

# Resource Guide

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## Activity Worksheets

Activity Worksheet 2.2 Plan Integration

1. With what other entities do you coordinate plans vertically and horizontally?

2. How did you make it happen?

3. What are the challenges? Discuss solutions to these challenges with your table group.

4. How has your jurisdiction benefitted from this type of coordination?

Activity Worksheet 4.2 Your Planning Team

1. Who does your planning team currently consist of?

2. What other organizations, populations, or interest groups in the community should be included on the planning team?

3. What will it take to get the identified additional members to be interested and involved?

4. How will you get the message out about the planning team?

5. Do you have ways to include those entities that are not part of your core planning team?

Activity Worksheet 4.3 Jurisdiction Profile

1. Does your jurisdiction have a completed Jurisdiction Profile?

2. Who is responsible for maintaining/updating it?

3. What resources were used to develop the Jurisdiction Profile, and what resources do you continue to use in maintaining/updating it?

4. What are some specific challenges that arise in planning due to the:
  - a. Demographics in your jurisdiction?

- b. Geographic/topographic characteristics impacting the threats/hazards to your jurisdiction?

- c. Infrastructure within your jurisdiction?

- d. Your jurisdiction's current resource base?

- e. Current capability levels relative to the capability targets identified in THIRA (or resource levels required as identified through other threat and hazard identification and risk analysis processes)?

- 5. How have you addressed these challenges?

Activity Worksheet 4.6 Your EOP

1. Have you reviewed your EOP?

2. Are copies of the EOP available at the EOC/Coordinating Center?

3. What annexes do you have?

4. What job aids have been developed?

5. How often is the EOP updated?

6. Who is responsible for updating the EOP?

7. When was the EOP last exercised?

Activity Worksheet 6.1 Summary and Action Plan Job Aid

1. What is one interesting skill or piece of knowledge you learned in this class?

2. What is one thing you are going to do differently after learning information from this course?

3. What is one “To-Do” you identified for when you return to your jurisdiction or office?

Action Plan Job Aid

This course presents basic information about emergency operations planning. It is only the beginning. Most of what happens in emergency operations planning needs to take place in the home jurisdiction, where you can involve a wide array of stakeholders and tap into the resources of the whole community.

After this training, you will need to take additional steps to build on and apply the content covered in this training and prepare to use it in the local planning process. Use this form to create an Individual Action Plan that identifies specific action steps you can take to prepare for your role in emergency operations planning.

The following are some questions you should be considering when you return to your jurisdiction regarding the planning process.

**Step 1: Form a Collaborative Planning Team**

What steps will you take after the training toward forming a planning team that will develop and/or review and update the emergency operations plan? Questions include:

- Actions to identify organizations, populations, or interest groups in the community that should be included on the team.
  - How will you identify them?
  - Where will you start?
  - Whom will you contact?
- Actions to organize the team.
  - What will it take to get the identified members interested and involved?
  - How will you get the message out?
  - Who can help?
- Actions to prepare for planning meetings.
  - What needs to happen?
  - How far in advance of the first meeting does this need to happen?
  - Who can help?

**Step 2: Understand the Situation**

What steps will you take after the training to compile and analyze information about threats, hazards, and your jurisdiction in preparation for updating your EOP?

In planning your action steps, consider the following questions:

- How can you use information from THIRA to increase your understanding of the situation?
- When was the threat/hazard analysis last updated?
- How will you obtain updated information on threats/hazards?
- When was your jurisdiction profile last updated?
- How can you determine what has changed since that time?
- How will you obtain updated information about the jurisdiction?

**Step 3: Develop Goals and Objectives**

What steps will you take after the training to develop (or update) goals and objectives for your EOP?

In planning your next steps, consider the following questions:

- How will you combine capability targets with threat/hazard identification and updated understanding of your jurisdiction's situation to create goals and objectives?
- Are additional resources needed to complete this task?
- Who can help?

**Step 4: Develop the Plan**

What steps will you take after the training to develop (or update) your jurisdiction's EOP?

In planning your next steps, consider the following questions:

- How will you determine the plan structure?
- If you have an existing EOP, how will you determine what aspects of the plan need to be updated?
- Did your threat and hazard identification and risk assessment process suggest the need for additional annexes to the plan? If so, what needs to be added?
- How will you determine if the instructions for implementing your plan contain up-to-date information?

**Step 5: Prepare and Review the Plan**

What steps will you take after the training to get the plan written, reviewed, and approved?

In planning your next steps, consider the following questions:

- Who should be on the writing team?
- Do you have a schedule and a means of tracking progress?
- Who should review the plan to ensure that it meets the needs of the whole community?
- Who has authority to approve the plan?

