



State of Florida's Integrated Preparedness Plan (IPP) Guide 2025 - 2027



**Stakeholder Package
July 19, 2024**



This document provides an overview of the components of a Multi-Year Integrated Preparedness Plan (MYIPP), its development, and the standards for MYIPP in the State of Florida.

An effective capabilities-based preparedness program begins with the development of an Integrated Preparedness Plan (IPP), which establishes overall preparedness priorities and outlines a multi-year schedule of actions designed to address those priorities and validate capabilities. The activities are organized using the POETE model which includes planning, organizing, equipping, training, and exercising efforts.

The Integrated Preparedness Planning Workshop (IPPW) provides an interactive forum for Whole Community stakeholders to engage in the creation of the IPP. The IPPW also serves to coordinate preparedness activities across organizations/agencies in order to maximize the use of resources and prevent duplication of effort. This can be accomplished at the county or regional level and is encouraged to happen at both levels.

The Florida Division of Emergency Management (FDEM) Preparedness Training Team assist and support in the development of the regional IPPs. For the FY2025-2027, the team will conduct ten (10) regional IPPWs – dates and locations to be determined.

Purpose of a Multi-Year Integrated Preparedness Plan

The Integrated Preparedness Plan (IPP) is a minimum 3-year plan that combines efforts across the elements of the Integrated Preparedness Cycle to make sure jurisdictions/organizations have the capabilities to handle threats and hazards.

An IPP for local jurisdictions or agencies focuses on enhancing capabilities through planning, organizing, equipping, and outlining local training & exercise needs.

A regional IPP focuses on trainings and exercises that can be planned and provided at a regional level, as well as looking at regional plans, MOUs, and other agreements that address regional priorities. This allows for the broader enhancement of capabilities at every level.

Grant Guidance

The IPP described by this guidance satisfies requirements for the following two grants commonly used in Florida:

- State Homeland Security Grant Program (SHSGP)
- Emergency Management Performance Grant (EMPG)

After analyst with staff and discussion with the RIV THIRA/SPR Manager, recommendations for core capabilities that need state emphasis for the FY2024-26 grant cycle are:

- Cybersecurity (current emphasis) [Protection mission area];



- Operational Coordination (current emphasis) [all mission areas];
- Operational Communications (current emphasis) [Response mission area];
- Physical Protective Measures (specifically in the electric, water, sewer and communications infrastructure functional areas) [Protection mission area]; and
- Housing (including the Relocation functional area under the Mass Care core capability) [Recovery mission area].

Development of Integrated Preparedness Plans

At the jurisdictional, county, or regional level, integrated preparedness planning should be conducted with whole community partners such as:

- Counties (all county departments and special teams)
- Municipalities (including all municipal departments)
- Public and private sector
- Critical infrastructure (Hospitals, ports, airports, utilities, school districts)
- Collaborative Organizations (RDSTF, UASI, FLNG, LEPC, Citizen Corps)
- State Agencies (Departments, Divisions, and special teams)
- Federal Agencies/DoD Installations
- Rail
- Mutual aid agencies in neighboring jurisdictions.

Planning in a multi-agency, multi-jurisdictional environment helps ensure plans are coordinated with partners, reducing redundancy, and building relationships. Training and exercising with partners improve incident response and recovery by addressing many of the roadblocks typically identified in After-Action Reports.

For regional IPPs, Training and Exercise staff, are encouraged to reach out to the all-hazards region's county emergency managers as well as any other partner agencies that may have input from a regional perspective.

Integrated Preparedness Planning Workshop (IPPW)

The Integrated Preparedness Planning Workshop (IPPW) is an annual/periodic meeting that establishes the strategy and structure for preparedness efforts over a multi-year schedule. The workshop focuses on the establishment of preparedness priorities for the jurisdiction or region and identification of plans, equipment, trainings, and exercises that support improvement of capabilities associated with priorities. Because it is a workshop; the intent is for the session to end with a basic plan and multi-year schedule outlining POETE elements.

