



Resilience  
National Preparedness Directorate  
National Training and Education Division

Training Partners Program  
TPP Times

Updates for the Training Partners Program

Welcome to a new issue of the *TPP Times*! In this issue, you’ll read about how Community Lifelines have been integrated into the National Response Framework (NRF), and how the construct is actually being implemented on the ground.

And as always, we have new information on accessibility in “Section 508 Quarterly,” NIMS alerts, and course updates, including the new Social Media Tools and Techniques Course (PER-344) from the National Disaster Preparedness Training Center at the University of Hawaii.

We welcome your input on the TPP Times, including comments, questions, and information you want to share with other Training Partners. Email us at [TPPTimes@fema.dhs.gov](mailto:TPPTimes@fema.dhs.gov).

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Update as of March 19

FEMA has suspended all resident and non-resident training provided by the Center for Domestic Preparedness, National Emergency Training Center, National Fire Academy, and Emergency Management Institute through April 11.

Training centers will work to provide updates on the status of training and events as they are available.



Lifelines: Online

*The new Community Lifelines construct is now officially a part of the National Response Framework*

From the Editors

In our Summer 2019 issue, *The TPP Times* published “What Are Community Lifelines?” to introduce the new Lifelines emergency management construct. That article ran during the preparatory stage of development for Community Lifelines, and they have since been integrated into the National Response Framework (NRF) fourth edition. “Community Lifelines are those services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security.” Community Lifelines include safety and security; food, water, sheltering; health and medical; communications; transportation; hazardous material management; and energy (power and fuel).

From Concept to Implementation

Benjamin Cabana is a Senior Policy Advisor in the Response Directorate’s Office of Policy and Performance, the office responsible for the initial design of the Lifelines construct, as well as publishing the toolkit and performing outreach to response partners. Cabana explained to the *Times* how Community Lifelines went from an idea to formal implementation.

“Following the 2017 hurricane season, there was a desire for a better way—easy-to-understand, plain language means to communicate priorities between response agencies and stakeholders,” said Cabana. The Office of Response and Recovery (ORR) leadership then provided the guidance to create the Community Lifelines

construct, which is ultimately “a lens through which to look at the problem,” said Cabana.

After that initial approval from FEMA leadership, the team spent the next year developing and cultivating the concept. Cabana told us, “2018 gave us opportunities to test the concept, then refine it through lessons learned and get feedback from state and local organizations.” Jeremy Greenberg, formerly the director of the Office of Policy and Performance and now the Operations Division Deputy Director, discussed this phase in the FEMA podcast (episode 31, February 27, 2019). “The 2018 season: both hurricanes, wildfires, and even the no-notice earthquake that we had up in Alaska recently—all were good indicators for us to validate the concepts that we had.”

Coincidentally, 2019 was slated as the year for the next NRF update, and the Lifelines team knew they wanted the Community Lifelines codified within the framework. Greenberg said, “Having [the Lifelines] in the NRF—the principle guiding document on how we respond to an incident—is going to enhance the education throughout the nation about what Lifelines are and how they’re utilized.”

Hurricane Dorian proved to be a late testing ground for the near-final construct. According to Cabana, “we didn’t realize significant impacts from that, just a few small changes. We were extremely comfortable. [The Lifelines construct] had been tested. We did our due diligence to prove and operationalize the concept.” NRF 4.0

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was released with the Community Lifelines integrated, and version 2.0 of the Community Lifelines Toolkit was released soon after.

### Lifelines in Action

Many State and local jurisdictions have already embraced the Community Lifelines. They are putting the concepts and tools into action, such as in Colorado, where their Division of Homeland Security and Emergency Management is using the Lifelines construct for their daily steady-state reporting. “The construct [was] designed for incident-level reporting during a response effort,” Cabana told us, “but we see more and more examples of its use in steady-state reporting—the daily situation report, the state of the municipality, etc. The States using it this way are giving us a good use-case for how it works in this regard.” Cabana also thinks this type of usage is a good way for local organizations to familiarize themselves with the Community Lifelines in steady-state, rather than having to learn on the fly. FEMA is encouraging stakeholders to report back to FEMA using the proper Lifeline. “We want everyone to be prepared for the conversations they will need to have,” said Cabana.

