IMPLEMENTING THE NECP WEBINARS

STAY FLEXIBLE AND ADAPTABLE: PLANNING FOR COMMUNICATIONS CONTINUITY

DECEMBER 9, 2021

Agenda

- **National Emergency Communications Plan (NECP) and SAFECOM Nationwide Survey (SNS): Continuity**

- **Resilient Communications Planning**

- **Resources and Actions**

- **Question and Answer Session**

Presenters

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National Emergency Communications Plan

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 events

National Emergency Communications Plan

Mandate
The NECP is mandated by Subchapter XIII of the Homeland Security Act of 2002

Guidance
Provides guidance for those who plan for, coordinate, invest in, and use communications

Stakeholders
Helps stakeholders update policies, governance, planning, and protocols

NECP Goals

Goal 1
Governance & Leadership

Goal 2
Planning & Procedures

Goal 3
Training, Exercise, & Evaluation

Goal 4
Communications Coordination
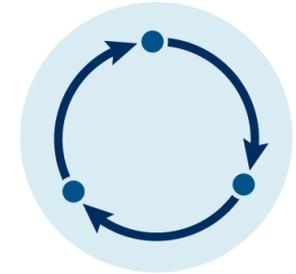
Goal 5
Technology & Infrastructure

Goal 6
Cybersecurity

Continuity in the NECP

Continuity
Ability to provide and maintain acceptable levels of communications during disruptions in operations.
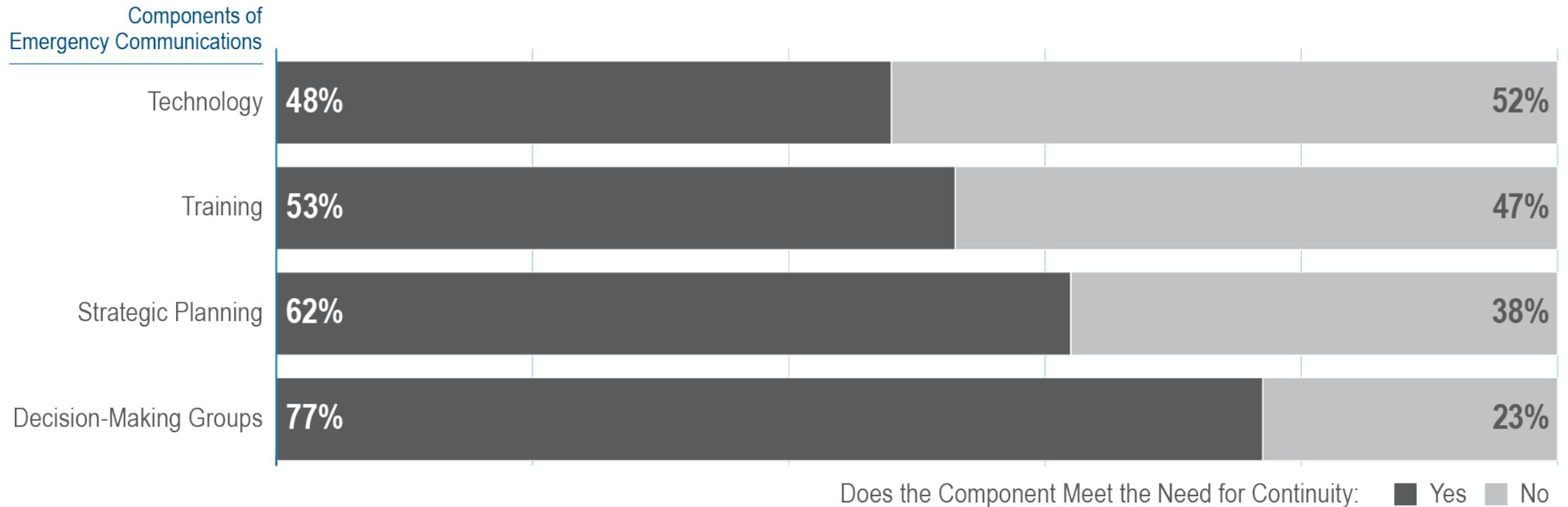
Continuity of Communications
The ability of emergency response agencies to maintain communications capabilities when primary infrastructure is damaged or destroyed.