At the regional level, an IPPW can be used to establish regional priorities for trainings, exercises, and use of grant dollars that improve the capabilities of the region as a whole. Local jurisdictions are encouraged to participate in regional IPPWs and provide input from their IPPs as it relates to regional priorities.



Establishing Preparedness Priorities

Preparedness priorities are strategic, high-level priorities that guide overall preparedness activities. These priorities should be comprehensive to meet the needs of the whole community and will drive preparedness activities through the Integrated Preparedness Cycle. The priorities can be capability specific (example: cybersecurity) or incorporate multiple capabilities such as a threat or hazard identified for the area. Jurisdictions or counties and their partners determine local priorities based on the review of several sources of data including real-life incidents, After Action Reviews (AARs), improvement plans, and other sources of data. Regional priorities are agreed upon by the various partners in the region and can help focus regional training and exercise efforts and use of grant dollars.

Florida Emergency Preparedness Assessment

Florida currently utilizes the Stakeholder Preparedness Review (SPR) as a tool to help state and local stakeholders assess capabilities, gaps, and needs during emergencies or disasters. SPR threats and hazards are framed by the State Hazard Mitigation Plan (HIRA) and Threat and Hazard Identification and Risk Assessment (THIRA) as base documents to conduct the risk assessment with local jurisdictions. SPR provides a standardized and repeatable process to better understand and assess capabilities at the county/local level and allows for the examination and analysis of regional or statewide trends. The identified trends are considered in the integrated preparedness planning process.

POETE Model

POETE stands for Planning, Organizing, Equipping, Training, and Exercising. Each jurisdiction should be examining their own capabilities by these five elements:

- Plan – Identify Planning Elements
 - Discuss what plans, policies, and procedures will be reviewed, updated, or written in the next three (3) years, and which plans may need to be exercised.
- Organize – Identify Organizational Structure Elements
 - Discuss jurisdictional/organizational structure changes or needs for the next three (3) years (Staff turnover, budget, grants, training needs due to attrition, etc)
- Equipment – Identify Equipment Elements
 - Discuss equipment changes and needs in the next three (3) years (budget and training considerations)
- Training – Identify Training Opportunities
 - Discuss what training will be needed in the next three (3) years to fulfill requirements and close gaps



- Exercise – Identify Potential Exercises
 - Identify exercises needed for the upcoming three (3) years
 - Discuss what plans need validation, what goal or intended outcomes are desired

Locally, using POETE allows jurisdictions to comprehensively address identified gaps using a range of preparedness activities and identify their interconnected nature. For example, to address communication issues you might require additional equipment, trainings, and exercises to improve. The multi-year perspective tracks these efforts as they build on one another.

Regionally, POETE may focus primarily on Training and Exercise components of POETE as they relate to agreed-upon preparedness priorities. In addition, the regional IPP could include which plans or processes member jurisdictions have identified for review associated with the priorities.

Putting it All Together - Standard for Local and Regional IPP

IPPW CONDUCT

The most important tip is **you do not need to start the process over every year**. At the IPPW, stakeholders draw on a jurisdiction's/organization's specific threats, hazards, previously identified areas for improvement, current capabilities, external sources and requirements and accreditation standards and regulations to develop or update preparedness priorities.

Once priorities have been set, workshop participants examine preparedness factors throughout each of the Integrated Preparedness Cycle elements of planning, organizing/equipping, training, exercising, and improving in order to build a comprehensive multi-year schedule of preparedness activities that will serve to build, sustain, and deliver the jurisdiction's/organization's capabilities aligned with the preparedness priorities.

