

Department of Homeland Security **Office of Inspector General**

National Level Exercise 2011-
Federal Partner Participation





**Homeland
Security**

October 19, 2011

Preface

The Department of Homeland Security (DHS) Office of Inspector General (OIG) was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities to promote economy, efficiency, and effectiveness within the Department.

The DHS OIG developed this report to provide information on federal participation in National Level Exercise 2011, emphasizing the importance of federal Inspectors General assessing their own agency's preparedness. This report is based on observations of National Level Exercise 2011 and interviews with officials from FEMA's National Exercise Division.

We trust this report will result in more effective, efficient, and economical operations. We express our appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in black ink, reading "Charles K. Edwards".

Charles K. Edwards
Acting Inspector General

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Abbreviations

CAP	Corrective Action Program
CIGIE	Council of the Inspectors General on Integrity and Efficiency
DHS	Department of Homeland Security
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-8	Homeland Security Presidential Directive-8
LLIS	Lessons Learned Information System
NED	National Exercise Division
NEP	National Exercise Program
NLE	National Level Exercise
NRF	National Response Framework
NRCC	National Response Coordination Center
OIG	Office of Inspector General
PPD-8	Presidential Policy Directive-8
RRCC	Regional Response Coordination Center
TOPOFF	Top Officials



Department of Homeland Security
Office of Inspector General

Executive Summary

National Level Exercise 2011 is a Tier 1 exercise that is White House directed, policy focused, and employs a U.S. government-wide strategy. Tier 1 exercises are mandated by Congress and coordinated by the Federal Emergency Management Agency. The functional exercise component of National Level Exercise 2011 began with a simulated earthquake along the New Madrid fault line. It included participants from various federal, state, and local agencies, as well as private sector and nonprofit organizations. The exercise lasted 4 days and included more than 4,000 federal employees from 43 departments and agencies. Exercises play a critical role in preparing our Nation for future disasters.

National Level Exercise 2011 consisted of a 2-year planning, execution, and evaluation cycle that included various smaller discussion- and operations-based exercises leading up to the May 16–19, 2011, functional exercises. The exercise had eight objectives developed by state and federal partners, seven of which were realized during the functional exercise; the final one was completed during a recovery exercise in September 2011.

The exercise identified issues that hamper our Nation's ability to respond to a catastrophic earthquake. To expedite improvements in disaster response, the Federal Emergency Management Agency compiled an initial findings report from the exercise reviews, identifying issues federal agencies need to address. Additionally, two federal agencies that were expected to participate in the functional exercise did not take part.

This report provides information on federal participation in National Level Exercise 2011 to encourage federal Inspectors General to assess their own agency's preparedness for disaster response. This report is not an evaluation of National Level Exercise 2011. In addition to this report, we will be releasing a review of National Level Exercise 2011 and the incorporation of lessons learned from previous exercises and disasters.

Background

National Level Exercises (NLEs) began in 2000 under the Top Officials (TOPOFF) exercise program. After the terrorist attacks of September 11, 2001, Congress passed the *Homeland Security Act* (P.L. 107-296), which formalized the TOPOFF exercise program. The legislation required the development of a continuous exercise cycle, which included using seminars, workshops, tabletop exercises, and command post exercises. These activities culminate in a biennial, national, functional exercise aimed at assessing the Nation's capacity to prevent, prepare for, respond to, and recover from a large-scale disaster. Prior to NLE 2011, there were four TOPOFF exercises and two NLEs. Appendix B lists the dates, locations, and focus areas of previous TOPOFFs and NLEs.

Homeland Security Presidential Directive-8 (HSPD-8) was the overarching federal directive that governed NLE 2011 activities. It required the head of each federal department and agency to take actions to support the national preparedness goal, including participating in exercises to the "extent permitted by law." On March 30, 2011, President Obama released Presidential Policy Directive-8 (PPD-8), replacing HSPD-8 and requiring the creation of a new national preparedness goal, national preparedness system, and comprehensive campaign to build and sustain national preparedness. Future NLEs will be based on PPD-8 and the new National Exercise Program (NEP) base plan that has been developed by the Federal Emergency Management Agency (FEMA). The NEP is overseen and managed by FEMA's National Exercise Division (NED).