Most recently, the use of Community Lifelines has been implemented during the to Puerto Rico’s earthquakes. The earthquakes weren’t Puerto Rico’s first experience using Lifelines. They utilized Community Lifelines during the response to Hurricane Dorian; that experience helped the implementation during the earthquake responses to go more smoothly.

The TPP Times will be talking to stakeholders that have integrated Lifelines into their operations, and we’ll be sharing those stories in future issues of the newsletter.

### Community Lifelines Training

Cabana told the Times that, initially, most trainings around Lifelines had been ad hoc. “Leading up to Community Lifelines Toolkit 1.0, we had a short bench of who could go out and explain the concept. [But] the intent for the past six months has been primarily to get to the FEMA regions where they can pick up their primary role in training and engagement.”

“Since Community Lifelines will touch all aspects of preparedness training, from courses to national exercises, we want to encourage the training partners to determine how they can best integrate elements of Lifelines into their courses,” said Chad Payeur. Cabana echoed this sentiment enthusiastically, saying, “We need our partners to help us build the training out.” The team is working to formalize a “101” type training and develop position-specific training courses over the next twelve months. The Emergency Management Institute (EMI) is currently piloting some new Lifelines content during in-house training at their Executive Academy, and they’ll be reporting the results of that pilot effort soon.

Training partners are encouraged to reach out to the Lifelines team at [lifelines@fema.dhs.gov](mailto:lifelines@fema.dhs.gov) with ideas about how the Lifelines can be integrated into existing and future training.

FEMA is interested in “canned” modules that can be plugged into existing courses, standalone courses, and the integration of the concept into all relevant new courses. “We’re not undoing any concepts,” said Cabana. “It’s about the way we are articulating things.” FEMA expects the FY 2020 Continuing Training Grants through the Homeland Security National Training Program to include focus on Lifelines.

### Continued Evolution

While Lifelines implementation rates have risen quickly amongst stakeholders, not all feedback has been positive. Criticisms include that it doesn’t intuitively integrate into established elements of the National Incident Management System (NIMS) and NRF, such as Emergency Support Functions (ESFs)—and the NRF does not address the disconnect. Cabana noted, “it was a conscious decision not to do that crosswalk. We wanted to decouple the ESFs from Lifelines because we don’t want to create siloes.”

He further explains that ESFs can be thought of as service providers of response capabilities, but not necessarily the sole enablers of Lifelines. For example ESF Function #8, the Public Health and Medical Services Annex, provides the mechanism for Federal assistance to supplement local, state, tribal, territorial, and insular area resources in response to a disaster, emergency, or incident that may lead to a public health, medical, behavioral, or human service emergency, including those that have international implications. While Health and Medical has its own lifeline, whether a hospital can serve public health and medical needs is dependent upon access to other Community Lifelines, such as energy, communications, and transportation. “Lifelines should be a mechanism to *break* the silos among the ESFs,” Cabana said.

Based on positive feedback, FEMA will continue to refine the Community Lifelines construct. Outreach and refinement efforts are ongoing, and the team is actively soliciting feedback via their inbox at [lifelines@fema.dhs.gov](mailto:lifelines@fema.dhs.gov), and encouraging people to reach out to their FEMA Region to find out more and to support efforts. “We know the concept is validated, and there is a lot of excitement,” said Cabana, “but we also know there is room to grow.” He adds that there is work to be done to standardize the construct enough to be operational without being too prescriptive.

FEMA’s Strategic Planning & Analysis (SP&A) Division is working with regional planning entities to update regional all-hazards plans to include stabilization for each Lifeline. The Lifelines team, and FEMA at large, will be looking for ways to smartly invest funding to reduce the chances of Lifelines failing. They’re identifying information requirements by Lifeline and working to identify Lifeline stabilization plans by the potential and expected impact. The goal is to ingrain the Lifelines construct into a deliberate planning process.