**Step 6: Implement and Maintain the Plan**

What steps will you take after the training to implement and maintain your plan?

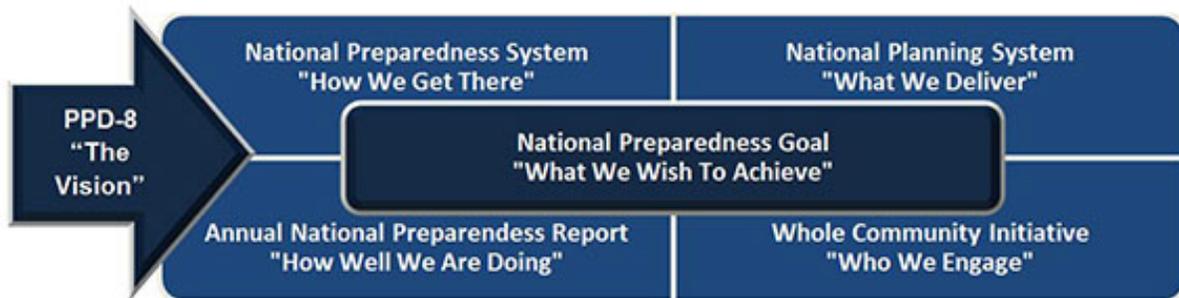
In planning your next steps, consider the following questions:

- What kinds of training will be needed to implement the plan?
- Who should be trained?
- What types of exercises will be used to test the plan?
- Does your jurisdiction have a process in place for evaluation, compiling feedback, improvement planning, and monitoring the outcomes?
- How often will your plan be reviewed and updated?

## Job Aids

## Job Aid 1: Preparedness and Planning

## How the Pieces Fit Together



## Mission Areas and Core Capabilities



## Mission Areas

Mission areas are composed of the capabilities required for achieving the function at any time (before, during, or after an incident) and across all threats and hazards. The five mission areas include:

- **Prevention:** The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. As defined by PPD-8, the term “prevention” refers to preventing imminent threats.
- **Protection:** The capabilities necessary to secure the homeland against acts of terrorism and man-made or natural disasters.
- **Mitigation:** The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.
- **Response:** The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
- **Recovery:** The capabilities necessary to assist communities affected by an incident to recover effectively.

## Core Capabilities

Core capabilities are:

- Distinct critical elements necessary to meet the National Preparedness Goal
- Essential for the execution of each mission area
- Developed and sustained through the combined efforts of the whole community

## Core Capabilities by Mission Area

These three core capabilities are present in all five mission areas:

- Planning
- Public Information and Warning
- Operational Coordination

The remaining capabilities are listed by mission area:

- Prevention
  - Forensics and Attribution
  - Intelligence and Information Sharing
  - Interdiction and Disruption
  - Screening, Search, and Detection
- Protection
  - Access Control and Identity Verification
  - Cybersecurity
  - Intelligence and Information Sharing
  - Interdiction and Disruption
  - Physical Protective Measures
  - Risk Management for Protection Programs and Activities
  - Screening, Search, and Detection
  - Supply Chain Integrity and Security
- Mitigation
  - Community Resilience
  - Long-Term Vulnerability Reduction
  - Risk and Disaster Resilience Assessment
  - Threats and Hazard Identification
- Response
  - Critical Transportation
  - Environmental Response/Health and Safety
  - Fatality Management Services
  - Fire Management and Suppression
  - Infrastructure Systems
  - Mass Care Services
  - Mass Search and Rescue Operations
  - On-Scene Security and Protection
  - Operational Communications
  - Public and Private Services and Resources

- Public Health and Medical Services
- Situational Assessment
- Recovery
  - Economic Recovery
  - Health and Social Services
  - Housing
  - Infrastructure Systems
  - Natural and Cultural Resources

## Job Aid 2: National Preparedness System Components



If the National Preparedness Goal is the “what,” the National Preparedness System is the “how.”

- The National Preparedness System (NPS) builds on current efforts, many of which are established in the Post-Katrina Emergency Management Reform Act and other statutes.
- Through the implementation of the NPS, these efforts will be integrated to be more efficient and effective, supporting our nation’s ability to confront any threat or hazard.

There are six components in the NPS:

- **Identifying and Assessing Risk:** Developing and maintaining an understanding of the variety of risks faced by communities and the nation, and how this information can be used to build and sustain preparedness, are essential components of the National Preparedness System. A risk assessment collects information regarding the threats and hazards, including the projected consequences or impacts.
- **Estimating Capability Requirements:** To fully understand capability requirements, each community, organization, and level of government must consider single threats or hazards as well as the full range of risks they may face. Using the results from a risk assessment in the context of the desired outcome(s) for each mission area, the required types and levels of capability can be estimated.
- **Building and Sustaining Capabilities:** After completing the estimation process, existing and needed capabilities can be analyzed and gaps identified. These gaps can be prioritized based on a combination of the desired outcomes, risk assessments, and the potential effects of not addressing the gaps. Working together, planners, government officials, and elected leaders can develop strategies to allocate resources effectively, as well as leverage available assistance to reduce risk. These strategies consider how to both sustain current levels of capability and address gaps to achieve the National Preparedness Goal.