National Response Framework and Annexes

The National Response Framework (NRF) and corresponding Emergency Support Function (ESF) Annexes and Incident Annexes guide the Nation's conduct of all-hazards disaster responses. The NRF is built upon a scalable, flexible, and adaptable coordinating structure to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector. It includes specific authorities and best practices for managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic disasters.

The ESF Annexes provide the structure for coordinating federal interagency support in response to an incident. They represent 15

functional groupings that are frequently used to provide federal support to states and federal-to-federal support, both for declared disasters and emergencies under the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) (P.L. 93-288), as amended, and for non-Stafford Act incidents.

The Catastrophic Incident Annex establishes protocols to pre-identify and rapidly deploy key essential resources (e.g., medical teams, search and rescue teams, transportable shelters, medical and equipment caches) that are expected to be urgently needed to save lives and contain catastrophic incidents. FEMA recently completed a complementary National Disaster Recovery Framework to outline the roles and responsibilities for long-term recovery.

Homeland Security Exercise and Evaluation Program

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program. The intent of HSEEP is to provide common exercise policy and program guidance capable of constituting a standard methodology for all exercises. HSEEP includes consistent terminology and tools that can be used by all exercise planners, regardless of the nature and composition of their sponsoring agency or organization. NLE 2011 followed HSEEP guidance¹ to ensure that all participants, from the federal, state, and local levels to the private sector, were using a consistent framework for conducting and evaluating the exercise. Figure 1 shows the HSEEP cycle of planning, executing, and evaluating exercises.

Figure 1. Major Steps in the HSEEP Exercise Cycle



Source: Department of Homeland Security

¹ Guidance and other information from HSEEP can be found on the HSEEP website: <https://hseep.dhs.gov/>.

HSEEP is the standard methodology and tools to support the NEP. The NEP is a component of the national preparedness efforts aimed at validating plans, testing operational capabilities, and maintaining leadership. It examines ways to prevent, protect against, respond to, recover from, and mitigate natural and manmade disasters. It provides for the participation and collaboration of stakeholders from across the entire emergency management and homeland security enterprise and allows for coordinating exercise activities. The NEP provides an organized approach to set priorities for exercises, reflect those priorities in a multiyear schedule of exercises that serves the strategic and policy goals of the U.S. government, and address findings from those exercises through a disciplined interagency process. Under the current NEP, NLEs occur every year in the exercise cycle. Discussion-based exercises serve as building blocks throughout the year leading up to the operation-based exercise to test different capabilities. A revised NEP, effective 2013, will commence the planning process over a 2-year cycle, with an NLE capstone event occurring every 2 years.

Lessons Learned Information System

The Lessons Learned Information System² (LLIS), online since April 2004, is a secure network of information and frontline expertise on effective planning, training, and operational practices. Supported by FEMA's NED, LLIS provides members with current homeland security and emergency management-related information. The LLIS library contains documents that cover all hazards, disciplines, and levels of government. The site has full plans, templates, after-action reports, articles, and guidelines for users. It also houses short summaries highlighting best practices and innovative ideas submitted by members who may work in other jurisdictions.