“States and local [organizations] are embracing Lifelines at a shocking speed,” said Cabana. “The construct will continue to evolve and mature. We want to change the mindset of the entire emergency management Community.”

#### Did You Know?

The top three disasters that communities responded to in the past 15 years are floods, blizzards or ice storms, and hurricanes.



# NIMS Alerts

From the Editors

NIMS Alerts provide important information on new NIMS guidance, tools, and other resources. Since the Autumn 2019 issue of *The TPP Times*, FEMA’s National Integration Center released the following:

- [NIMS Alert 46-19: Release of E/L0973 and E/L0975](#)
- [NIMS Alert 42-19: The Federal Emergency Management Agency is seeking to update “Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans” \(CPG 101\)](#)
- [NIMS Alert 41-19: FEMA Releases Updated Guidance for Community Lifelines](#)
- [NIMS Alert 40-19: FEMA Releases NIMS Incident Command System \(ICS\) All Hazard Position Specific \(AHPS\) refreshed Command Group Courses](#)
- [NIMS Alert 39-19: Federal Emergency Management Agency Releases 26 Water-Sector Job Titles/Position Qualifications and Resource Typing Definitions](#)
- [NIMS Alert 38-19: FEMA Announces the Release of the National Response Framework, Fourth Edition, and Emergency Support Function #14 – Cross-Sector Business and Infrastructure Annex](#)
- [NIMS Alert 37-19: PrepTalk Released: David Kaufman’s “Our Changing World: The Challenge for Emergency Managers”](#)
- [NIMS Alert 35-19: FEMA Announces the Release of the National Response Framework, Fourth Edition, and Emergency Support Function #14 – Cross-Sector Business and Infrastructure Annex](#)
- [NIMS Alert 34-19: FEMA Seeks Stakeholder Feedback on Trio of Guidance Documents](#)
- [NIMS Alert 33-19: PrepTalk Released, Stuart Tom’s “Using Codes and Standards to Build Resilient Communities”](#)

# NTED Course Updates: New, Revised, Recertified, and Retired

From the Editors

## New

- [MGT-467: Sport and Special Event Public Information and Emergency Notification](#), Texas A&M Engineering Extension Service
- [AWR-368-W: Introduction to Basic Vulnerability Assessment Skills](#), University of Arkansas System, Criminal Justice Institute
- [AWR-326: Tornado Awareness](#), National Disaster Preparedness Training Center - University of Hawaii
- [PER-344: Social Media Tools and Technique Course](#), National Disaster Preparedness Training Center - University of Hawaii

## Recertified

- [AWR-213: Critical Infrastructure Security and Resilience Awareness](#), Texas A&M Engineering Extension Service
- [MGT-310: Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review](#), Texas A&M Engineering Extension Service

## Revised or Retired

- None

# Upcoming Events

From the Editors

## 2020 Cybersecurity Symposium (E815)

- **Dates:** TBD
- **Location:** FEMA-EMI, Emmitsburg, MD
- *Originally scheduled for March 29 - April 3, the EMI campus is currently closed through April 11 with all on-campus activities suspended.*

## 2020 National Preparedness Symposium

- **Dates:** May 19-21, 2020
- **Location:** FEMA-EMI, Emmitsburg, MD
- *This event has not been postponed as of March 19, but given the rapidly-evolving response to the COVID-19 outbreak, dates should be considered tentative.*

# Cyber Ready Community Game

From FEMA.gov



Building on the success of the Regional Cyber Workshops, FEMA has partnered with cybersecurity experts to develop an engaging board game to explore the dynamics of cyber preparedness. Using game boards and playing cards, players within the game

“community” decide how to invest cyber credits to protect essential services. The community weathers multiple cyber incidents, shares information, and negotiates to prioritize cyber response resources needed to sustain the community’s critical functions. Through the game, players learn aspects of the National Institute of Standards and Technology’s Cybersecurity Framework. Participants will have the opportunity to play the game at the 2020 Cybersecurity Symposium.