Continuity Overview

How Well Are We Addressing Continuity[1]

Components of Emergency Communications

	Yes	No
Technology	48%	52%
Training	53%	47%
Strategic Planning	62%	38%
Decision-Making Groups	77%	23%

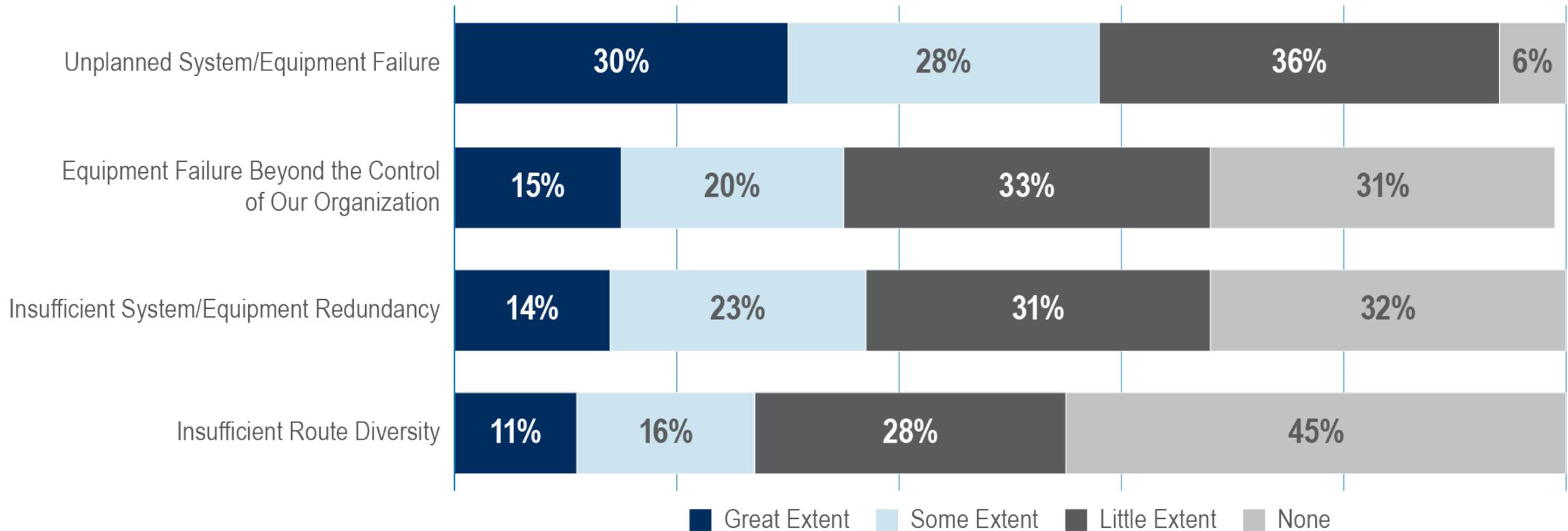Does the Component Meet the Need for Continuity: ■ Yes ■ No

SAFECOM Nationwide Survey (SNS)

