunity to participate in the national preparedness dialogue
- Validates the national core capabilities
- Enables communities to build, sustain, and improve upon those capabilities that address the threats and hazards that are the highest priority risks
- Provides opportunities to incorporate a wider group of stakeholders into exercise planning, building relationships and improving coordination
- Allows sponsors to build upon existing exercises
- **Subject matter expertise, technical assistance, and exercise support available to selected exercises**



How to Participate?

- Before nominating an exercise, sponsors should ensure that it is:
 - Developed in coordination with existing Threat and Hazard Identification and Risk Assessments and State Preparedness Reports
 - Aligned to one or more of the Principals' Objectives
 - Addresses one or more mission areas and associated core capabilities
- Download the NEP Nomination form at www.fema.gov/national-exercise-program
- Submit your nomination to NEP@fema.dhs.gov



Vibrant Response Participation – History

- FEMA has participated in the Defense Support to Civil Authorities (DSCA) portion of ARNORTH's annual Vibrant Response (VR) exercise each year since 2012
 - VR 13 - Command Post Exercise and Field Training Exercise
 - Conducted in FEMA Region V, with Illinois as simulated state, with advisory role
 - FEMA play limited due to exercise structure
 - VR13-2 - Command Post Exercise and Field Training Exercise
 - Conducted in FEMA Region V, with Ohio as participating state
 - FEMA play included Regional Incident Management Assistance Team (IMAT), Mobile Emergency Response Support (MERS), Regional Response Coordination Center (RRCC), and simulation of National Response Coordination Center (NRCC)
 - VR14 - Command Post Exercise and Field Training Exercise
 - Conducted in FEMA Region V, with Indiana as participating state
 - FEMA play included Regional IMAT, MERS, RRCC and RRCC (Level I)



Vibrant Response 15

- FEMA met with U.S. NORTHCOM and ARNORTH on a path forward for exercises, agreeing to align exercises to planning efforts to the extent possible
- In 2015, the Vibrant Response exercise series shifted to only include the Command Post Exercise, lending to greater flexibility in exercise locations
- VR15
 - Conducted in FEMA Region VII, with Missouri as participating state
 - FEMA extent of play includes N-IMAT, R-IMATs (VII and II, observing), MERS, and simulation of the NRCC and RRCC



Vibrant Response 16 (Functional Exercise)

- Date & Time:
 - Sunday May 1st to Friday May 6th, 2016
 - 8:00am to 4:00pm
- Scenario:
 - Improvised Nuclear Device
- Participants
 - Regional Response Coordination Center Staff
 - National Response Coordination Center Staff (TBD)
 - Regional IMAT & N-IMAT Deployment
 - Commonwealth of Pennsylvania
 - ESF Partners (TBD)



Monthly Continuity Webinars

- www.fema.gov/continuity-webinar-series
- 1st Wednesday of Every Month at 2:00 PM Eastern
- Sept. 2, 2015
- "Employee Preparedness Starts at Home: A Quick Reference Guide for Emergency Relocation Group (ERG) and non-ERG Employees"

The screenshot shows the FEMA Continuity Webinar Series page. It includes a 'Continuity Webinar Series' header with a download icon, a description of the series, and sections for 'Upcoming Webinars' and 'Recent Webinars'. The 'Upcoming Webinars' section lists a webinar on September 2, 2015, at 2:00 PM Eastern. The 'Recent Webinars' section lists several past webinars with their dates and topics.



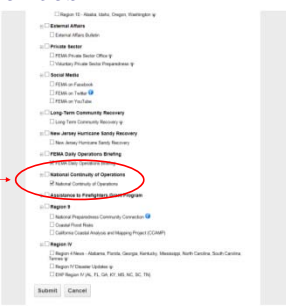
National Messages – www.fema.gov

The screenshot shows the FEMA website's National Messages section. It features a navigation menu with options like 'Home', 'About FEMA', 'Programs & Services', 'Partners & Stakeholders', 'Contact Us', and 'News & Events'. Below the menu, there are several news items with headlines and dates. A red arrow points to the 'Email Updates' link in the top right corner of the page.




Select Your Preferences

- Sign in using your email address
- Long list of options
- Select your preferences
- COOP is near the bottom
- Click "Submit"




The screenshot shows a registration form with various categories and options. A red circle highlights the 'National Continuity of Operations' option under the 'National Continuity of Operations' section. A red arrow points from the text 'COOP is near the bottom' to this circled option.



How Do We Improve Engagement?

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Regional or National Questions?

- www.fema.gov/continuity-operations
- Independent Study Courses
- Regional Continuity Manager

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