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# Resilience Report

Brief insights and the latest innovations in emergency management and health security.

*Public health professionals and emergency managers dedicated a substantial amount of time and resources to COVID-19 response throughout 2020 and 2021, which took precedence over traditional emergency management. As the pandemic wanes, we have noticed a trend back to this work, including exercises. This week, we focus on exercise resources with insights from our exercise planners. We'll also highlight the latest on nuclear power plant vulnerabilities, climate change, and health inequity.*



## Ukraine Power Plant Attack Highlights Vulnerabilities

The Russian attack on a nuclear power plant in Ukraine earlier this week [prompted discussion of nuclear facility vulnerabilities](#). While the Ukraine plant has multiple safety backups and the danger of a radiological incident is low, [experts are standing by](#) to evaluate the impact of a radiation plume. Still, [the fire during the attack](#) led to the activation of the [U.S. Department of Energy nuclear incident response team](#) and the Interagency Modeling and Atmospheric Assessment Center.

## IPCC Report Projects Dire Climate Change Consequences

The latest U.N. [Intergovernmental Panel on Climate Change \(IPCC\) report](#) released last Monday updated current global impacts, vulnerabilities, and adaptations. [Key points](#) stress that [“delay means death”](#) as governments have delayed meaningful action against carbon emissions. [Implications for global health](#) include impacts to [mental health](#), [pregnancy](#), and a need for [“climate doctors.”](#)

## Health Inequity Continues

A [recent GAO report](#) found that tribal epidemiology centers (TEC) serving American Indian and Alaska Native communities in the U.S. did not have equal access to HHS data during the COVID-19 pandemic, which impacted their ability to make informed

decisions. Last week, [Morehouse School of Medicine's Valerie Montgomery Rice presented research](#) on the legacy of institutionalized racism for health equity, including tools to combat [COVID-19-related health inequity](#) in Black communities.

## **Evolving Infrastructure Demands**

Government officials think [infrastructure will change in the near future](#) according to a [report from Deloitte](#). Designing resilient infrastructure with broadband access, multimodal transportation, and increased cybersecurity will help address issues highlighted during the COVID-19 pandemic. The recently-passed [Infrastructure Investment and Jobs Act](#) will help local governments achieve these goals.



*Every issue, we'll dedicate space for a topic that we think is especially important for emergency managers and public health professionals to read. Exercises are an important way to test emergency operations plans and ensure first responders and stakeholders are prepared. In this issue, we look at the latest news and trends in exercise planning and feature input from three of our experienced exercise planners.*

- FEMA's National Exercise Program (NEP) is a two-year cycle of exercises that test preparedness and capability competencies. The [2022 National Level Exercise](#) is based on disasters resulting from a rupture along the Cascadia Subduction Zone. Communities can participate in various ways and can also [request support](#) from NEP for local exercises through April 1.
- Both FEMA and other federal agencies provide exercise resources for local agencies. FEMA offers [NEP Exercise Starter Kits and Best Practice Guides](#), while HHS offers [health preparedness exercise resources](#) through its Technical Resources, Assistance Center, and Information Exchange.
- Not sure where to start with planning an exercise or evaluating the need in your community? FEMA's [Homeland Security Exercise and Evaluation Program \(HSEEP\)](#) has information and best practices. And FEMA's Emergency Management Institute offers interactive web-based courses for exercise planners at all levels. Consider starting with an [Introduction to Exercises](#), then build your knowledge with [Exercise Design and Development](#) and [Evaluation Techniques](#).

## **Recommendations from In-House Experts for Successful Exercise Conduct**

*CONSTANT's exercise planners have extensive experience designing, planning, conducting, and evaluating exercises for federal, state, regional, and local agencies.*

*Below, we highlight a few of our in-house experts and share some of their tips for successful exercise conduct.*

- **Prep Your Players:** Ashley Slight is a Senior Associate with CONSTANT, and she has served as Lead Controller for full-scale exercises (FSEs) with the California Department of Public Health, the City of Hope National Medical Center, the San Mateo County Health Department, and many more. Ashley stresses the value of preparing exercise players using Player Briefings ahead of the exercise. The Player Briefings serve as a 'Pep Rally' and can get players excited about the opportunity to play, get creative, train together, and try things out. Players benefit from their involvement and briefings provide an opportunity to remind individuals of this.
- **Use Mentors to Enhance the Exercise Experience:** Ashley also recommends using experienced professionals as mentors during exercises who can shadow those with less experience. This approach, which CONSTANT has used often in our exercises, can result in increased benefits to newer staff.
- **Include Evaluators in the Exercise Planning Process:** Nora Caplan holds a Master Exercise Practitioner Certificate and currently serves as an Exercise Planner with CONSTANT supporting FEMA's National Exercise Division. Nora has designed, conducted, and evaluated over 70 exercises in New York City, the Washington, DC area, and Oakland, CA. Nora recommends including evaluators in the planning process so that they have a thorough understanding of the goals of the Exercise Planning Team (EPT). Identifying evaluators when the EPT is selected and including them in planning meetings prepares them to evaluate additional nuances during an exercise.
- **Practice Like You Play:** Holly Mann is CONSTANT's Emergency Management Practice Lead. Among dozens of exercises, she has participated in FEMA's Chemical Stockpile Emergency Preparedness Program, a highly technical annual FSE cycle that tests response to a chemical weapon release. The program taught Holly the value of achieving realistic play. This includes limiting artificialities and simulated components and preparing by researching past incidents and interviewing real survivors. The takeaway is you don't need fancy tech to design realistic exercises that can stress the most seasoned emergency manager.



### **Everybody is Irish on St. Patrick's Day!**

St. Patrick's Day is Thursday, and if you're like us, you may be looking forward to good [recipes](#), celebrating [traditions](#), and attending [parades](#). For an emergency-management

focused St. Patrick's Day, be sure to take a look at Ready.gov's ['It's Not Luck'](#) campaign as a reminder not to leave disaster preparedness to chance.

### Did You Fill Out Your Bracket?

March Madness is almost here! Check out the men's tournament schedule [here](#) and the women's schedule [here](#). For some more fun, take a look at CBS Sports' printable March Madness [bracket](#) - bookmark the page to print the full men's bracket once it is filled on Sunday night. And, while we wait, take a look at the top [bracketology predictions](#) from across the web.

### Spring Forward to Pi

There is a lot going on this month. In addition to St. Patrick's Day and the start of March Madness, [Daylight Saving Time](#) will start on Sunday (for participating states), and we'll celebrate everyone's favorite subject (math) with [Pi Day](#) on Monday. Find some food deals on Pi Day [here](#).



The CONSTANT Team is here to support you.

If you need help with disaster preparedness, COVID-19 AARs, or anything in between, shoot us an email at [donna@constantassociates.com](mailto:donna@constantassociates.com). We are here to help.

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