The SNS consisted of 38 questions that **span the 5 elements of the** *SAFECOM Interoperability Continuum*, plus a **security element** that accounted for cybersecurity
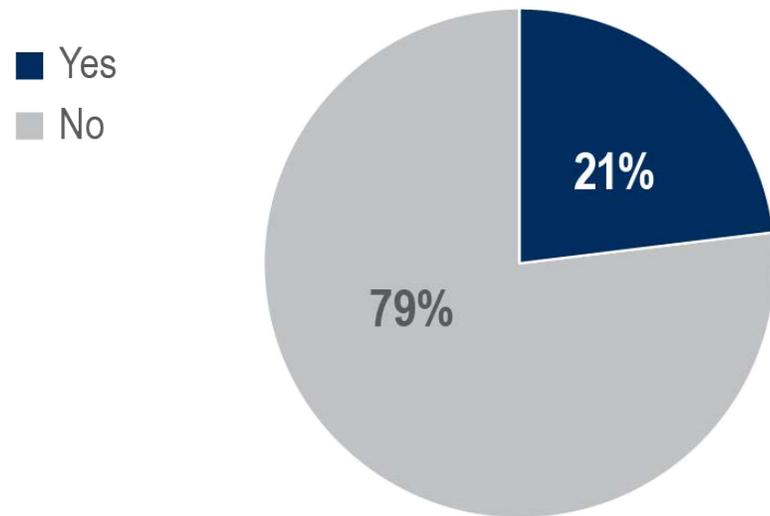
SNS: Continuity

Factors that Affect Ability to Communicate [2]

	Great Extent	Some Extent	Little Extent	None
Unplanned System/Equipment Failure	30%	28%	36%	6%
Equipment Failure Beyond the Control of Our Organization	15%	20%	33%	31%
Insufficient System/Equipment Redundancy	14%	23%	31%	32%
Insufficient Route Diversity	11%	16%	28%	45%

Charlee Hess
December 9, 2021

SNS: Continuity

Percent of Public Safety Organizations that Train on Backup Systems [3]

- Yes
- No

21%

79%

Percent of Public Safety Organizations that Include Communications Continuity in Exercises [4]
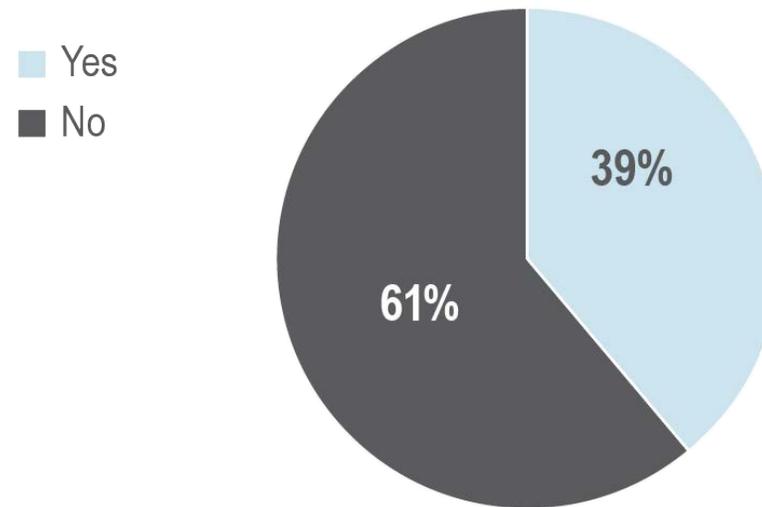
- Yes
- No

39%

61%

SNS: Continuity

Capabilities Used or Tested[5]

VOICE

Primary
- **91%** For "day-to-day" situations
- **59%** For "out-of-the-ordinary" situations

Backup
- **30%** For "day-to-day" situations
- **19%** For "out-of-the-ordinary" situations

DATA

Primary
- **45%** For "day-to-day" situations
- **24%** For "out-of-the-ordinary" situations

Backup
- **21%** For "day-to-day" situations
- **11%** For "out-of-the-ordinary" situations