FEMA is currently piloting the cyber game and wants your input! Email [contact@fema.dhs.gov](mailto:contact@fema.dhs.gov) with the subject “Cyber-Ready Community Game” for more information or if your community would like to host a pilot.



Staff Sgt. Jeffery Davis, 4th Space Operations Squadron supervisor of protected satellite communication maintenance, Capt. Portmann Werner, former 50th Space Wing Chaplain, and Airman 1st Class Charles Langdon, 50th Operations Support Squadron student, play a card game during Geek Lunch at Schriever Air Force Base, Colorado.

U.S. Air Force photo by Staff Sgt. Matthew Coleman-Foster

# Using MS Word Styles to Make PDF Conversion Easier

From the Editors

After working to develop a document for your course, it can be frustrating to convert it into a PDF only to find that there’s more work to be done to make it accessible. While some additional work will always be necessary—an unfortunate side effect of converting one type of file to another—the amount of added work can be reduced by planning ahead.

The majority of the documents that we review for the Training Partners Program are produced using Microsoft Word, with a smaller number created using Adobe InDesign. Both programs offer tools that reduce or eliminate the need to make structural changes to your document once it’s converted to a PDF.

The PDF format includes a set of standard tags for various types of content, like headings, images, paragraph text, etc. Making accessible PDFs depends on associating page content with the correct tags, giving assistive technology the context it needs to correctly describe the document. Tags can be added or revised in Acrobat, but it’s much easier to lay the foundation for an accurate tag structure while you build the document, rather than correcting tags after the PDF is created.

In Microsoft Word, the Styles pane is primarily where you’ll find the tools you need to properly structure your documents. Word includes a number of different styles already defined, but it’s important to note that you can edit those styles to fit your needs, or add new styles to fit your needs.

Assigning a style to a particular piece of text will not only give it all of that style’s properties (font, size, color, line spacing, etc.), but will also signal to the PDF convertor which tag to assign to that text. Defining text as Heading 1, for example, makes the text match whatever visual look and feel you’ve assigned to Heading 1, and tells the software to tag that text as H1 during the PDF conversion.

Styles work in conjunction with other text settings in the Paragraph and Font panes. Editing a style is simple and allows you to customize the look and feel of your document. You can highlight any piece of text, and then right click on a style in the Styles pane; in the menu that appears, there’s an option to “Update [Style Name] to match selection.” You can use this function to quickly redefine the look and feel of the built-in styles to match your preferences.

