

EXERCISE STARTER KIT

Preparedness in a Pandemic Exercise Starter Kit

Sample Facilitator Guide | June 2020



Preparedness in a Pandemic Exercise Starter Kit (ESK)— Facilitator Guide

The nation faces the challenge of preparing to respond to additional disasters while operating in a pandemic environment. Although the operating environment has changed, the Federal Emergency Management Agency's (FEMA) mission of *helping people before, during, and after disasters* remains the same. Federal, state, local, tribal, and territorial (SLTT) officials, private sector and non-governmental organizations (NGOs) partnership remains integral to helping and supporting disaster survivors. As the nation continues to respond and recover from COVID-19, the framework of a locally executed, state managed, and federally supported approach to incident stabilization remains.

FEMA's Preparedness in a Pandemic Exercise Starter Kit helps whole community partners by providing sample documents SLTT governments can use to conduct your own workshop on preparedness in a pandemic. The questions and considerations contained in the guide were developed from FEMA's [COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season](#). Using that document as the primary reference, this facilitator guide provides planning considerations and discussion questions to help guide internal conversations and decisions around conducting operations tailored to your organization's unique needs and missions. The Exercise Starter Kit also includes sample conduct slides and fact sheet for exercise presentation.

The Preparedness in a Pandemic Exercise Starter Kit's purpose is to provide SLTT whole community partners a resource to begin preparations for all hazards in a pandemic environment. The kit is scalable, adaptable, and flexible to meet the needs of SLTT communities in preparing for specific hazards and disasters identified within their communities.

Please review this document and tailor the material by selecting the questions that address the needs of your specific organization. Update the content that is **highlighted in red** for individual deliveries of this workshop.

Workshop Conduct Recommendations

- This workshop, intended to be guided by a facilitator, is designed for remote delivery, either via webinar or conference call.
- Use this facilitator guide in conjunction with the associated **sample conduct slides** provided as part of the Exercise Starter Kit.
 - This facilitator guide includes directions to the facilitator and additional questions or topics for consideration *highlighted in blue italics* that do not appear on the sample conduct slides. This is meant to serve as additional guidance for the facilitator to help navigate the discussion with participants.
 - The slide numbers below refer to the slide numbers in the sample conduct slides *after* the blue instruction slides are removed.
- These sample materials are designed for a two to four-hour, discussion-based workshop; however, if you choose to cover each question, the workshop will take much longer. You may decide that dividing content into multiple workshop sessions is a better approach for your organization. The workshop's duration and structure should be determined by your organization based on your internal needs.
- Options for flexible delivery of this workshop include:

- A streamlined session that eliminates areas that have been addressed through other planning efforts.
 - One session, either in a plenary session or by incorporating breakout groups, to address all exercise objectives.
 - An overview meeting for the entire planning team, followed by smaller team meetings, organized by checklist topic. Once all team meetings have been completed, a concluding plenary session should be held to share and deconflict plans for each checklist topic.
 - An overview meeting for the entire planning team followed by a series of plenary sessions by checklist topic.
- Recommended participants for this workshop **may** include: Emergency Managers, Public Safety representatives, healthcare professionals, public health officials, psychosocial support teams, education professionals, security professionals, continuity managers, human resources, facilities managers, budget/financial officers, contracting personnel, legal counsel, energy sector partners, critical infrastructure and private sector partners, or other leadership and staff, and other participants as appropriate.
 - Before the workshop, participants should review the FEMA website: [Preparing for Hurricane Season during the COVID-19 Pandemic](#), as well as the *COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season*.
 - The conduct slides may be sent out to participants in advance (once they have been customized). This will help familiarize participants with the questions to prepare them for the discussion. Questions can be distributed to different groups of staff to address each of the checklist topics.

REMINDER: Any changes made to the sample conduct slides must also be reflected in this facilitator guide.

Facilitator Instruction Table

NOTE: Slide numbers listed below reflect the slide number once the instructional slides included in the sample slides are removed.