National Level Exercise 2011

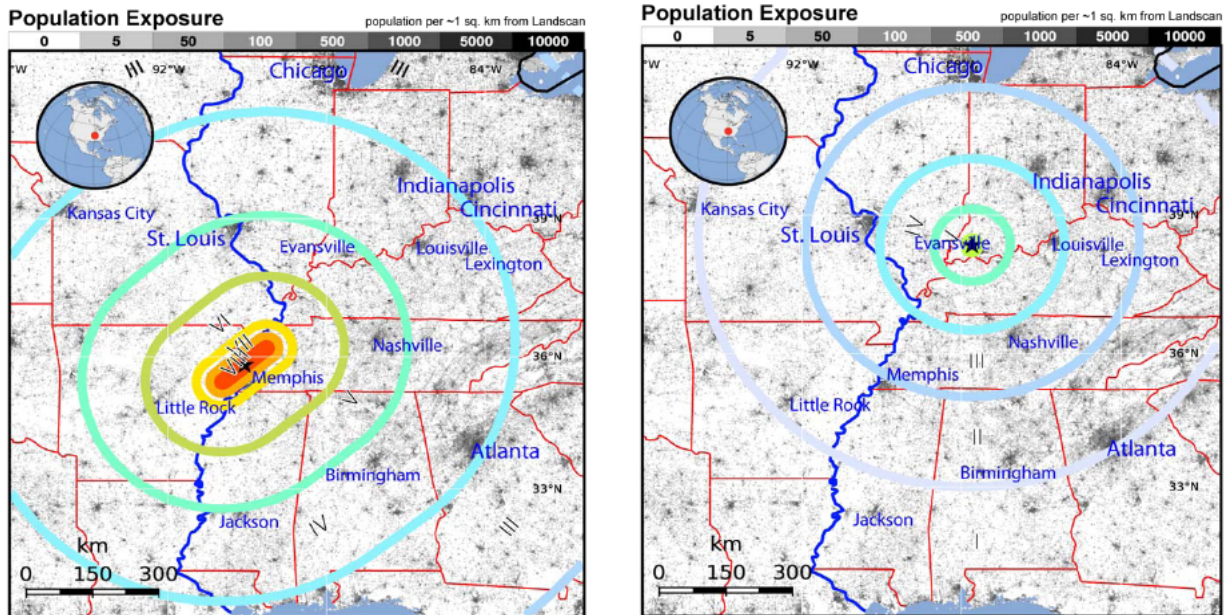
NLE 2011 Scenario and Exercise Play

On the morning of May 16, 2011, a catastrophic earthquake was simulated in the central United States region of the New Madrid Seismic Zone. The simulation included a 7.7 magnitude earthquake along the southern segment of the New Madrid Fault

² The Lessons Learned Information System can be accessed at <https://www.llis.dhs.gov>.

that was closely followed by a 6.0 magnitude earthquake in the Wabash Valley Seismic Zone. Figure 2 illustrates the areas that would be affected if the simulated earthquakes had occurred. The simulated quakes affected eight states along the Mississippi River Valley across four FEMA regions.³ Federal, state, and local governments immediately began to respond to the incident using the NRF, the Federal Interagency Response Plan, Joint State/Regional Operations Plans, and other corresponding agency plans.

Figure 2. Effects of New Madrid and Wabash Valley Seismic Events



Source: Federal Emergency Management Agency

For the federal government, the National Response Coordination Center (NRCC) in Washington, D.C., and Regional Response Coordination Centers (RRCs) in the affected areas were activated to Level 1. Federal agencies with roles and responsibilities in disaster response and recovery staffed the NRCC and the RRCs. They included the ESF coordinators and other agencies with key responsibilities. Play was conducted by simulating real-world activities such as developing, assigning, and fulfilling mission assignments and other computer-based tasks. Tactical exercises were conducted at the local level, such as medical response to a school collapse, patient movement by state National Guard units, and search and rescue operations.

³ Participants included the states of Alabama, Arkansas, Illinois, Indiana, Kentucky, Mississippi, Missouri, and Tennessee, as well as FEMA Regions IV, V, VI, and VII.

Figure 3. Administrator Fugate at the National Response Coordination Center



Source: Federal Emergency Management Agency

By 12:30 p.m., the day of the simulated earthquake, a video teleconference hosted by FEMA and headed by DHS Secretary Janet Napolitano and FEMA Administrator Craig Fugate provided an initial look at the damage, the initial steps being taken to respond, and what steps needed to be taken for lifesaving and life-sustaining efforts. Over the following 4 days, officials carried out their assigned duties utilizing 12-hour shifts to respond 24 hours a day. Exercise play was driven by exercise controllers at the Master Control Cell. Controllers supplied approximately 13,000 injects from the Master Scenario Events List into the exercise. These injects drove exercise play by providing realistic disaster-related information for the players. Additionally, these injects simulated the play of the states and FEMA region that were unable to participate in the exercise owing to ongoing real-world disasters.