Identify Preparedness Priority Factors

Threats, Hazards, and Risks

- Hazards
- Jurisdictional/Organizational threats and hazards
- Threat and hazard identification and risk assessment (THRIA)
- Local risk assessments; and
- Hazard vulnerability analysis



Areas for Improvement and Capabilities

- Areas for improvement and capability assessments previously identified;
- Prioritized corrective actions;
- Newly acquired capabilities and resources;
- Completed corrective actions needing validation through exercises; and
- Strengths to be shared with other jurisdictions/organizations

External Sources and Requirements

- Industry reports;
- State or national preparedness reports;
- Homeland security strategies, both federal and state;
- Grants or funding specific requirements

Accreditation Standards and Regulations

- Local, state, and federal regulations

Participants should work in small groups to build lists for each of the listed factors and brief the lists to the plenary group. The information compiled from group discussion should then lead into decisions regarding the jurisdiction's/organization's preparedness priorities.

ESTABLISH PREPAREDNESS PRIORITIES

Preparedness priorities should be informed by risk, capability assessments, findings, corrective actions from previous events and external requirements. Preparedness priorities should be comprehensive to meet whole community needs and will drive preparedness activities throughout the Integrated Preparedness Cycle. Working from senior leadership guidance and the identified preparedness factors, the workshop facilitator leads a group discussion to set preparedness priorities that will drive preparedness activities for the multi-year Integrated Preparedness Plan (IPP) cycle.

DEVELOP A MULTI-YEAR SCHEDULE

After setting preparedness priorities, the IPPW participants build a draft multi-year schedule that outlines the associated preparedness activities that will address those priorities. Combining the results from examining the preparedness priority factors and the decided upon priorities, participants should then consider factors within each of the inter-related elements of the Integrated Preparedness Cycle. Utilizing this comprehensive approach to developing the multi-year schedule of preparedness activities will provide a continuous and reliable approach to support decision making and resource allocation, and



for measuring progress toward building, sustaining, and delivering capabilities based on a jurisdiction's/organization's threats, hazards and risks.

Participants should consider each element of the Integrated Preparedness Cycle both independently and as it relates to and affects the other elements of the cycle to then build a multi-year schedule of upcoming preparedness activities.

Planning Factors

Participants should understand and discuss what plans, policies, procedures and checklists will be reviewed, updated or written during this IPP cycle and any planning goals or deadlines already established. Also consider planning factors related to the other Integrated Preparedness Cycle elements:

- Improve: existing corrective actions to be integrated into plans;
- Organize/Equip: information needed on jurisdictional/organizational factors and equipment usage/needs in order to complete or validate a plan, or identify the need for a new plan: and
- Train: training needed for existing plans, policies, procedures, and checklists to be executed as intended.

Organization and Equipment Factors

Participants should understand and discuss any new equipment or jurisdictional/organizational structure changes anticipated during this Integrated Preparedness Plan (IPP) cycle and how jurisdictional/organizational structure and equipment shortfalls and limiting factors can be mitigated through training and/or highlighted and tested through exercises.

Also consider organizing and equipping factors related to the other Integrated Preparedness Cycle elements:

- Improve: existing corrective actions needing to be taken related to jurisdictional/organization structure and equipment:
- Plan: planning considerations such budgetary considerations, grants, pending purchase approvals, pending retirements, high staff turnover, long term vacancies, and other known jurisdictional/organization structure and equipment challenges projected for the upcoming IPP cycle; and
- Train: training needed to make the jurisdiction/organization and existing equipment and capabilities highly efficient and effective



Identify Training Opportunities

Taking into consideration all previous preparedness activity factors discussed, along with agreed upon preparedness priorities, participants should identify training priorities and opportunities which include:

- Current training capabilities and planned courses;
- Training needs to close gaps (consideration for plans, organize, equip, and improve);
- Recurring training requirements during this cycle;
- Training needs to close gaps (considerations from plan, organize, equip, and improve)
- Training needs to be accomplished before an exercise for it to be effective; and
- Training options available

Identify Potential Exercises

Identify potential exercises for inclusion in the multi-year schedule, including pre-planned exercises, standing exercise requirements, and exercise activities planned at other levels such as federal, regional, state, and local. Based on priorities and previous preparedness activity considerations, participants should utilize the following questions to guide decisions on exercise activities for the IPP:

- What changes to plans, policies, procedures, and checklist will need validating/
- What jurisdiction/ organizations, departments and teams need exercising and in what way?
- What jurisdiction/ organizations, departments and teams need exercising and in what way?
- Does equipment usage need validating?
- What training is needed prior to exercising
- What previous corrective actions need to be validated?
- What types of exercises will meet these needs?
- What is the goal or intended outcome of the chosen exercises?