Slide #	Time	Slide Title/Content	Facilitator Notes
1		Title Slide	
WELCOME AND INTRODUCTIONS [Insert Time]			
2	[insert time]	Welcome and Introductions	<p><i>When participants are ready:</i></p> <ul style="list-style-type: none"> ▪ <i>Provide initial remarks.</i> ▪ <i>Explain that the purpose of this workshop is to facilitate a discussion within SLTT governments around preparedness, response, and recovery considerations during a pandemic.</i> ▪ <i>Introduce yourself as the facilitator and explain that the facilitator is responsible for keeping the discussion focused on workshop objectives and exploring all issues within the time allotted.</i> ▪ <i>Explain that with hurricane season approaching (or specific hazard to your geographic location), this ESK can be used to assist SLTT governments with evaluating current hurricane (or all-hazards) response and recovery capabilities during a pandemic.</i> ▪ <i>Introduce any additional speakers and allow time for welcoming remarks.</i> ▪ <i>With small participant groups, allow time for participants to introduce themselves.</i> ▪ <i>Given that you are likely to conduct this workshop remotely, address specific protocols (such as muting your microphones when not speaking, etc.) that will provide for an effective virtual meeting. See Appendix A of this guide for a list of facilitator best practices.</i>
WORKSHOP SCHEDULE [Insert Time]			

Slide #	Time	Slide Title/Content	Facilitator Notes
3	[Insert Time]	Workshop Schedule	<p><i>Briefly go over the agenda and workshop schedule:</i></p> <ul style="list-style-type: none"> ▪ Welcome and Introductions ▪ Workshop Schedule ▪ Workshop Overview ▪ Current Situation Update ▪ Facilitated Discussion ▪ Action Items and Takeaways ▪ Closing Remarks
WORKSHOP OVERVIEW [Insert Time]			
4	[Insert Time]	Workshop Overview	<p><i>Provide an overview of the workshop:</i></p> <p>Purpose: Provide [your organization name] an opportunity to discuss and evaluate current preparedness, response, and recovery capabilities while operating in a pandemic environment.</p> <p><i>Explain that the Preparedness in a Pandemic Exercise Starter Kit provides SLTT partners with preparedness solutions to discuss internally, as well as considerations, action items, and discussion questions for evaluation of their preparedness capabilities while operating during a pandemic. Planners need to remain flexible to continually reassess workplace conditions, the implications of new public health recommendations and additional guidance.</i></p> <p>Scope:</p> <ul style="list-style-type: none"> ▪ This will be a [insert duration] discussion-based workshop. <ul style="list-style-type: none"> ▫ <i>Explain the structure of the workshop if you have decided to conduct a plenary session, multiple sessions or breakouts, etc.</i> ▪ Following an overview of the current situation, participants will engage in a discussion based on the <i>COVID-19 Considerations During Disaster Operations Checklists for Emergency Managers</i>.

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> Discussion questions are organized based around three checklist topics: Preparedness, Response, and Recovery Considerations. <p><i>Explain that the Preparedness in a Pandemic ESK provides SLTT partners the opportunity to validate capabilities identified during preparedness, response, and recovery. Participants in this workshop will discuss questions developed in the context of a pandemic to thoroughly review their current all-hazards plans. In today's workshop, we will validate current capabilities and discuss the challenges we will face as our organization prepares for, responds to, and recovers from a simultaneous event (e.g., hurricane and pandemic).</i></p> <p><i>Ask whether participants have any questions.</i></p>
5	[Insert Time]	Workshop Objectives	<p><i>Review the workshop objectives.</i></p> <ol style="list-style-type: none"> 1. Discuss the challenges of conducting response and recovery operations during a pandemic event. 2. Determine if current preparedness, response, and recovery capabilities are sufficient to support simultaneous disasters, one being a pandemic 3. Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations. 4. Develop an action plan that defines the next steps required to adapt response and recovery plans.
6	[Insert Time]	Workshop Guidelines	<p><i>Review the workshop guidelines with participants. Tell participants that identifying issues is not as valuable as making suggestions and recommending actions that could improve efforts; problem-solving should be the focus.</i></p> <ul style="list-style-type: none"> The desired outcome from this workshop could include a roadmap for a functional all-hazards plan tailored to an organization's unique needs and missions. This is an open, no-fault environment – varying viewpoints, even disagreements, are expected. Please base your responses on current guidance and plans, policies, procedures, capabilities and resources.