NLE 2011 Objectives and Events

NLE 2011 Objectives

NLE 2011 was based on a set of overarching objectives created and agreed upon by the participating federal agencies and states to test capabilities necessary to respond to such a disaster. Six objectives were provided by the states, one by the Department of Health and Human Services, and the final objective was chosen by

FEMA Administrator Fugate. Table 1 lists the eight overarching NLE 2011 objectives. Additionally, each participating federal department and agency and the states created their own specific exercise objectives. These combined objectives drove the tasks completed during exercise play based on plans, policies, and procedures developed prior to the functional exercise.

Table 1. NLE 2011 Exercise Objectives

Objective	Purpose
Communications	Demonstrate the ability to maintain continuous flow of critical information.
Incident Management/Emergency Operations Center Management	Demonstrate the ability to effectively manage a catastrophic earthquake incident through multiagency unified coordination.
Citizen Evacuation and Shelter in Place	Demonstrate the ability to ensure that affected and at-risk populations are safely sheltered in place or evacuated to safe refuge areas.
Mass Care	Demonstrate the ability to provide mass care services (sheltering, feeding, and bulk distribution) for the affected populations.
Critical Resource Distribution and Logistics	Demonstrate the ability to identify, inventory, dispatch, mobilize, transport, recover, demobilize, track, and record available resources throughout all incident phases.
Emergency Public Information and Warning	Demonstrate the ability of intergovernmental agencies and the private sector to execute an effective public official and national media strategy providing coordinated, prompt, and reliable information that is updated regularly.
Medical Surge	Demonstrate the ability to rapidly expand health care resources to provide medical personnel, support functions, physical space, and logistics support to deliver triage, treatment, and medical care to the affected populations.
Recovery	Demonstrate the ability to implement recovery processes after a catastrophic earthquake, including the establishment of recovery priorities, the assessment of economic impact, and the coordination and implementation of recovery and relief plans.

Source: Federal Emergency Management Agency

According to FEMA officials, seven of the eight exercise objectives were met during the May 2011 functional exercise. The final objective (recovery) was addressed during the September 2011 portion of the exercise. The overall purpose of the exercise, according to Administrator Fugate, was to “break the system,” which occurred. This marks a difference from previous exercises, which went only to the “breaking point,” then ended.

According to a FEMA official, “break the system” means to push response systems to the point that participants can identify where system failure occurs. This official also said that conducting exercises like NLE 2011, with its surge of activity, is beneficial since it allows participants to anticipate what part of the response spectrum would not be able to sustain itself during such a response, and address potential gaps immediately. For example, during the functional phase of NLE 2011, officials identified certain portions of the resource tracking and assignment process that might not be able to process all requests that would be necessary to support Administrator Fugate’s strategy to “push” forward assets. As a result, FEMA can now examine software needs, personnel training, and other aspects of resource tracking to find ways to make the system more flexible and responsive in a future disaster.

In addition to the eight overarching objectives, Secretary Napolitano issued a National Level Exercise 2011 Directive that added four leadership objectives:

- Validate national, joint, regional, and state operations planning objectives and courses of action;
- Confirm the overarching, intergovernmental Unified Area Command/coordination, control, and communications unified decision making and resource strategy;
- Test and evaluate the ability of senior-level intergovernmental officials to collaborate within the New Madrid Seismic Zone incident management structure; and
- Identify a comprehensive national earthquake resource/capability inventory for the prioritization and adjudication by unified decision makers to determine the point where “all available resources are deployed, yet many needs remain unmet.”

A FEMA official said that Secretary Napolitano’s objectives were met. However, the objectives of some participating jurisdictions and agencies were not fully realized because of real-world events.

