



Resilience
National Preparedness Directorate
National Training and Education Division

Training Partners Program
TPP Times



A groundbreaking ceremony marking the construction of temporary housing for residents displaced by the 2017 Mendocino Complex Fire. Participants included (from l to r) Col. Eric N. McFadden, Commander, USACE Recovery Field Office; Congressman Jared Huffman, California’s 2nd Congressional District, Steve Dunncliff, Mendocino County Deputy CEO; Robert Fenton, FEMA Regional Administrator; Carre Brown, Mendocino County First District Supervisor; and Tina Curry, California Governor’s Office of Emergency Services Housing Task Force Lead. U.S. Army Corps of Engineers Photo by Mike DeRusha.

What Are Community Lifelines?

From the Editors

With Hurricanes Harvey, Irma, and Maria, as well as the California wildfires, 2017 was a significant year for FEMA. “It was apparent there was more work to be done to bring the private sector to the table,” said Chad Payeur, who is the Planning Implementation Branch Chief of the FEMA National Integration Center (NIC) and a leader in the community lifelines initiative. During after-action

analysis conducted in the wake of 2017’s disasters, FEMA recognized the critical interdependencies among what they termed “[community lifelines](#)”—resources that enable the continuous operation of government functions and critical business, and are essential to human health and safety or economic security. “They are all about incident stabilization,” said Payeur.

In developing the 2018 – 2022 Strategic Plan, FEMA gathered input from over 2,300 stakeholders, including regional and state partners, major partner organizations like the International Association of Emergency Managers (IAEM), and big city emergency managers. “The Strategic Plan required a lot of buy-in and discussion,” said Chad Payeur. “We had to take a hard look at how we can provide better disaster support. [Community lifelines] are a continuation of that discussion. We asked ourselves, ‘What does the community need to get back to a functioning state?’”

Strategic Goal 2 in the plan states, “The Nation’s readiness depends on emergency management professionals who execute the mission on behalf of Federal and State, Local, Tribal, and Territorial (SLTT) governments. This requires a scalable and capable national incident workforce that can adapt and

deploy to a changing risk landscape, greater integration with our partners at all levels, and the ability to communicate and coordinate effectively in every situation.”

Improving integration and communication were crucial, and it quickly became apparent that the lifelines construct would be key to success. Community lifelines provide a common language that can be recognized by the public, FEMA partners, the White House, and anyone involved in disaster response and recovery. The construct structures conversations and encourages a unified approach to discussing the main challenges of any effort.

Thus, FEMA made the decision to update the National Response Framework (NRF) to incorporate the lifelines concept.

Where Are We Now?

FEMA is in the midst of updating the NRF to revision 4, and the community lifelines construct will reside in the new framework. Beginning in May 2019, FEMA posted community lifelines for national engagement for 30 days. Although the comment period is now closed, the toolkit is available to the public on [their website](#).

(Continued on page 3)

In This Issue

| | |
|---|---|
| What are Community Lifelines? | 1 |
| FEMA Cybersecurity Symposium | 2 |
| NIMS Alerts | 4 |
| NTED Course Updates: New, Revised, Recertified, and Retired | 5 |
| Section 508 Quarterly | 6 |

We welcome your input on the *TPP Times*, including comments, questions, and information you want to share with other Training Partners. Also let us know about additional topics you would like to see us cover, once or on a recurring basis.

Email us at TPPTimes@fema.dhs.gov

And don’t forget to check out the latest issue of NETC’s *Higher Education Program* newsletter [here!](#)

NCPCC Delivers Training at First FEMA Cybersecurity Symposium

By Rebecca Tate, Director of Training Support, TEEX/NEERTC

Members of the National Cybersecurity Preparedness Consortium (NCPCC) contributed to the first FEMA Cybersecurity Symposium April 15-18, 2019 at the FEMA Emergency Management Institute (EMI) in Emmitsburg, MD. The symposium focused on the challenges of responding to a cybersecurity incident before, during, and after an event and examined the latest technologies and services for cyber incident response.

Approximately 40 state, local, tribal or territorial participants from across the 10 FEMA regions attended the Cybersecurity Symposium, as well as more than 10 federal agency staff members from different departments. Attendees included Information Technology (IT) managers, Chief Information Security Officers, emergency managers, risk managers, government officials and critical infrastructure representatives.