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> Consider different approaches and suggest improvements. There is no “hidden agenda,” nor are there any trick questions. [Insert additional guidelines as appropriate.]
CURRENT SITUATION UPDATE [Insert Time]			
7	[Insert Time]	Current Situation Update	<p><i>Review the current situation and status of the organization.</i></p> <p><i>The Current Situation Update is for your jurisdiction to refer to the most recent information regarding pandemic and operational considerations included, but not limited to, mass care sheltering, hurricanes, wildfires, earthquakes, and other simultaneous disasters</i></p> <ul style="list-style-type: none"> <i>Highlight that this portion of the workshop focuses on the current state of operations. Explain to participants that the following webpages are only a few of the resources provided within the “COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season”.</i> [Information can be found on the following webpages to identify the current situation:] <ul style="list-style-type: none"> CDC Coronavirus (COVID-19) Website Coronavirus.gov FEMA's Pandemic Resource Page for SLTT Partners National Response Frameworks COVID-19 Fact Sheets and Guidance [Provide specific information regarding the status of jurisdictions or areas where your organization has facilities, as appropriate.] [Provide specific information regarding the status of your organization.] <p><i>Explain that FEMA released the “COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season” to:</i></p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> ▪ <i>Help emergency managers and public health officials best prepare for disasters, while continuing to respond to and recover from coronavirus;</i> ▪ <i>Outline how FEMA plans to adapt response and recovery operations to the realities and risks of COVID-19 to:</i> <ul style="list-style-type: none"> ▫ <i>Ensure prioritization for life safety, life sustainment, and workforce protection, and</i> ▫ <i>Maintain the delivery of FEMA's programs and help to solve complex problems by using whole-of-community disaster assistance to the highest level possible;</i> ▪ <i>Allow SLTT emergency managers to prepare and plan accordingly based on FEMA's operational posture and create a shared understanding of expectations between FEMA and SLTTs.</i>
FACILITATED DISCUSSION [Insert Time]			
8	[Insert Time]	Discussion Questions: Preparedness Considerations (1/4)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p><i>Explain to participants that this section should focus on preparedness considerations as outlined in the “COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season”.</i></p> <p>Preparedness Discussion Questions: Review and Modify</p> <ol style="list-style-type: none"> 1. How will your jurisdiction review and modify your emergency operations plan to align with pandemic guidance, to include social distancing limitations, travel restrictions, fiscal impacts, reduction of government services, and potential impacts to your supply chain? <ol style="list-style-type: none"> a. <i>Where will these modifications be captured?</i> 2. How will your jurisdiction review and modify your plans in accordance with applicable legal requirements to include special considerations for those with access and functional needs in a pandemic environment? <ul style="list-style-type: none"> ▫ NOTE: <i>additional information regarding special considerations for individuals with access and functional needs can be found on the CDC website.</i>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> How is your jurisdiction reviewing and updating your continuity of operations (COOP) plans to continue essential functions and tasks with little to no interruption? If available resources and/or personnel are limited due to pandemic operations, how will your jurisdiction review and evaluate current mutual aid agreements and Emergency Management Assistance Compact (EMAC) agreements and how are you incorporating virtual support where possible? <ul style="list-style-type: none"> NOTE: additional information regarding EMAC considerations can be found on the EMAC website.¹
9	[Insert Time]	Discussion Questions: Preparedness Considerations (2/4)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Preparedness Discussion Questions: Consider and Identify</p> <ol style="list-style-type: none"> How are pandemic response and recovery efforts identifying new partners, resources, planning shortfalls, or solutions to include in emergency operating plans and annexes, including private sector partners in grocery, fuel, home mitigation supplies, and medical supplies? How will you determine if you can use alternate communications and information technology support to operate your emergency operations center virtually? How will your jurisdiction incorporate virtual environment delivery platforms into exercise plans to overcome the challenges of limited face to face training, seminars, and workshops? How will you coordinate with public health officials to identify guidelines for workforce response? <ul style="list-style-type: none"> NOTE: local conditions will influence decisions that public health officials make regarding community-level strategies)

¹ This is a non-federal website. Linking to a non-federal website does not constitute an endorsement by the U.S. government, or its employees, of the information or content presented on that site.