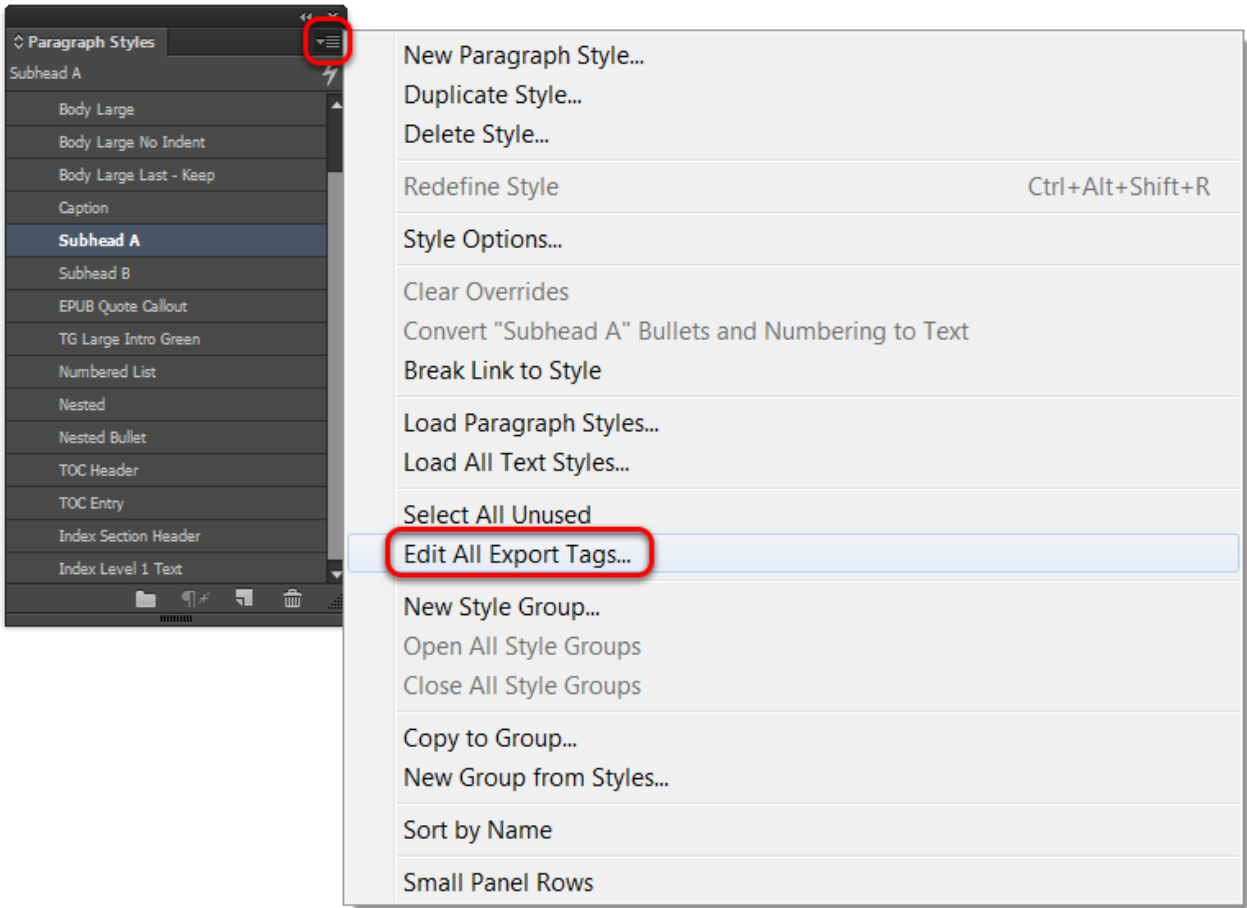
Ideally, all of your formatting should be done using the Styles pane to ensure a clean and accurate PDF tag tree. Be sure to correctly define variables like spacing before and after paragraphs—this will eliminate the need to use the Enter key to create space between paragraphs.

Word’s styles map relatively closely to the standard PDF tags, with a few exceptions (e.g., there is no Title tag in PDF, so the Title style in Word will not map correctly and will need to be remapped in Acrobat.

Adobe InDesign is a robust package for design and layout, and it includes text formatting features above and beyond those of Word; however, when working in InDesign, you’ll need to ensure that the Paragraph Styles are correctly mapped to the proper PDF tags. Fortunately, the styles can be mapped in one place by using the *Edit All Export Tags* feature. (See the screenshot below.)

The *Edit All Export Tags* window provides, in one place, a list of all the document’s styles together with the PDF tag they’re mapped to, allowing you to quickly ensure that your styles are going to export to the correct tags once you generate your PDF.

While some additional work will almost always be necessary when creating a PDF, you can minimize the amount of time you need to spend cleaning up your PDF’s tag tree by properly defining, using, and mapping styles while creating the document. Using styles will make it easier to create and format your document, and result in a PDF that requires less clean up and remediation.



A screenshot of the paragraph styles menu in Adobe InDesign with the Edit All Export Tags option circled.



## Weekly News and Updates from NTED

FEMA's National Training Education Division publishes a weekly newsletter covering a wide variety of topics and updates from the Higher Education program. The current issue, as well as an archive of past issues, is available online at the [FEMA Emergency Management Education Newsletter Archive](#).



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