Participants received 28 hours of training through three courses: Essentials of Community Cybersecurity (AWR-136), Understanding Targeted Cyber Attacks (AWR-376), and Recovering from Cybersecurity Incidents (MGT-465). The three courses were delivered by NCPCC partner Texas A&M Engineering Extension Service (TEEX) National Emergency Response and Recovery Training Center (NERRTC). The symposium also included various presentations from leading cybersecurity organizations such as National Institute of Standards and Technology (NIST), DHS Cyber Crimes Center (C3), and FEMA National Exercise Division (NED); as well as an overview of available FEMA funded cybersecurity training by the NCPCC members.

“As the primary providers of cybersecurity training for FEMA’s National Training and Education Division (NTED), the members of the NCPCC were called upon to provide training for the symposium,” said TEEX/NERRTC Program Director Rebecca Tate. “We partnered with the EMI team to assess the goal of the symposium, the intended target audience, and the available courses to identify the best options for this first symposium. The NCPCC members recognized that this was an important opportunity to demonstrate and confirm our expertise and ability in the vital cybersecurity realm and were very glad to be asked to contribute.”

Two of the courses delivered during the week were presented to a national audience for the first time since they were piloted. (AWR-376 & MGT-465) “Recovering from Cybersecurity Incidents is set to become the first recovery-focused cyber course in the DHS-FEMA course catalog, and it is filling a training gap that has long been needed,” Tate said.

“The course approaches cybersecurity in a way that no course has done before,” said Scott Terry, Cybersecurity Program Lead, TEEX. “The goal is to bridge the gap between emergency managers and IT personnel so they can prepare and work together to recover from a cyber incident. This training brings the top lessons learned and best practices from emergency management recovery to cybersecurity recovery. This is applicable to all critical infrastructure in a community, such as electric power companies, airports and water/wastewater utilities. We are working to change the idea that the IT people are just there to set up a printer in the Emergency Operations Center – IT personnel are critical to



providing operational, logistical and planning guidance for cybersecurity incidents,” he said. “Everyone who has a role in a cybersecurity incident needs a seat at the table.”

The NCPCC available training overview was presented by NCPCC members Natalie Sjelin, Associate Director Training for the Center for Infrastructure Assurance and Security (CIAS) at the University of Texas at San Antonio (UTSA); Tom Paulger, Cyber Security Analyst, Norwich University Applied Research Institutes (NUARI); and Rebecca Tate. As part of the briefing, Sjelin gave an overview of the UTSA/CIAS developed Community Cyber Security Maturity Model, a model designed to help states and communities establish viable and sustainable programs to prevent, detect, respond to, and recover from cyber attacks.

About National Cybersecurity Preparedness Consortium (NCPCC) (<http://nationalcpc.org>)

The mission of the NCPCC is to provide research-based, cybersecurity-related training, exercises, and technical assistance to local jurisdictions, counties, states, and the private sector.

As early as 2004, in partnership with DHS/FEMA, the individual members of the NCPCC have developed and delivered DHS/FEMA certified online and face-to-face training courses to an array of states, counties, local jurisdictions, and critical infrastructure components nationwide addressing the cyber risk landscape. As of September 2018, members of the Consortium have trained more than 82,730 participants in cybersecurity topics.

The NCPCC consists of five university partners across the country. These organizations are:

- Cybersecurity Defense Initiative (CDI), training program with in the Criminal Justice Institute (CJI), University of Arkansas System.
- Center for Infrastructure Assurance and Security (CIAS) at The University of Texas at San Antonio (UTSA)
- Texas A&M Engineering Extension Service (TEEX) National Emergency Response and Recovery Training Center (NERRTC)
- Norwich University Applied Research Institutes (NUARI)
- University of Memphis Center for Information Assurance (CIA)

Planning for the 2020 Cybersecurity Symposium, March 30 - April 3, is underway.



(Community Lifelines, continued from page 1)

FEMA also conducted a series of national, public webinars in May and June to provide information to the public about the lifelines and the NRF revision, and to receive comments and questions back from participants. The webinars were announced via NIMS Alert, which is estimated to reach half a million people. FEMA also conducted several “road shows” to demonstrate the lifelines construct, and released two podcasts (FEMA Podcast Episodes [31](#) and [32](#)).

“Lifelines are a more streamlined way to get into recovery faster.”

After the national engagement, FEMA leaders will adjudicate comments and meet with stakeholders to address concerns. The current goal is to get the revised NRF and lifelines completed by August—the height of hurricane season.