NLE 2011 Events

As mentioned above, the NLE process is a 2- year cycle. Key events that were held before the May 2011 functional exercise included the Resource Allocation Workshop and a National Tabletop Exercise. The workshop, held November 30 through December 3, 2010, included officials from all eight participating

states determining what resources their states possessed and what additional resources they would require. Federal agency representatives were present to help fulfill those needs, as well as provide information on what additional resources were available to the states from the federal government. The workshop was not part of the original exercise plan; however, future exercises will include Resource Allocation Workshops.

A Tabletop Exercise and Rehearsal of Concept drill was conducted on April 13, 2011. This Tabletop was originally slated for only 30 people or so; however, it was expanded and eventually included close to 350 officials from all eight participating states, the Emergency Support Function Leadership Group, and the Domestic Readiness Group. At the Tabletop, the group discussed the simulated scenario and assessed plans, policies, and procedures. According to FEMA officials, Tabletop participants successfully addressed the policy issues and gaps in planning that would have occurred had it been an incident rather than a practice run.

In July, a series of after-action conferences were held. Following the after-action conferences, the Corrective Action Process is initiated, assigning agencies responsibility for addressing problems identified. While various departments and agencies are responsible for the development and implementation of the corrective actions, FEMA will be responsible for tracking overall progress on the corrective actions utilizing the Corrective Action Program (CAP) and reporting to the National Security Staff on the state of corrective action plans and implementation of fixes.

For the first time, a recovery seminar was held in conjunction with NLE 2011. This seminar occurred in September and addressed recovery processes and the draft National Disaster Recovery Framework. Appendix C provides a complete list of NLE 2011 events.

NLE 2011 Participation and Initial Findings

DHS OIG conducted observations at the NRCC and the Master Control Cell during NLE 2011. Based on our observations and interviews with FEMA officials, we concluded that real-world events severely affected the level of play and the extent of participation, as well as where exercise activities were held. According to FEMA officials, two federal agencies did not fulfill their responsibilities during functional exercise activities.

Additionally, mission-critical issues were identified based on initial feedback from NLE 2011 participants.

Effect of Real-World Events on NLE 2011 Play

The weeks leading up to NLE 2011 were a period of high disaster activity, with tornadoes and flooding affecting most of the states and all of the FEMA regions participating in the exercise. As a result, the extent of the exercise had to be altered. When asked about the effect of real-world events on NLE 2011, a FEMA official said it was “immeasurable.”

Both OIG staff and FEMA officials observed the implications of the real-world events. They markedly affected level of play and participation of agencies at all levels of government. Four states and one FEMA region did not participate; their involvement had to be simulated. FEMA officials said that the effect of not playing was mitigated by the highly successful Resource Allocation Workshop. These states will still participate in the recovery exercise and the after-action conferences, further mitigating the effects.

Additionally, rather than using the NRCC, FEMA had to play the exercise from the National Exercise Simulation Center and other rooms in FEMA headquarters. The greater impact on exercise play involved using employees who were not originally scheduled to participate in exercise activities, since their counterparts had to address real-world events. These employees were less trained and experienced, and some were not trained on exercise software. On occasion, they had to consult their counterparts who were working real-world events for advice and assistance. Furthermore, some employees were attempting to work both real-world events and the exercise.

Real-world events also led FEMA to decrease the scope of play. The exercise was originally planned to involve Level 1 (full) activation of the NRCC 24/7; however, the decision was made to reduce the second shift (8 p.m. to 8 a.m.) to a Level 3 activation. This meant fewer staff at the NRCC at night, leading to poor transitions between shifts.

Participation Level

Under the NEP, all federal departments and agencies with disaster preparedness, response, and recovery responsibilities are expected to participate in planning, executing, and evaluating the NLEs. For NLE 2011, more than 4,000 individuals from 43 federal agencies participated in the functional exercise. For example, the Departments of Defense and Transportation coordinated and provided transportation needs such as airlift capabilities, while the Department of Commerce and its agencies provided geospatial information, weather forecasts, and warnings, and managed the radio frequency spectrum so responders could communicate. Appendix D lists the federal agencies and departments that participated in NLE 2011.