Slide #	Time	Slide Title/Content	Facilitator Notes
			<p>5. What strategies have you considered to keep a disaster from overwhelming 9-1-1 centers, such as establishing alternate call lines for non-emergency queries from the public, increasing personnel capacity, and coordinating with agencies to divert non-emergency calls to alternate call centers?</p> <p>▫ NOTE: <i>additional information on pandemic operations best practices for SLTT 9-1-1 centers can be found on the FEMA website.</i></p>
10	[Insert Time]	Discussion Questions: Preparedness Considerations (3/4)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Preparedness Discussion Questions: Message and Engage (1 of 2)</p> <ol style="list-style-type: none"> 1. Are you coordinating with your partners to determine what changes in processes or procedures are required to develop and disseminate messaging to inform the public of changes in expected services or procedures (e.g., changes to shelter locations, evacuation routes, available transportation methods) due to impacts from a pandemic? 2. How will you update pre-scripted messages to incorporate the current recommended Personal Protective Equipment (PPE) posture for disaster survivors (e.g., recommend wearing a cloth face covering) and provide deconflicting guidance regarding any stay at home orders or other guidance? 3. How will you provide messaging on increased personal preparedness measures, encourage your community to evaluate personal emergency plans, and familiarize themselves with guidance from their local jurisdictions related to a pandemic? <ul style="list-style-type: none"> ▫ NOTE: <i>additional information on increased personal preparedness measures can be found on the CDC website.</i> ▫ NOTE: <i>additional information on the evaluation of personal emergency plans can be found on the Department of Homeland Security, Ready.Gov website.</i>
11	[Insert Time]	Discussion Questions: Preparedness	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p>

Slide #	Time	Slide Title/Content	Facilitator Notes
		Considerations (4/4)	<p>Preparedness Discussion Questions: Message and Engage (2 of 2)</p> <ol style="list-style-type: none"> How will you advise individuals and households to track their critical financial, medical, and household information by using the Emergency Financial First Aid Kit (EFFAK) tool as a guide? <ul style="list-style-type: none"> NOTE: additional information on the EFFAK tool can be found on the FEMA website. How are you identifying the essential workforce necessary for continuing critical infrastructure viability? Are you using the Cybersecurity and Infrastructure Security Agency advisory list as a guide? <ul style="list-style-type: none"> NOTE: additional guidance on the Cybersecurity and Infrastructure Security Agency can be found on the Department of Homeland Security, CISA website. How will you engage non-profits and small businesses in your jurisdiction to discuss how you would respond and recover from a natural hazard event in a pandemic environment? How will you address rumor control and misinformation being spread on social media? How will you setup a virtual Joint Information Center to help address these issues?
12		Break [Remove or adjust timing as needed]	
13	[Insert Time]	Discussion Questions: Response Considerations (1/10)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p><i>Explain to participants that this section should focus on response considerations as outlined in the “COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season” and the “COVID-19 Considerations During Disaster Operations Checklists for Emergency Managers”.</i></p> <p>Response Discussion Questions (1 of 2)</p> <ol style="list-style-type: none"> How will you purchase and stockpile appropriate PPE for personnel required to be in the field, including shelter management and shelter personnel? Have gaps in these supplies, potential supply chain issues, and funding to purchase them been identified?