The preparedness activities identified during the IPPW, as well as the preparedness priorities, are the key components of the IPP. The IPP should reflect a progressive planning approach that improves capabilities through a series of preparedness activities that involve an increasing level of complexity over time. The schedule should list the proposed preparedness activities to be conducted over the ensuing multi-year cycle. For example, a three-year schedule created during 2024 should represent activities expected to occur from January 1, 2025, to December 31, 2027. For exercises held in the first year,



approximate dates should be available. For second- and third-year schedules, tentative dates may be used and updated during the years following IPPW.

CONTINUOUS IMPROVEMENT PLANNING

Identifying strengths, areas for improvement and corrective actions that result from exercises and real-world events help jurisdictions/organizations build, sustain and deliver capabilities as part of a continuous improvement process. The conduct of improvement planning ultimately supports the Integrated Preparedness Cycle. By continually examining the implementation of corrective actions, jurisdictions/organizations can identify capability gaps and determine what corrective actions require validation through exercises. Improvement planning activities can help shape a jurisdiction's/organization's preparedness priorities for future integrated preparedness planning and support continuous improvement in the building and sustaining of capabilities.

Once the multi-year schedule has been created, workshop participants should discuss, and if needed, develop an agreed upon tracking methodology to be used for tracking the progression of preparedness activities, identified corrective actions and the impact on capabilities.

WORKSHOP PLANNING

ROLES AND RESPONSIBILITIES

Sponsoring and conducting an Integrated Preparedness Planning Workshop (IPPW) requires a great deal of preparation and coordination. To ensure improvement planning and the IPPW are effective, both sponsors and participants should take steps to prepare for, conduct and follow-up after the workshop. These steps are outlined in the roles and responsibilities in the following sections

WORKSHOP SPONSOR

Sponsor jurisdiction/organization points of contact (POCs) are the primary planners of the IPPW. Their responsibilities are listed in the following sections.

Preparation

In preparation for the IPPW, sponsor jurisdictions/organizations are responsible for:

- Coordinating with key stakeholders to identify a date, time and location for the workshop;
- Developing a list of workshop invitees that includes representatives from the whole community;
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- Developing and distributing the workshop invitation letter. A sample IPPW invitation letter is provided in Appendix A;
- Tracking workshop RSVPs and follow-up with any non-responsive invitees;
- Review stakeholder datasheets and for all missing document, initiating a data call for stakeholders to identify and submit their jurisdiction's/organization's key factors for consideration in developing preparedness priorities during the workshop. This can include lessons learned and corrective actions from past exercises and real-world events, recent threat/hazard assessments, state preparedness strategies and other factors listed above;
- Preparing all documentation and meeting materials (such as agendas, presentations and minutes) in support of the workshop;
- Overseeing all logistical considerations for the workshop, including venue selection, room setup, audio/visual equipment, material production, etc., and;
- Developing and distributing workshop read-ahead material prior to the workshop. Typical IPPW read-ahead material includes:
 - Description of Workshop purpose and desired outcomes
 - Workshop agenda
 - Previous Integrated Preparedness Plans (IPP)
 - Summary of after-action reports/improvement plans (AAR/IP) from the previous year's real-world events and exercises, including progress made to date
 - Capabilities and/or additional reference documents.