There have been discussions about integrating lifelines into Federal Interagency Operational Plans (FIOPs) for each of the five mission areas. “In general, we’ll be making connections within national preparedness doctrine and what it means to other mission areas,” said Payeur. “Lifelines are a more streamlined way to get into recovery faster. When we buy down risk, we’re reducing stabilization times or, ideally, eliminating them. We’re looking forward to the opportunity to put language into the mitigation framework when it’s time to update.”

How Will the Community Lifelines Construct Be Implemented?

During the response and recovery phases of a disaster, the lifelines construct is designed to allow decision-makers to:

- Prioritize, sequence, and focus response efforts towards maintaining or restoring the most critical services and infrastructure.
- Utilize a common lexicon to facilitate unity of purpose across all stakeholders.
- Promote a response that facilitates unity of purpose and better communication amongst the whole community (state, tribal, territorial, local, regional, federal, private sector, nonprofit and other community partners).
- Clarify which components of the disaster are complex (multifaceted) and/or complicated (difficult), requiring cross-sector coordination.

To these ends, FEMA developed an Implementation Toolkit that contains comprehensive information and resources for implementing lifelines during incident response. “It’s for state, local, tribal, territorial, county governments—the resources

The Community Lifeline components

you need to put in play.” The toolkit includes a facilitator’s guide, fact sheet, and templates for items such as a Tier I Senior Leadership Briefing and an Incident Status Summary Situation Report. The templates are meant to be “plug and play,” said Payeur.

At this time, the toolkit is a paper-based system, but “There are plans to build out systems that allow the ability to interface with the program electronically,” said Anthony Battaglia, who is Chief of the National Planning Section with NIC.

Community Lifelines Training

FEMA is in the process of mapping lifelines to existing National Training and Education Division (NTED) courses, particularly response-focused courses. Lifelines will touch all aspects of preparedness training, from courses to national exercises, and there are plans for both “canned” modules that can be plugged into existing courses, as well as standalone courses. “Training partners should start thinking through how they can integrate elements of [community lifelines] into their own courses.”

FEMA expects to provide Continuing Training Grants through the Homeland Security National Training Program that are specifically focused on lifelines.



Marines hand supplies to a family in Orange, Texas, Sept. 3, 2017, during recovery and relief efforts following Hurricane Harvey. Marine Corps photo by Lance Cpl. Niles Lee

Vision for the Future

FEMA has had challenges with prioritization and allocation of resources, and their vision for the future is to use the community lifelines construct to adjust priorities to become more effective at responding to disasters and helping communities. “The federal government can provide billions of dollars, but working better with the private sector is absolutely crucial,” said Payeur. “Through an effective partnership, we can deliver goods, commodities, and services quicker. The private sector has logistical channels in place. How do we tap into those nodes to get better?”

(Continued on page 4)

(Community Lifelines, continued from page 3)

Payeur said that the most important objective for the immediate future is to “continue to have a conversation around our biggest needs.” The community lifelines construct gives us a common language to have that conversation.

Learn more about Community Lifelines

- ⇒ [Community Lifelines Implementation Toolkit](#) - Includes the information and resources to understand lifelines, coordinate with other entities, and implement the lifeline construct
- ⇒ [FEMA Podcast 31: The National Response Framework Gets an Update](#) - This episode details the changes to the NRF and how it emphasizes stabilization of critical lifelines
- ⇒ [FEMA Podcast 32: State, Local, Tribal and Territorial Toolkit Lifelines](#) - FEMA’s Jeremy Greenberg discusses the lifelines concept and how it supports all units of government

NIMS Alerts

From the Editors

These alerts provide important information on new NIMS guidance, tools, and other resources. For your convenience each alert is a hyperlink you can click that will bring you directly to the appropriate webpage.

Since the February 2019 issue of the TPP Times FEMA’s National Integration Center released the following NIMS Alerts:

- [NIMS Alert 20-19: FEMA Releases EL 0962, EL 0964, and EL 0965](#)
- [NIMS Alert 16-19: FEMA Seeks Feedback on the National Response Framework and ESF #14](#)
- [NIMS Alert 15-19: PREPTALK RELEASED: “FORGING RESILIENT COMMUNITY THROUGH IMPERFECT RELENTLESS PROGRESS”](#)
- [NIMS Alert 14-19: FEMA Opens National Engagement Period for National Incident Management System \(NIMS\) Training Program Refresh](#)
- [NIMS Alert 13-19: FEMA Releases E/L/G 0191, G 0402, IS 2200, AND E/L/G/ 2300](#)
- [NIMS Alert 12-19: Preptalk released: “Using Complex Adaptive Systems Thinking to Understand Community Interdependencies”](#)
- [NIMS Alert 11-19: FEMA Releases the Senior Leaders Toolkit for Incident Response](#)
- [NIMS Alert 09-19: FEMA Releases: ICS 0300: Intermediate Incident Command System for Expanding Incidents and ICS 0400: Advanced Incident Command System for Complex Incidents](#)
- [NIMS Alert 08-19: FEMA Announces Release of Two Preptalks on Supply Chain Resilience and the Supply Chain Resilience Guide](#)
- [NIMS Alert 07-19: FEMA Seeks Public Feedback on National Qualification System Supplemental Guides](#)
- [NIMS Alert 06-19: FEMA RELEASES IS-0200.c Basic Incident Command System for Initial Response](#)

- [NIMS Alert 05-19: National Engagement Period: National Qualification System \(NQS\) Supplemental Guidance](#)
- [NIMS Alert 04-19: FEMA Announces Toolkit on Implementation of Community Lifelines](#)
- [NIMS Alert 03-19: CORRECTION: FEMA Seeks Feedback on Two NIMS Resource Management Documents](#)
- [NIMS Alert 02-19: FEMA Releases PrepTalk: Saving Lives After a Nuclear Detonation](#)
- [NIMS Alert 01-19: National Engagement Period: Proposed Updates to the National Emergency Communications Plan](#)
- [NIMS Alert 34-18: National Engagement Period: NIMS Job Titles/Positions Qualifications and Resource Typing Definitions](#)
- [NIMS Alert 33-18: FEMA Releases 2018 National Preparedness Report](#)

Training Partners with questions regarding NIMS should contact their respective TPP Program Manager. Stakeholders seeking guidance on issues related to the adoption and implementation of NIMS are encouraged to contact their [FEMA Regional NIMS Coordinator](#). The FEMA Regional NIMS Coordinators act as subject matter experts regarding NIMS for the local, state, territorial, and tribal jurisdictions within their FEMA Region, as well as for the FEMA Regional Administrator and staff.

New and Updated: NIMS, ICS, and All-Hazards Position-Specific Courses Released in 2019

From the Editors

FEMA has been updating and creating new [National Incident Management System \(NIMS\)](#) training courses since the third edition of the revised NIMS policy was published in October of 2017. FEMA recently published NIMS Alerts: 06-19, 09-19,11-19, and 13-19, which announced the release of many new and updated NIMS, ICS, and All-Hazards Position-Specific courses. The hyperlink is to a FEMA website which lists all the National Incident Management System training courses in one place. If you have completed a previous version of these courses, there is no FEMA requirement to take the revised version of the course unless you are a qualified FEMA NIMS ICS Instructor. However, because these courses contain new information based on the revised NIMS, October 2017, you may find it informative to review the latest versions.

Did You Know?

In 1834, France became the scene of the world’s first cyber-attack. By exploiting the encoding system of the nation’s mechanical telegraph network, the Blanc brothers passed on insider information about market movements in Paris, giving them an advantage in their Bordeaux-based bond trading business. They were caught and put on trial after two years, but couldn’t be convicted because there was no law against misusing a data network. [Read more from the Economist/1843.](#)

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

From the Editors

New

- [MGT-461 Evacuation Planning Strategies and Solutions](#), UH-NDPTC
- [MGT-462 Community Planning for Economic Recovery](#), NCDP/Columbia University
- [MGT-463-W Designing Effective Community Responses to Radicalization to Violence](#), UMD-START
- [PER-372 High Consequence Incidents: Crude Oil and Ammonium Nitrate](#), IAFF
- [PER-372-W High Consequence Incidents: Crude Oil and Ammonium Nitrate](#), Web-based, IAFF