Two federal agencies did not participate in the functional exercise *or* simulate their activities, despite the fact that the NEP requires that agencies do one or the other for Tier 1 exercises. FEMA officials were unsure whether this was due to real-world events or not. These two agencies did participate in planning efforts and are expected to participate in the recovery exercise.

Beyond the guidance provided in HSPD-8, there is no requirement on the extent to which agencies must participate in an NLE. As a result, the level of participation by different federal departments and agencies varied greatly. The amount of resources devoted to exercises is allocated based on priorities of each department and agency. FEMA officials said that under the new NEP that will govern exercises for 2013–2018, there will be stronger accountability measures for the Domestic Readiness Group and the National Security Staff to ensure participation by federal departments and agencies.

Initial Findings

On May 19, immediately after the end of the exercise, and again on May 20, a series of hotwashes (exercise reviews) were conducted to get immediate feedback from participants. This was in response to a National Security Staff request for FEMA to immediately identify issues that federal agencies need to address. FEMA asked that all participating states, regions, and federal departments and agencies identify three issues, either during the hotwashes or in a formal submission process after the exercise. FEMA then consolidated these into a list of unique issues that were sent to the participating federal agencies for comment. The findings ranged

from accepting and distributing aid from international partners to getting fuel to areas affected by the disaster. FEMA will continue to work with federal, state, and local partners to further identify after-actions.

The findings were then assigned to responsible departments and agencies. Support departments and agencies are responsible for helping to address each of the findings. The responses will also be given to the Domestic Readiness Group. As of September 2011, agencies have not provided recommendations for resolving findings to the National Security Staff. FEMA officials said that this marks the first time such outstanding issues have been identified and quickly addressed, and this is a major step forward for the exercise process. The report on these findings is For Official Use Only; however, Inspectors General may obtain a copy of the report from FEMA's NED.

Opportunities for OIG Involvement to Assess Response Capabilities

In August 2010, the Council of the Inspectors General on Integrity and Efficiency (CIGIE) published an Inspection Guide, *An IG's Guide for Assessing Federal Response Capabilities*.⁴ This guide presents a framework for how OIGs can assess their department's or agency's preparedness to carry out roles and responsibilities under the NRF and its annexes.

There are opportunities for federal OIGs to evaluate their department's or agency's involvement in the National Level Exercise program. For NLE 2011, a Recovery Exercise occurred in September 2011, and other exercise evaluation activities remain. Furthermore, Inspectors General can ensure that their department or agency addresses issues identified during after-action meetings that were assigned to them in the CAP.

Federal departments and agencies should participate as required in NEP planning, execution, and evaluation activities. Inspectors General offices may want to retroactively review their department's or agency's level of NLE 2011 participation and the resources provided for this effort. Additionally, planning for NLE 2012 – Cybersecurity has already begun, and every federal department and agency will have a role in the exercise. Inspectors General can take this opportunity to review their department's or agency's Continuity of Operations and Continuity of Government

⁴ The guide can be found on the CIGIE website at www.ignet.gov.

plans and execution of those plans as part of NLE 2012. Increased participation by all partners will improve the NEP and our Nation's preparedness for disasters.

A key component of any disaster response is the successful execution of pre-scripted and other mission assignments to fulfill resource needs. This area has consistently been identified during exercises and disaster responses as an opportunity for additional improvements. Inspectors General should consider reviewing their department's or agency's mission assignments as part of the NLE to determine whether there are opportunities for improvement and what actions their department or agency has taken to address them.

Finally, the National Disaster Recovery Framework was recently issued; however, it has not been tested in an exercise or used during a disaster. Inspectors General may want to consider reviewing their department's or agency's roles and responsibilities using a framework similar to the Inspection Guide *An IG's Guide for Assessing Federal Response Capabilities*.