Conduct

During the IPPW conduct, sponsor jurisdictions/organizations are responsible for:

- Conducting final arrangement checks with venue (including a walkthrough with the facility manager);
- Facilitating or providing a facilitator for the workshop. If breakout groups are required, providing facilitators for group discussions who will ensure participants stay focused on the workshop goals; and
- Coordinating recording (note taking) of major points of discussion

Follow-up

After the IPPW is concluded, sponsor jurisdictions/organizations are responsible for:

- Drafting a workshop summary; distributing it to participants; and submitting it to the appropriate authority; and
- Compiling, submitting, and distributing the final IPP to the workshop participants and the appropriate authority. The jurisdiction/organization POC must submit all plans



Workshop Participants

The Integrated Preparedness Planning Workshop (IPPW) participants are whole community stakeholders who provide input to preparedness priorities and the development of the IPP.

This group should include, but is not limited to:

- Senior leaders responsible for providing direction and guidance for preparedness priorities, planning activities and those responsible for providing resources to support preparedness efforts;
- Relevant planning, training, exercise and grant program managers who would be responsible for carrying out the activities identified during the workshop;
- Individual with knowledge of the jurisdiction's/organization's risks and capabilities;
- Representatives from relevant disciplines that would be part of the exercises or real-world incidents, including appropriate local, regional or federal department and agency representatives;
- Individuals with administrative responsibility relevant to exercise conduct;
- Advocates for individuals with disabilities and access and functional needs; and
- Community representatives to include businesses, the healthcare sector, volunteer organizations, nongovernmental organizations, nonprofits, faith-based and social support organizations.

Participant responsibilities for the IPPW preparation, conduct and follow-up are listed in the following sections.

WORKSHOP PARTICIPANTS

Preparation

In preparation for the IPPW, participants are responsible for:

- Responding to the data call requesting jurisdictions/organizations factors to consider informing preparedness priority development;
- Reviewing the previous IPP;
- Reviewing their jurisdiction's/organization's improvement plans from exercises and real-world events and focusing on the corrective actions that are outstanding or need to be validated through training and exercises;
- Reviewing their jurisdiction's/organization's planning, organizing and equipping considerations;
- Reviewing their jurisdiction's/organization's current training and exercise schedule and any training and exercise requirements; and
- Reviewing all read-ahead information provided by the workshop sponsor jurisdiction/organization.



If desired, a jurisdiction/organization could complete a separate, lower level (IPP prior to attending the larger jurisdiction's/organization's IPPW in order to prepare the necessary information needed to inform the development of the comprehensive IPP at the workshop.

Conduct

During the IPPW conduct, participants are responsible for:

- Having a working knowledge of their jurisdiction's/organization's capabilities, threats and hazards, homeland security strategy, preparedness reports, external requirements and accreditation standards or regulations;
- Bringing their jurisdiction's/organization's training and exercise schedules to the workshop;
- Having authority to commit personnel and resources to the activities scheduled in the IPP; and
- Actively • Actively participating in workshop discussions, representing their jurisdiction's/organization's perspective and priorities.

Follow-up

After the IPPW is concluded, participants are responsible for:

- Reviewing the workshop summary and the newly developed IPP provided by the sponsor.
- Coordinating with appropriate personnel in their jurisdiction/organization to integrate the new IPP into other preparedness activity schedules, and suggest training and exercise participants, as appropriate.



APPENDIX A: SAMPLE MATERIAL

To: [Jurisdiction/Organization Representative]

From: [Jurisdiction/Organization Representative]

Date: [Date]

Subject: Integrated Preparedness Planning Workshop (IPPW)

[Sponsor Jurisdiction/Organization] invites you to attend the Integrated Preparedness Planning Workshop (IPPW) on [date] at [location]. The workshop will begin at [time] and conclude at [time]; attendee registration will begin at [time].

An IPPW provides the opportunity to collaboratively establish preparedness priorities and develop or update the Integrated Preparedness Plan (IPP). Coordination of preparedness activities is important for us to prevent duplication of efforts, ensure resources are not overextended and maximize the efficacy of preparedness activity appropriations. Moreover, scheduled collaboration presents opportunities for jurisdictions/organizations to fulfill multiple preparedness requirements with a single activity.