■ For "day-to-day" situations   ■ For "out-of-the-ordinary" situations

SNS: Continuity

Resource Capacity: Insufficient for Day-to-Day Situations

VOICE
- Primary: 10%
- Backup: 38%

DATA
- Primary: 29%
- Backup: 48%

■ Primary   ■ Backup
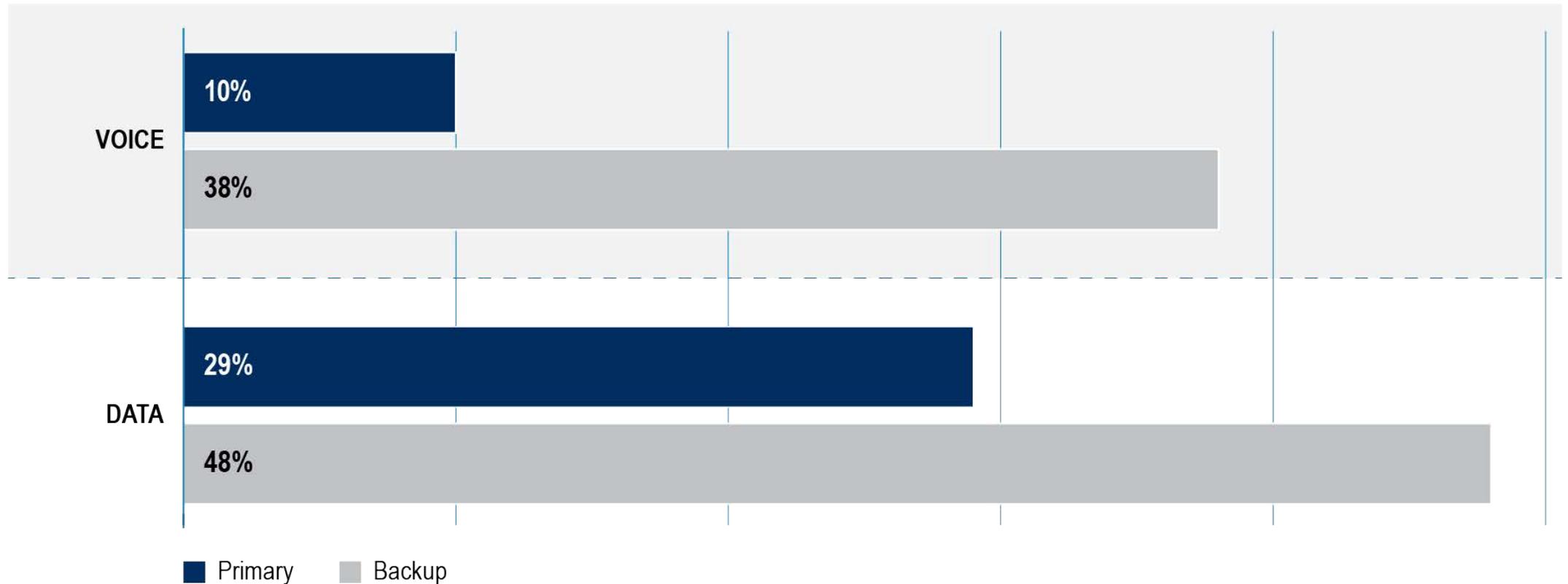
NECP Success Indicators: Continuity
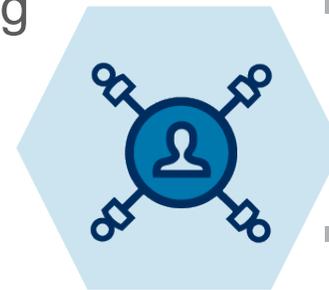
Goal 2
Planning & Procedures

- Incorporate risk management strategies into plans
- Have a cybersecurity incident response plan
- Perform resiliency assessments and mitigate vulnerabilities

Goal 3
Training, Exercises, & Evaluation

- Update training and exercise programs to address continuity of communications

Goal 4
Communications Coordination

- Establish sufficient testing and usage observations
- Address systems and staffing to support continuity-of-operations planning

Topics

- What is continuity?

- Why is continuity important?