Revised

- None

Recertified

- [AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts, Direct Delivery](#), LSU
- [AWR-122-1 Law Enforcement Prevention and Deterrence of Terrorist Acts, Train-the-Trainer](#), LSU
- [AWR-122 –2 Law Enforcement Prevention and Deterrence of Terrorist Acts, Indirect Delivery](#), LSU
- [AWR-122-C Law Enforcement Prevention and Deterrence of Terrorist Acts, Customized](#), LSU
- [AWR-148 Crisis Management for School-Based Incidents—Partnering Rural Law Enforcement, First Responders, and Local School Systems](#), RDPC
- [AWR-235 Initial Law Enforcement Response to Suicide Bombing Attacks, Mobile](#), NMT
- [AWR-235-C Initial Law Enforcement Response to Suicide Bombing Attacks, Customized](#), NMT
- [AWR-319 Leveraging Tools for Conducting Damage Assessment](#), UH-NDPTC
- [MGT-324 Campus Emergencies Prevention, Response, and Recovery](#), LSU
- [MGT-381 Business Continuity and Emergency Management](#), RDPC
- [MGT-412 Sport Venue Evacuation and Protective Actions](#), TEEEX
- [MGT-417 Crisis Management for School-Based Incidents for Key Decision Makers](#), RDPC
- [MGT-440 Enhanced Sports and Special Events Incident Management](#), TEEEX
- [PER-275 Law Enforcement Active Shooter Emergency Response \(LASER\), Direct Delivery](#), LSU
- [PER-275-1 Law Enforcement Active Shooter Emergency Response, Train-the-Trainer](#), LSU
- [PER-275-C Law Enforcement Active Shooter Emergency Response, Customized](#), LSU
- [PER-294 Testing an Emergency Operations Plan in a Rural EOC](#), RDPC
- [PER-304 Social Media Applications for Disaster Management](#), UH-NDPTC

- [PER-326 Surface Transportation Emergency Preparedness and Security for Freight by Rail or Highway](#), TTCI
- [PER-331 Surface Transportation emergency Preparedness and Security for Senior Officials and Administrators](#), TTCI

Retired

- AWR-208-W Crisis Management in a Rural School
- AWR-359-W Introduction to Tactical Emergency Casualty Care
- MGT-338 Risk and Vulnerability Assessment for Rural Communities
- MGT-339 Resource Inventory Management for Rural Communities
- MGT-339-W Resource Inventory Management for Rural Communities
- PER-297-W Secondary Screener/Radiation Isotope Identifier (RIID) Refresher, Web-Based
- PER-356 Introduction to Tactical Emergency Casualty Care for First Care Providers
- PER-357 Tactical Emergency Casualty Care for Law Enforcement Personnel
- PER-358 Tactical Emergency Casualty Care for Fire and EMS Personnel
- PER-359 Tactical Emergency Casualty Care for First Receivers
- PER-360 Tactical Emergency Casualty Care First Responder Active Shooting/Killing Incidents
- PER-361 Tactical Emergency Casualty Care First Responder Integration Active Shooter/Killing Incidents Rescue Task Force



Members of the Mississippi Task Force Urban Search and Rescue team train for rooftop rescue May 31, 2019, at Camp McCain, Mississippi. (U.S. Army National Guard photo by PFC Austin Eldridge)



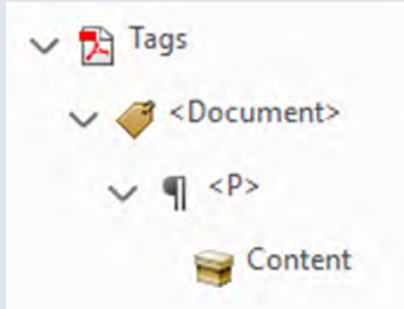
FEMA Photo by Andre R. Aragon

The Complexities of PDF Lists

From the Editors

Ensuring the accessibility of lists in a PDF can be one of the more time-consuming steps to remediation. Unlike most of a document’s other pieces, lists depend on a more complicated structure of nested tags. While this can make them appear daunting at first, understanding the various components of a list, and how those components fit together, can make building and remediating lists much easier.

Accessibility in a PDF depends on tags. Tags give order to all of the pieces that make up a document, giving assistive technology, like screen readers, the information needed to understand and describe the document to a user. Different types of content have different types of tags, but they all share a basic structure, comprised of a content container and a tag. The content container represents a single piece of the page’s content and can be as small as a single word or punctuation mark or as large as a full-page image or table. Content containers are themselves nested under tags, which define what type of content the container holds. This structure is shown in the image below.