Participants should be prepared to provide input to the preparedness priorities and development of the IPP. In order to facilitate productive discussions at the IPPW, participants should submit the following information to [POC] by [date]:

- Summary of jurisdictional/organizational threat and hazard information;
- Corrective actions and/or areas for improvement from exercises and real-world incidents;
- External sources and requirements, such as homeland security strategies, preparedness reports or industry reports; and
- Accreditation standards and regulations.

Participants should also review the following read-ahead material:

- Previous year's IPP; and
- Capabilities or other references, as appropriate.

Because of the importance of preparedness planning decisions, we ask that any requests for additional attendees or alternate representatives be made through [Sponsor Jurisdiction/Organization]. We look forward to your participation in this workshop.

Attachments:

- Registration Form
- Agenda, and



- Other read a head material, as appropriate

SAMPLE IPPW AGENDA

TIME	ACTIVITY
8:30 AM	Registration
9:00 AM	Welcome and Introductions
9:15 AM	IPPW Overview
9:30 AM	Identify Preparedness Priority Factors
11:00 AM	Establish Preparedness Priorities
12:00 PM	Lunch
1:00 PM	Develop Multi-Year Schedule
2:30 PM	Improvement Planning and Tracking Methodology
4:45 PM	Hot Wash
5:00 PM	Adjourn

SAMPLE PLANNING CHECKLIST

PREPARATION

- Identify date, time and location for workshop,
- Develop invite list,
- Set event in SERT TRAC
- Develop and distribute workshop invitation letter, including an RSVP deadline,
- Track workshop RSVPs and follow-up with non-responsive invitees,
- Issue data call for jurisdictions/organizations factors to consider during workshop discussion,
- Develop and distribute workshop read-ahead material, including:
 - Description of the workshop purpose and desired outcomes
 - Workshop agenda
 - IPP datasheet from previous year
 - Summary of after-action reports/improvement plans (AAR/IP) from the previous year's exercises and real-world incidents, including progress made to date
 - Overview of the current threat of hazard environment, such as Threat and Hazards Identification and Risk Assessment (THIRA) information; and
 - Capabilities and/or additional reference documents
 - Complete workshop logistics arrangements, including venue selection, room setup, audio/visual equipment, material production, etc.

CONDUCT

- Conduct final arrangement checks with venue (including walkthrough with hotel/workshop manager)



- Select designated workshop facilitator and provide breakout group facilitators as required, and
- Designate note-taker to record workshop discussion

FOLLOW-UP

- Draft IPPW summary
- Distribute IPPW summary to participants and submit to appropriate authority, and
- Submit final IPP to participants and appropriate authority



APPENDIX B: REFERENCES

NATIONAL PREPAREDNESS GOAL

The National Preparedness Goal outlines the core capabilities needed to achieve the five mission areas: prevention, protection, mitigation, response and recovery. The core capabilities are designed to be interdependent and require jurisdictions/organizations to use existing preparedness networks and activities, improve training and exercise programs, promote innovation and ensure that the administrative, finance and logistics systems are in place to support these capabilities. The Goal also identifies capability targets for each core capability and serve as the basis for the development of performance measures to track the progress of capability execution and guide the allocation of resources in support of national preparedness. For more information about the National Preparedness Goal, please review the National Preparedness Goal document which details the above information and can be found on FEMA's website: <https://www.fema.gov/national-preparedness-goal> .

THE NATIONAL PREPAREDNESS SYSTEM

Building from the core capabilities described in the Goal, the National Preparedness System describes a series of components and how they interact to build, sustain and deliver the core capabilities necessary in order to achieve the Goal. These components provide a consistent and reliable approach to support decision-making, resource allocation and measure progress towards the Goal's intended outcomes.