- Process for building capability:

- Resources

- Open Discussion of 2018 SAFECOM Nationwide Survey Results, esp:

  - Planning

  - Training

  - Equipment/Systems/Sites

  - Evaluation (incl. Tests/Exercises)
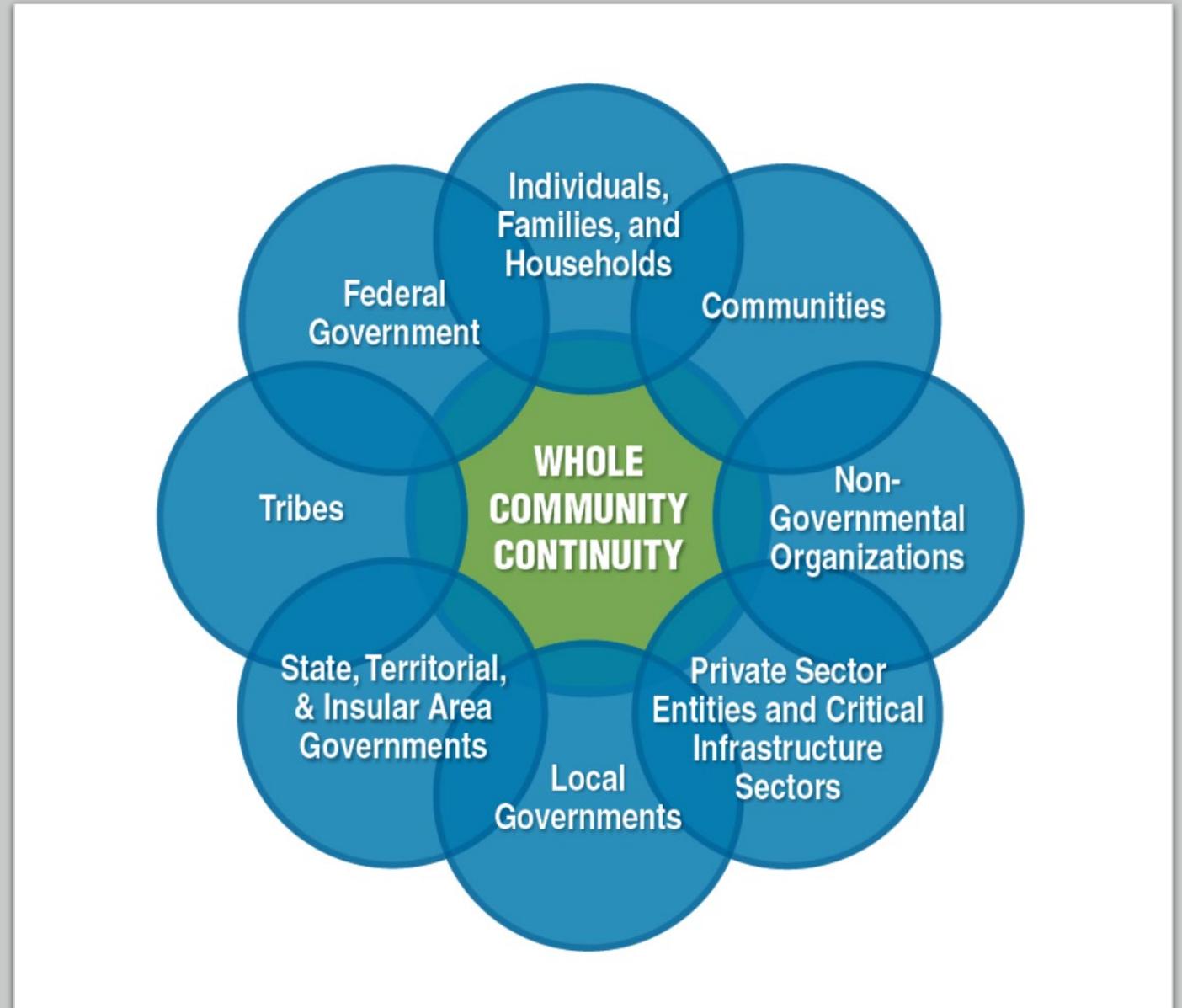
Defining Continuity

- Continuity is the result of planning efforts to continue essential functions services when normal operations are disrupted.

- Developing a holistic continuity program will help you when an event happens that disturbs normal day-to-day work.

  - The Continuity Plan is one part of a comprehensive continuity program.