Slide #	Time	Slide Title/Content	Facilitator Notes
			<p>a. <i>Have you confirmed your access to HURREVAC, FEMA’s web-based storm tracking and decision support tool, to view data on National Hurricane Center and National Weather Service forecasts, including forecast tracking and arrival of tropical storm winds; storm surge modeling; and evacuation clearance times under various storm scenarios; to support operational decisions?</i></p> <p>2. How will you modify your evacuation plan to account for limited travel options and hotel availability, increased need for health and medical evacuations, financial limitations of the general public, and additional impacts from a pandemic?</p> <p>a. <i>Have you considered using geographic information system platform planning tools, to include FEMA’s Resilience Analysis and Planning Tool (RAPT), to identify population characteristics and infrastructure locations that may be impacted to help with your evacuation and shelter in place planning?</i></p> <p>3. Have you communicated with NGOs and volunteer corps to assess their ability to operate in a pandemic environment? Have you considered increasing the membership of Community Emergency Response Team (CERT), Medical Reserve Corps, and associated volunteer training? If so, do you have a mechanism to conduct remote recruiting and training?</p> <p>4. How do your continuity plans address responding if your agency/department or your partner agency has degraded staffing or other capabilities, such as facilities and commodities due to a pandemic? How does your plan address integrating FEMA personnel and/or federal partners into your response operations?</p>
14	[Insert Time]	Discussion Questions: Response Considerations (2/10)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Response Discussion Questions (2 of 2)</p> <p>5. Have you considered how your planning goals and objectives would be altered if resources are diverted during a pandemic?</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> 6. Have you considered expanded use of aerial imagery and other remote sensing capabilities to gain and maintain situational awareness and conduct damage assessments? 7. Are any resources needed for a potential response currently unavailable or in short supply? Have you reached out to your EMAC or private sector partners for assistance and to discuss resource availability based on existing contracts and mutual aid agreements? <ul style="list-style-type: none"> ▫ <i>NOTE: additional information regarding EMAC considerations can be found on the EMAC website.</i> 8. Have you established a Business Emergency Operations Center that can coordinate and collaborate with the private sector and the National Business Emergency Operations Center? <ul style="list-style-type: none"> a. <i>Do you have a designated point of contact and information exchange platform to continue coordination with critical infrastructure and private sector partners?</i> 9. Does your emergency operations center have enough information technology personnel and VPN bandwidth to support increased numbers of remote emergency responders? Are they trained to work remotely and support remote work for extended periods on multiple disasters?
15	[Insert Time]	Discussion Questions: Response Considerations (3/10)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #1: Safety and Security</p> <ol style="list-style-type: none"> 1. With the potential of decreased law enforcement availability, have you reviewed your contingency plans for on-site security? 2. How are you reviewing your evacuation and sheltering plans for nursing homes and long-term care facilities to accommodate pandemic considerations and the health risks to those populations? <ul style="list-style-type: none"> a. <i>Have you reviewed your evacuation and sheltering plans for correctional facilities?</i>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> How will you manage re-entry procedures given the constraints and impacts of a pandemic (e.g., social distancing)? What agencies will need to be involved? What special operations teams (e.g., Urban Search and Rescue, HazMat) are still mission capable? How have they adopted the current CDC guidelines for PPE and training? How are you identifying potential sites for disaster facilities, including responder housing and quarters, that are consistent with CDC guidance and social distancing requirements? If needed, have leasing requirements been coordinated? <ul style="list-style-type: none"> NOTE: <i>additional CDC guidance for businesses and employers responding to a pandemic can be found on the CDC website.</i>
16	[Insert Time]	<p>Discussion Questions: Response Considerations (4/10)</p>	<p><i>Review the following workshop discussion questions with participants. Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #2: Food, Water, Shelter</p> <ol style="list-style-type: none"> How will social distancing considerations affect current shelter capacity? Do sheltering and feeding plans incorporate social distancing guidelines and PPE requirements outlined by the National Mass Care Strategy? <ul style="list-style-type: none"> <i>Explain to participants that additional information on the National Mass Care Strategy can be found on their website.</i> Considering current sheltering options, how will you provide individuals with access and functional needs sheltering resources and assistance in a pandemic environment? <ul style="list-style-type: none"> NOTE: <i>additional guidance on sheltering options for individuals with access and functional needs can be found on the CDC website.</i> How will you collaborate the abilities and willingness of whole-community partners to operate or support mass care/sheltering in a pandemic environment? <ol style="list-style-type: none"> <i>Have you coordinated with non-governmental and volunteer organizations to discuss changes in receipt, distribution, and delivery of commodities and services (e.g., food, donations, muck out) to incorporate any social distancing limitations?</i>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> 4. How will you include temperature screening in your pandemic protocols for admittance to mass care shelters? Do you have adequate temperature screening equipment, PPE, and testing kits to support your screening protocols? 5. How will you increase your supply of soap, disinfectant spray, wipes, and sanitizer to provide additional sanitation in shelters in a pandemic environment? <ol style="list-style-type: none"> a. <i>Have cleaning and sanitation schedules increased, and are they actively monitored by designated sheltering facility personnel?</i>
17	[Insert Time]	<p>Discussion Questions: Response Considerations (5/10)</p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #3: Health and Medical (1 of 2)</p> <ol style="list-style-type: none"> 1. What is your alternate staffing or recruitment strategy for healthcare professionals in the event of a reduction of personnel availability? <ol style="list-style-type: none"> ▫ <i>NOTE: Additional guidance on the healthcare personnel staffing shortages can be found on the CDC website.</i> 2. How will you ensure that your healthcare, alternate care, and long-term care facilities have adequate, functional, and fueled emergency generators and a plan to keep emergency power systems operational during an emergency to reduce patient movement? <ol style="list-style-type: none"> ▫ <i>NOTE: additional guidance on long-term care facilities can be found on the CDC website.</i> ▫ <i>NOTE: additional guidance on emergency power systems can be found within the Healthcare Facilities and Power Outages document from FEMA and ASPR.</i> 3. Do your triage protocols and procedures facilitate efficient patient processing to reduce person-to-person contact, increase social distancing, and reduce the amount of time patients are in the triage area? <ol style="list-style-type: none"> a. <i>Have you identified additional in-patient locations in the event of patient overflow to accommodate the need for physical separation in a pandemic environment?</i>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<p>4. How will you coordinate with multi-disciplinary psychosocial support teams (e.g., social workers, mental health professionals, counselors, interpreters, patient service coordinators, clergy) to provide virtual support to patients, families, and medical personnel?</p>
18	[Insert Time]	<p>Discussion Questions: Response Considerations (6/10)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #3: Health and Medical (2 of 2)</p> <p>5. How do your mass casualty management plans accommodate an increased number of fatalities? Have you identified additional contingencies for mortuary affairs management in a pandemic environment?</p> <p><i>a. Have these contingencies been captured in the mass casualty management plan? If so, where specifically is it located?</i></p> <p>6. How will you encourage hospitals and medical centers to develop and maintain an updated inventory of PPE and other equipment? Do these centers have a shortage-alert system with identified and well socialized triggers and associated actions to mitigate potential issues?</p> <p>▫ NOTE: <i>additional information on PPE and other equipment can be found on the CDC website.</i></p> <p>7. To ensure equal access to information and other resources, how are key messages presented to patients, personnel, and the public in a variety of accessible formats (e.g., audio, visual, sign language, braille, multiple languages)?</p> <p>▫ NOTE: <i>additional information on communication resources can be found on the CDC website.</i></p> <p>8. Do you have coordinated plans in place to evacuate or shelter patients in place in Federal Medical Stations and Alternate Care Sites in your jurisdiction?</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> ▫ NOTE: Additional information on Federal Medical Stations can be found on the “FEMA and ASPR Healthcare Capacity Building: Alternative Care Sites and Federal Medical Stations Fact Sheet”. ▫ NOTE: Additional Information on Alternate Care Sites can be found within the Health and Human Services’ Federal Healthcare Resilience Task Force Alternate Care Site Toolkit.
19	[Insert Time]	Discussion Questions: Response Considerations (7/10)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #4: Energy (Power and Fuel)</p> <ol style="list-style-type: none"> 1. What resources will we need at our facilities to reinstate on-site functions? 2. Do energy sector partners have adequate staffing to generate, transmit and distribute power and fuel to the community in the event of sick workers or family care needs? 3. Does your plan for potential emergency repairs for energy infrastructure account for pandemic social distancing or personal protective equipment (PPE) needs? 4. How has the pandemic environment affected the supply of fuel in your jurisdiction (e.g., less people driving disrupting gas demand)?
20	[Insert Time]	Discussion Questions: Response Considerations (8/10)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #5: Communications</p> <ol style="list-style-type: none"> 1. How will you and your partners test primary, secondary and contingency communications platforms? 2. Is there a system in place to collect and share data to support decision-making and facilitate development of a common operating picture for multiple response operations? How much of this can be done virtually?