For more information about the National Preparedness System, please visit FEMA's website at: http://www.fema.gov/pdf/prepared/nps_description.pdf.

HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common methodology for exercise program management, design and development, conduct, evaluation and improvement planning. Exercises are a key component of national preparedness—they provide senior leaders as well as stakeholders from across the whole community with the opportunity to shape planning, assess and validate capabilities and address areas for improvement.

For more information, please visit FEMA's website at: <https://www.fema.gov/HSEEP>.



NATIONAL EXERCISE PROGRAM

The National Exercise Program (NEP) is a two-year progressive exercise cycle designed to support national preparedness. It serves as the cornerstone of a collective effort to test, improve and assess national preparedness across the homeland security enterprise. The NEP provides a framework for prioritizing and focusing exercise activities across the whole community without precluding or replacing individual jurisdictional/organizational exercise programs.

For more information, please visit the NEP section on FEMA's website:
<http://www.fema.gov/national-exercise-program>.



APPENDIX C: CORE CAPABILITY LIST/DEFINITIONS

MISSION AREAS AND CORE CAPABILITIES

Mission Areas and Core Capabilities | FEMA.gov

The National Preparedness Goal identifies five mission areas and 32 core capabilities intended to assist everyone who has a role in achieving all of the elements in the Goal.

FIVE MISSION AREAS

Prevention

Prevent, avoid, or stop an imminent, threatened or actual act of terrorism.

Protection

Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.

Mitigation

Reduce the loss of life and property by lessening the impact of future disasters.

Response

Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Recovery

Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.

32 CORE CAPABILITIES

The core capabilities, established in the National Preparedness Goal, are referenced in many national preparedness efforts, including the National Planning Frameworks. The Goal groups the capabilities across the relevant five mission areas. Some core capabilities fall within a single mission area, while others apply to multiple or all mission areas.

Planning

Mission Areas: All

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Public Information and Warning

Mission Areas: All



Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Operational Coordination

Mission Areas: All

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Forensics and Attribution

Mission Area: Prevention

Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Intelligence and Information Sharing

Mission Areas: Prevention, Protection

Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.

Interdiction and Disruption

Mission Areas: Prevention, Protection

Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Screening, Search, and Detection

Mission Areas: Prevention, Protection

Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.



Access Control and Identity Verification

Mission Area: Protection

Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

Physical Protective Measures

Mission Area: Protection

Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Cybersecurity

Mission Area: Protection

Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Supply Chain Integrity and Security

Mission Area: Protection

Strengthen the security and resilience of the supply chain.

Risk Management for Protection Programs and Activities

Mission Area: Protection

Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

Risk and Disaster Resilience Assessment

Mission Area: Mitigation

Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

Community Resilience

Mission Area: Mitigation

Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.



Long-term Vulnerability Reduction Mission Area: Mitigation

Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

Threats and Hazards Identification Mission Area: Mitigation

Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Environmental Response/Health and Safety Mission Area: Response

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Critical Transportation Mission Area: Response

Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Situational Assessment Mission Area: Response

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Fatality Management Services Mission Area: Response

Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.



Fire Management and Suppression Mission Area: Response

Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.

Infrastructure Systems Mission Area: Response, Recovery

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Logistics and Supply Chain Management Mission Area: Response

Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Mass Care Services Mission Area: Response

Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Mass Search and Rescue Operations Mission Area: Response

Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

On-Scene Security, Protection, and Law Enforcement Mission Area: Response

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

Operational Communications Mission Area: Response



Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Public Health, Healthcare, and Emergency Medical Services

Mission Area: Response

Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Health and Social Services

Mission Area: Recovery

Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Economic Recovery

Mission Area: Recovery

Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

Natural and Cultural Resources

Mission Area: Recovery

Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Housing

Mission Area: Recovery

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.



APPENDIX D: EXERCISE TYPE/DEFINITIONS

TYPES OF TRAINING AND EXERCISES

Types of Training and Exercises (fema.gov)

Seminars

Seminars are discussion-based exercises designed to orient participants to new or updated plans, policies, or procedures in a structured training environment.