Essential Functions are:
- ✓ Urgent
- ✓ Important
- ✓ Cannot be deferred or significantly delayed

Why is continuity important?

- Each person and organization is a crucial link in a chain of tasks and activities that enable the performance of essential functions.

- If every part of the community improves continuity, then the whole community improves their resilience.

- Continuity ensures the whole community has planned for ways to provide essential services and conduct functions when normal operations were disrupted.

FEMA

Continuity Program Management Cycle

The Program Management Cycle is one way to facilitate the development and implementation of holistic continuity programs.

- Step 1: Plans & Procedures

- Step 2: Training, Test, & Exercising

- Step 3: Evaluations, After Action Reports (AARs), and Lessons Learned

- Step 4: Improvement Plans

FEMA

Continuity Planning Process
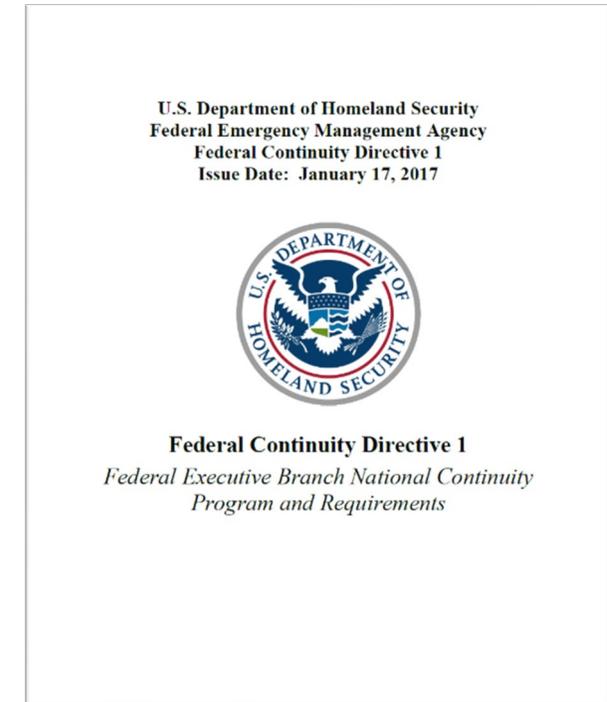
Continuity Program Components

The following are identified as key components of a continuity program. Each organization may incorporate their own unique components.

|		
Program Management, Plans, and Procedures	Communications and Information Systems	Devolution
Essential Functions	Essential Records Management	Reconstitution
Orders of Succession	Alternate Locations	Test, Training, and Exercise (TT&E)
Delegations of Authority	Human Resources	

FEMA

Federal Continuity Directives 1 and 2

- Federal Continuity Directives (FCDs) 1 and 2 provide direction for the development of continuity plans and programs for the Federal Executive Branch.

  □ FCD-1: Outlines requirements

  □ FCD-2: How to identify essential functions, business process analysis, and business impact analysis

U.S. Department of Homeland Security
Federal Emergency Management Agency
Federal Continuity Directive 1
Issue Date: January 17, 2017

Federal Continuity Directive 1
Federal Executive Branch National Continuity Program and Requirements

Continuity Guidance Circular

- The Continuity Guidance Circular (CGC) provides continuity guidance on the integration of continuity concepts and planning across the whole community.

- Organizations and governments at all levels can draw upon the CGC when creating or revising continuity plans, programs, and processes.

- Many jurisdictions and organizations use the CGC to refine capabilities and processes.