Appendix A

Purpose, Scope, and Methodology

The objective of this review was to provide a descriptive report to the Council of the Inspectors General on Integrity and Efficiency on federal participation in National Level Exercise 2011, emphasizing the importance of assessing every department's or agency's preparedness. To accomplish our objective, we reviewed and analyzed the Federal Interagency Response Plan – Earthquake 2011, the Homeland Security Exercise and Evaluation Program, the Mission Critical Findings report, after-action and hotwash meeting reports, and other applicable documents.

During the review, we interviewed officials from FEMA's National Exercise Division. We conducted these interviews at FEMA headquarters in Washington, D.C. We also observed the functional exercise at the National Exercise Simulation Center at FEMA headquarters in Washington, D.C., and at the Master Control Cell in Dulles, Virginia.

We acknowledge the cooperation and courtesies extended to our team during this review. We conducted this review between May and July 2011 under the authority of the *Inspector General Act of 1978*, as amended, and according to the *Quality Standards for Inspections* issued by the Council of the Inspectors General on Integrity and Efficiency.

Appendix B
List of TOPOFF and National Level Exercises

Date	Locations	Focus
TOPOFF-1: May 2000	Portsmouth, NH Denver, CO	No-notice terrorist release of chemical and biological weapons
TOPOFF-2: May 2003	Seattle, WA Chicago, IL	Radiological dispersion device detonation
TOPOFF-3: April 2005	New London, CT Union and Middlesex Counties, NJ	No-notice terrorist release of chemical and biological weapons
TOPOFF-4: October 2007	Portland, OR Phoenix, AZ Guam	Radiological dispersion device detonations
NLE-2009: July 2009	Southwest states	Terrorism Prevention and Protection
NLE-2010: May 2010	Indianapolis, IN	Improvised nuclear device
NLE-2011: May 2011	Midwest states	Catastrophic earthquakes
NLE-2012: April-July 2012 (projected)	Washington, DC	Cyber attack

Source: Federal Emergency Management Agency

Appendix C
List of National Level Exercises 2011 Events

Event	Date
National Plans Seminar	September 23, 2010
Resource Allocation Workshop	November 30–December 3, 2010
Senior Official Exercise: 1-11 Transportation	February 23, 2011
National Tabletop Exercise	April 13, 2011
NLE 2011 Functional Exercise	May 16–19, 2011
Hotwashes; States' Recovery Discussions	May 20, 2011
State/Regional Recovery Workshops/Exercises	June–July 2011
National Recovery Seminar	July 19, 2011
National After Action Conferences	July 20–21, 2011
National Lessons Learned Conference	September 13–15, 2011
National Recovery Tabletop Exercises	September 27–29, 2011
Senior Official Exercise: Recovery	September/October 2011

Source: Federal Emergency Management Agency

Appendix D

List of National Level Exercise 2011 Participating Federal Departments and Agencies

ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
CDC	Centers for Disease Control and Prevention
DHS	Department of Homeland Security
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
GSA	General Services Administration
ED	Department of Education
EDA	Economic Development Administration
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FDA	Food and Drug Administration
FERC	Federal Energy Regulatory Commission
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
IRS	Internal Revenue Service
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
NASA	National Aeronautics and Space Administration
USDA	Department of Agriculture
NOAA	National Oceanic and Atmospheric Administration
NPS	National Park Service
NRC	Nuclear Regulatory Commission
NTIA	National Telecommunications and Information Administration
OMB	Office of Management and Budget
OPA	Office of Public Affairs
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Administration
SBA	Small Business Administration
SEC	Securities and Exchange Commission
SSA	Social Security Administration
TREAS	Department of Treasury
TVA	Tennessee Valley Authority
USACE	United States Army Corps of Engineers
USAID	United States Agency for International Development
USMS	United States Marshals Service
USPS	United States Postal Service

Appendix D
List of National Level Exercise 2011 Participating Federal Departments and Agencies

VA Department of Veterans Affairs

Appendix E
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