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> How are you considering converting town hall meetings and press conferences to virtual platforms or requiring masks and social distancing if they are conducted in person? Is increased use of mobile or internet bandwidth disrupting emergency communications? Can responders receive prioritized access to dedicated bandwidth? Do responders have backup communications? Do you have pre-scripted messages for communicating evacuation and shelter-in-place updates that include social distancing measures due to pandemic considerations? <ol style="list-style-type: none"> Do you have communications materials that address all-hazards preparedness for your communities while under the threat of a pandemic?
21	[Insert Time]	<p>Discussion Questions: Response Considerations (9/10)</p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Community Lifeline #6: Transportation</p> <ol style="list-style-type: none"> Do you have capabilities to screen for a pandemic during an evacuation? Have you accounted for additional time needed for checkpoints during an evacuation? Does your jurisdiction have the resources necessary to re-establish critical mass transportation hubs (e.g., airports, train stations, local mass transit stations) under social distancing guidelines? What mechanisms are in place to increase public transportation if economic impacts preclude citizens from self-evacuating? Have you planned for additional transportation capacity to account for social distancing? Do your facilities and jurisdictions have adequate transportation agreements and legal privacy protections to accommodate medical evacuations within required timelines? Do they have patient tracking mechanisms to account for separations resulting from pandemic operations and evacuations?
22	[Insert Time]	<p>Discussion Questions:</p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p>