Continuity Guidance Circular
February 2018
FEMA National Continuity Programs

FEMA
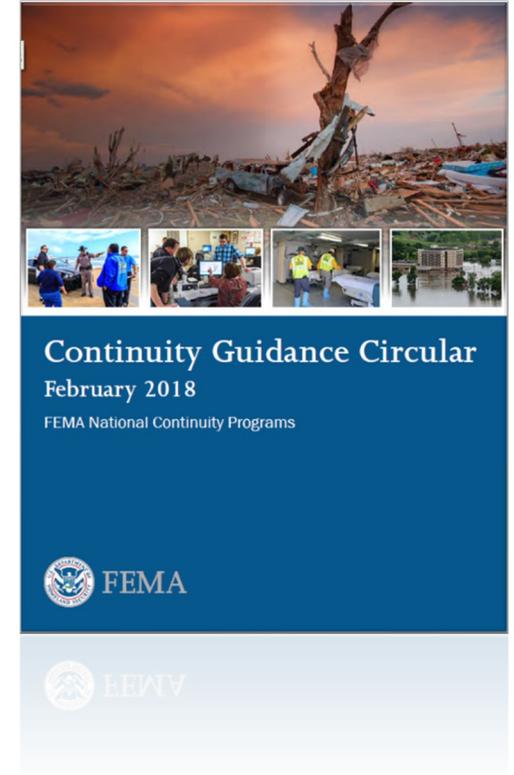
Continuity Training

- **E/L 1301: Continuity Planning** assists continuity practitioners with understanding their continuity roles and responsibilities, and provides them with the knowledge, skills, and tools necessary to help develop and maintain a viable continuity plan for their organization. The course materials are based on guidance found in Federal Continuity Directives 1 and 2 and the Continuity Guidance Circular for developing continuity plans and programs.

- **E/L 1302: Continuity Program Management** assists Continuity Program Managers with understanding their roles and responsibilities and provides resources to help them develop a holistic continuity capability for their organizations. This course is intended for continuity practitioners responsible for the oversight and management of an organizational continuity program. The course materials are based on guidance found in Federal Continuity Directives 1 and 2 and the Continuity Guidance Circular for developing continuity plans and programs.

Continuity Resource Toolkit

- The Toolkit can be sorted by the chapters of the CGC or by subject such as references, templates, and training.

- The Toolkit offers:

  - Technical Assistance

  - Templates

  - Guidance

  - Training

Access the Continuity Resource Toolkit at:

https://www.fema.gov/emergency-managers/national-preparedness/continuity/toolkit

Discussion: 2018 SAFECOM Nationwide Survey Results

- **Planning**
  - SOP Sufficiency
  - Agreements Sufficiency Challenges
  - Factors that Affect Ability to Communicate
  - Resource Capacity
  - Strategic Planning Process Sufficiency
- **Training**
  - Training Sufficiency
- **Equipment/Systems/Sites**
  - Technology Sufficiency
  - Capabilities Used (or Tested)
  - Usage Sufficiency
- **Evaluation & Continuous Improvement (incl. Tests/Exercises)**
  - Exercises Sufficiency
  - Strengthening: 2011 to Today

NECP In Action: City of Alexandria

- Like many other jurisdictions across the nation, the City of Alexandria has been impacted by COVID-19

- They adapted their continuity plans to maintain operations as recommended by the NECP

Resources

- [National Emergency Communications Plan](#)

- [FEMA Continuity Resource Toolkit](#)

- [CISA Public Safety Communications & Cyber Resiliency Toolkit](#)

- [CISA Regional Resiliency Assessment Program (RRAP)](#)

- [CISA Priority Telecommunications Services](#)

- [CISA Electromagnetic Pulse and Geomagnetic Disturbance](#)

- [CISA SHAred RESources (SHARES) High Frequency (HF) Radio Program](#)

- [CISA Auxiliary Emergency Communications Overview](#)

- [CISA Emergency Communications Technical Assistance and Planning Guide](#)

- [SAFECOM Nationwide Survey Results](#)

How You Can Take Action

- Take steps to implement the NECP and achieve its continuity success indicators

- Develop and maintain a continuity plan

- Become familiar with FEMA and CISA's continuity resources

- Include continuity of communications in training and exercise programs

Charlee Hess
December 9, 2021

Questions?

Upcoming Webinars

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

Implementing the National Emergency Communications Plan

Bookmark our webpage to check back for future webinars:
https://www.cisa.gov/necp-webinars

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

For more information on the NECP:
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