Workshops

Workshops are discussion-based exercises used as a means of developing specific products, such as a draft plan or policy.

Tabletop Exercises (TTX)

A tabletop exercise is a facilitated analysis of an emergency situation in an informal, stress-free environment. There is minimal attempt at simulation in a tabletop exercise. Equipment is not used, resources are not deployed, and time pressures are not introduced. Tabletops are designed to elicit constructive discussion as participants examine and resolve problems based on existing operational plans and identify where those plans need to be refined. The success of the exercise is largely determined by group participation in the identification of problem areas.

Drills

A drill is a coordinated, supervised exercise activity, normally used to test a single specific operation or function. It can also be used to provide training with new equipment or to practice and maintain current skills. Its role in your exercise program is to practice and perfect one small part of your damage assessment program and help prepare for more extensive exercises, in which several functions will be coordinated and tested.

Functional Exercises (FE)

A functional exercise is a fully simulated interactive exercise that tests the capability of an organization to respond to a simulated event. It is similar to a full-scale exercise but does not include equipment. It simulates an incident in the most realistic manner possible short of moving resources to an actual site. The exercise tests multiple functions of your damage assessment plan.



A functional exercise focuses on the coordination, integration, and interaction of an organization's policies, procedures, roles, and responsibilities before, during, or after the simulated event. Functional exercises make it possible to examine and/or validate the coordination, command, and control between various multi-agency coordination centers without incurring the cost of a full-scale exercise. A functional exercise is a prerequisite to a full-scale exercise.

Full-scale Exercises (FSE)

A full-scale exercise simulates a real event as closely as possible. It is multi-agency, multi-jurisdictional, multi-discipline exercise designed to evaluate the operational capability of emergency management systems in a highly stressful environment that simulates actual response conditions. To accomplish this realism, it requires the mobilization and actual movement of emergency personnel, equipment, and resources. Ideally, the full-scale exercise should test and evaluate most functions of your damage assessment plan on a regular basis.

Full-scale exercises are the ultimate in the testing of functions—the “trial by fire.” Because they are expensive and time consuming, it is important that they be reserved for the highest priority hazards and functions.



APPENDIX E: COMMON ERRORS AND IMPROVEMENTS FROM LAST YEAR'S IPPW

- Core Capabilities need to address Capability Gaps and the Training Goals associated with them.
- Please remember to prioritize every identified gap, so we can all work off that prioritization (worst identified is first addressed etc.).
- When identifying “Exercise” as your validation method, please specify what type of exercise you will be utilizing, if possible.
- A targeted audience of “ALL” for training is inaccurate. Evaluate and state exactly who (which group) needs the training, and list that group accordingly.
- Sometimes Capability Gaps given were vague statements or lacking detail. Capability Gaps, Target Audience, Training Goals, as well as Validation Tools/methods all need to be highly specific and not vague.
- Do not lump classes together if it can be avoided. Listing various classes (i.e. APS / Position Specific classes) as one gap makes the decision of when that gap is closed harder because all classes would have to meet the training goals to close that gap. Having a separate line for each course will make closing specific gaps and achieving training goals easier and more realistic.
- Some capability gaps column listed the training goal. State what the gap is, not what the desired result of training is.
- Assessment tools should be taken from internal documents such as AAR's, CELP's SOP's etc., please be specific.
- Training goals should be more than just getting a certificate. When writing a training goal think about it from the standpoint of what skill you want the person/people who took the training to display or know.
- When listing training goals use timeframes and make SMART goals. Smart Goals are S=Specific; M=Measurable; A=Achievable; R=Realistic; T=Time Sensitive.
- Training goals should relate back to capability gaps and should address an ability that closes the identified gap.
- Exercises are not training goals. Exercises are useful as validation tools to assess the effectiveness of training and are an important part of every training plan. But the goal of training is not to be an exercise.