The content container is represented by a box icon—in this example it’s holding a word, “content”—and the tag is represented by the paragraph symbol and the “<P>” designation. Some tags, like the paragraph tag

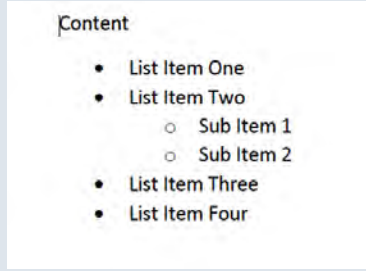
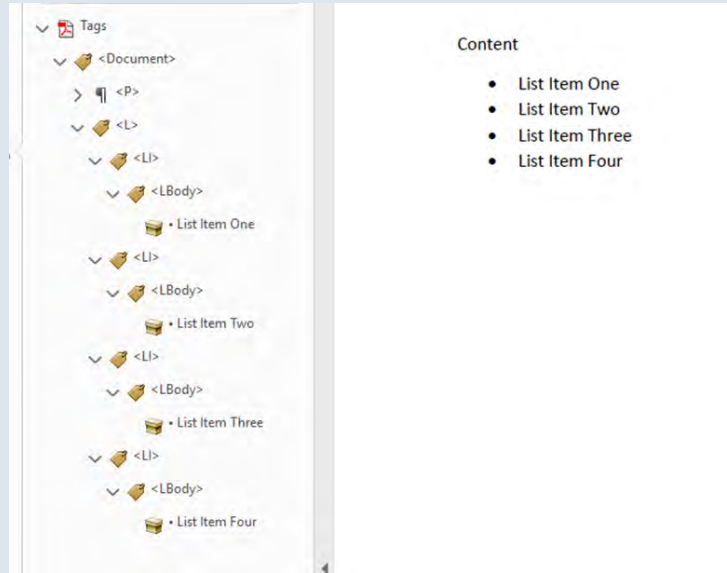
shown here, have custom icons, while others are represented by the tag icon, seen hereon the <Document> tag—both the <P> and the <Document> are tags.

Most content is as simple as this example: one or more content containers underneath the tag for that type of content; however, lists are more complicated and are made up of a number of different tags:

- <L> - this is the top-level tag for a list; all of the items in the list, including sub-bullets, will be underneath this tag
- - this is the list item tag; each item in the list will be underneath an individual list item tag
- <Lbl> - this is a label tag; often the bullets or numbers marking the list items will be tagged as labels
- <Lbody> - this is the list body tag; the content container for each list item will be held under this tag

The list structure is shown in the image below. Note that in this example, the bullet points are contained in the <Lbody> tag with the list item’s text; this is acceptable, and separate <Lbl> tags are not a requirement.

As you can see, even a simple list requires several tags to accurately represent its structure.



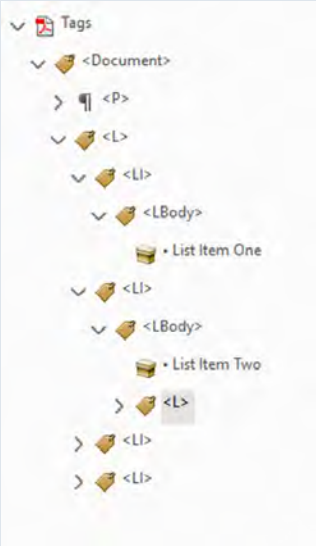
This becomes more complicated when lists have different levels, like in the example to the left.

While this is relatively simple visually, the tag structure requires that this be structured

as a list within a list, as shown to the right.

Notice that there’s now a new <L> tag—representing a new list—within the <LBody> tag for the second bullet point.

Expanding that new list tag reveals the familiar list structure for the two sub items, just nested under the List Item Two tag (note that both the List Item Two container and the <L> tag for the sub-bullets are under the same <LBody> tag).



This list-within-list structure can seem cluttered and confusing at first, but once you know the patterns that list tags follow, you can more confidently create and remediate the complex lists often required in your courses.

Find more resources at: <https://section508.gov/create>

Looking for More 508 Tips?

In response to requests for additional Section 508 guidance and support, we will be including more tips and training in each issue of the *TPP Times*. This quarter, check out:

What is Section 508 and Why Is It Important?

Section 508 Standards for Web

These courses are the first two components of the updated and revised Trusted Tester certification training. Regardless of whether you or members of your team intend to become Trusted Testers, these courses provide a more complete understanding of Section 508 and its requirements. Courses are free, but registration is required at: <https://training.section508testing.net/>

**Weekly News and
Updates from EMI**

The Emergency Management Institute 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](#).



Emergency Management Institute (FEMA Photo by Kristin Kendall)

DISCLAIMER: Please note that the federal government provides links and informational data on various disaster preparedness resources and events and does not endorse any non-federal events, entities, organizations, services, or products.

Please let us know about other events and services for individual and community preparedness that could be included in future newsletters.

Questions, comments, or story ideas
for the *TPP Times*?
Email TPPTimes@fema.dhs.gov

www.firstrespondertraining.gov