Slide #	Time	Slide Title/Content	Facilitator Notes
		Response Considerations (10/10)	<p>Community Lifeline #7: Hazardous Materials</p> <ol style="list-style-type: none"> Are your hazardous or toxic materials plans and messaging consistent with your pandemic procedures and messaging? Have you reviewed your messaging for a chemical, biological, radiological or nuclear incident? How are you reaching out to the Radiological Emergency Preparedness Program or any hazardous and radiological materials groups to determine constraints and limitations on facilities during a pandemic? <ul style="list-style-type: none"> NOTE: additional information on the Radiological Emergency Preparedness Program can be found on FEMA's website. Do you have the materials and resources needed for a hazardous or toxic materials incident? Have you identified any supply chain issues with procurement? How are you conducting site assessments, especially in areas with hazardous or radiological material, given pandemic considerations (e.g., potential staff limitations, social distancing)?
23			BREAK [Remove or adjust timing as needed]
24	[Insert Time]	Discussion Questions: Recovery Considerations (1/6)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p><i>Explain to participants that this section should focus on recovery considerations as outlined in the “COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season” and the “COVID-19 Considerations During Disaster Operations Checklists for Emergency Managers”.</i></p> <p>Recovery Discussion Questions: Leadership and Authority</p> <ol style="list-style-type: none"> Who are the lead agency and individual managing and coordinating disaster recovery efforts? Is this the same agency in charge of pandemic response actions? If a different agency is in charge of recovery operations, have you considered how the transition of responsibilities and coordination efforts would occur?

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> How will pandemic response actions and leadership intersect with disaster recovery actions and leadership? What is the coordination mechanism for ensuring both efforts are synchronized? <ol style="list-style-type: none"> <i>Will the recovery unified coordination group include relevant health care officials?</i> Who has the authority to make formal decisions in your jurisdiction related to disaster recovery and how are those decisions communicated to the appropriate stakeholders? Does the health department need to certify that projects or locations comply with social distancing and other public health directives before their use?
25	[Insert Time]	<p>Discussion Questions: Recovery Considerations (2/6)</p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Discussion Questions: Staffing</p> <ol style="list-style-type: none"> What staffing is in place to manage and implement recovery efforts in a pandemic environment and how can existing shortages, or those due to disaster impacts, be addressed? Are human resource policies and processes consistent with public health recommendations and state/Federal statutory and regulatory legal requirements? Do you need to establish new policies (e.g., sick leave, scheduling, control measures) or continue them after a pandemic? <ol style="list-style-type: none"> <i>Do you have a prioritized order of return for staff from a pandemic?</i> How will you evaluate the staffing impacts of a pandemic and the current disaster on your mutual aid partners?
26	[Insert Time]	<p>Discussion Questions: Recovery Considerations (3/6)</p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Discussion Questions: Communications and Engagement</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> What is your process for coordinating messaging related to pandemic and disaster recovery efforts? <ol style="list-style-type: none"> <i>Do you have a process to synchronize messages between local, state, and Federal entities?</i> <ul style="list-style-type: none"> NOTE: additional information on communication resources can be found on the CDC website. Who is responsible for releasing information to the public within the jurisdiction? Is this the same individual(s) releasing information related to the pandemic? If these are different individuals or organizations, how is that information flow coordinated? What community organizations or private sector partners can help amplify important recovery information helping ensure whole of community recovery outcomes are realized?
27	[Insert Time]	Discussion Questions: Recovery Considerations (4/6)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Discussion Questions: Operational Coordination</p> <ol style="list-style-type: none"> How will you determine critical vs. noncritical recovery functions? How will social distancing impact your recovery coordination structure? How will agencies and organizations coordinate efforts? Do you have a web platform that supports virtual coordination? How might these meetings be facilitated virtually? Do you have any pre-positioned contracts for disaster housing-related services? Have you confirmed that these contracts are still valid and enforceable in a pandemic environment?
28	[Insert Time]	Discussion Questions: Recovery Considerations (5/6)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Discussion Questions: Recovery Planning</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> 1. How will you manage recovery functions as stipulated in your recovery plan following the constraints and impacts of a pandemic (e.g., potential reduced staffing, budgetary shortfalls)? 2. How will you maximize community input and buy-in for your recovery efforts? Can you hold effective public meetings while maintaining social distance? Do you have mechanisms to reach isolated or underserved communities? How might these meetings be facilitated virtually? 3. How will you provide individuals with access and functional needs, to include those with disabilities, with services in accordance with Centers for Disease Control and Prevention (CDC) guidance? <ul style="list-style-type: none"> ▫ <i>NOTE: additional information regarding special considerations for individuals with access and functional needs can be found on the CDC website</i> 4. What portion of the community has received housing assistance from pandemic-related funding? Are these populations at increased risk from housing displacement following a natural disaster? <ol style="list-style-type: none"> a. <i>How will you provide the homeless population with services in accordance with CDC guidance while also ensuring the health and safety of emergency responders and recovery personnel?</i>
29	[Insert Time]	<p>Discussion Questions: Recovery Considerations (6/6)</p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Discussion Questions: Financial Management</p> <ol style="list-style-type: none"> 1. What are your existing financial management practices for disaster and recovery? What adjustments, if any, are needed to comply with procurement requirements in a pandemic environment? <ul style="list-style-type: none"> ▫ <i>NOTE: additional guidance on financial management practices can be found on the Disaster Financial Management Guide and COVID-19 Response FEMA Fact Sheet.</i>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> 2. Do your jurisdiction's financial practices and procedures for non-disaster projects follow the same practices and procedures for disaster-related projects? 3. How will you manage inspections and re-entry procedures given the constraints and impacts of a pandemic (e.g., social distancing)? What agencies should be involved?
30			BREAK [Remove or adjust timing as needed]
			ACTION ITEMS AND TAKEAWAYS [Insert Time]
31	[Insert Time]	Action Items and Takeaways	<p><i>The next section of the workshop – Action Items and Key Takeaways – should prompt participants to review the three checklist topics (Preparedness, Response, and Recovery Considerations) and identify next steps.</i></p> <p><i>Be sure to capture specifics!</i></p> <ul style="list-style-type: none"> ▪ <i>Identify specific and actionable steps your organization needs to take next in each of the four topic areas.</i> ▪ <i>Prompt the group to identify who (person or group) is responsible for taking each of those actions.</i> ▪ <i>Agree on a timeline and set up a time to reconvene or report back.</i> <p><i>Review the purpose of this segment of the workshop. Ask participants to openly share their thoughts and be respectful of others' perspectives.</i></p> <p><i>The focus of the conversation should be on identifying the action items in each of the three discussion areas; assigning them to individuals or teams for completion; and agreeing on a timeline and a time to reconvene or report back. For this portion, feedback on the design and conduct of the workshop itself is secondary.</i></p> <p><i>The facilitator should ensure that everyone has a chance to speak and avoid letting one person control the conversation.</i></p> <ul style="list-style-type: none"> ▪ For each of the three discussion areas, identify: <ul style="list-style-type: none"> ▫ Major takeaways

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> ▫ Actions needed ▫ Person or group responsible for those actions ▫ Timeline to reconvene or report back ▫ Next steps <p><i>Following the workshop, participants will move forward and act on all the issues identified during the discussion.</i></p>
CLOSING REMARKS [Insert Time]			
32	[Insert Time]	Closing Remarks	<i>If a senior leader is slated to deliver closing remarks, invite them to speak to the group. If not, offer closing remarks and thank everyone for their participation.</i>
ADJOURN [Insert Time]			

Appendix A: Facilitation Best Practices

Along with the facilitator notes (*highlighted in blue italics*) provided within this guide, the Preparedness in a Pandemic ESK also provides SLTT governments with additional guidance on the role of a facilitator, facilitator best practices, and facilitation tips and tricks. Although facilitation changes based on the exercise and participating audience, facilitators should ensure they have a thorough understanding of the purpose of the ESK and provide notetakers with guidance on what they should be capturing.

Facilitator Role

As a facilitator your role is to:

- Establish ground rules for participation (e.g., raising hand, unmuting, etc.) and set the discussion tone
- Foster a learning environment through an open dialogue
- Keep participant discussion focused on the activity
- Ensure all viewpoints are represented and summarize participant feedback to build consensus
- Ask questions to clarify issues

Facilitator Best Practices

A good facilitator strives to be:

- **A Strong Communicator:** communicates effectively, is aware of body language
- **Flexible:** adapts the process to the situation
- **Knowledgeable:** knows the process and how to use it
- **Inclusive:** encourages participation from all group members
- **Organized:** for group sessions, have all materials ready and at hand before the session begins
- **Responsible:** has the best interests of the group in mind and ensures that the needs of the activity are met
- **In control, but not controlling:** manages the group, the process, and the time, but is transparent to the outcome
- **Pays attention:** is aware of group dynamics, energy levels, and the participant needs

Facilitator tips for Remote Meetings:

- Send the workshop presentation to the participants prior to the call
- Ensure the participants are familiar with the phone or video conference platform you will be using
- Conduct a test two days prior to your workshop to ensure your conference platform works as intended
- When facilitating, continuously state the slide number for those unable to see your screen
- Decide if you would like the participants to use the chat function during the workshop. If you use it, remember to save the chat transcript before ending the call
- Don't be put off by silence