- **Planning to Deliver Capabilities:** The whole community contributes to reducing the nation's risks. Planning for low-probability, high-consequence risks—such as a terrorist attack with nuclear or biological weapons or a catastrophic earthquake affecting multiple jurisdictions—will be a complex undertaking and involve many partners. Federal efforts, therefore, must complement planning at other levels of government, which is often focused on more likely risks. These shared planning efforts form a National Planning System by which the whole community can think through potential crises, determine capability requirements, and address the collective risk identified during the risk assessment process.
- **Validating Capabilities:** Measuring progress toward achieving the National Preparedness Goal will provide the means to decide how and where to allocate scarce resources and prioritize preparedness. This validation process can be done through exercises, remedial action management programs, and assessments.
- **Reviewing and Updating:** The nation's security and resilience will be strengthened as it employs the components of the National Preparedness System. Changes in a community's exposure and sensitivity can and do occur, whether from evolving threats and hazards, aging infrastructure, shifts in population, or changes in the natural environment. On a recurring basis, capabilities, resources, and plans should be reviewed to determine if they remain relevant or need to be updated.

### Job Aid 3: National Planning System Fact Sheet

The National Planning System provides a unified approach and common terminology to plan for all threats and hazards and across all mission areas (i.e., prevention, protection, mitigation, response, and recovery). These plans—whether strategic, operational, or tactical—enable the whole community to build, sustain, and deliver the core capabilities identified in the National Preparedness Goal.

#### About the National Preparedness System

The goal of the National Preparedness System is to strengthen the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation. It identifies five mission areas—prevention, protection, mitigation, response, and recovery—and builds on proven processes to guide the nation's approach for ensuring and enhancing national preparedness.

Key documents related to the National Preparedness System include:

- The National Preparedness Goal defines a set of core capabilities within each mission area. Core capabilities are the distinct elements needed to achieve national preparedness.
- National Planning Frameworks set the strategy and doctrine for building, sustaining, and delivering the core capabilities necessary for achieving the National Preparedness Goal.
- Federal Interagency Operational Plans build upon the National Planning Frameworks and are the concept of operations used to integrate and synchronize existing national-level, federal capabilities to support local, state, tribal, territorial, insular area, and federal plans and are supported by federal department-level operational plans, where appropriate. They describe how the federal government aligns resources and delivers core capabilities to reach our shared National Preparedness Goal.

The National Planning System contains two key elements: the Planning Architecture, which describes the strategic, operational, and tactical levels of planning and planning integration; and the Planning Process, which describes the steps necessary to develop a comprehensive plan, from forming a team to implementing the plan.

#### Planning Architecture

The National Planning System consists of three levels of planning:

- Strategic-level planning sets the context and expectations for operational planning.
- Operational-level planning provides the tasks and resources needed to execute the strategy.
- Tactical-level planning shows how to apply resources in order to complete the operational tasks within a given timeframe.

The three levels of planning generally fall into two categories:

- Deliberate planning involves developing strategic, operational, and tactical plans to prevent, protect against, mitigate the effects of, respond to, and recover from threats or hazards.
- Incident action planning occurs in a time- constrained environment to develop rapidly adaptable operational and tactical plans in response to an imminent or ongoing incident.

Knowing which plans a jurisdiction needs and in what order to develop or revise plans is key to the success of planning activities.

### **Planning Process**

Planning activities involve two parts:

- Ensuring support of applicable parties.
- Conducting a common planning process.

There are six steps in the common planning process:

1. Form a Collaborative Planning Team
2. Understand the Situation
3. Determine Goals and Objectives
4. Develop the Plan
5. Prepare and Review the Plan
6. Implement and Maintain the Plan

### Job Aid 4: Planning Principles

Planning Principles – Applying the following principles to the planning process is key to developing an all-hazards plan for protecting lives, property, and the environment.

- Planning should be community-based, representing the whole population and its needs.
- Planning should emphasize caring for people with disabilities and individuals with access and functional needs, infants, children, and older adults.
- Planning should include all the stakeholders in the community.
- Planning should address equity in all phases of the planning.
- Planning should engage the private sector.
- Planning should include elected and appointed officials throughout the process.
- Planning is a fundamental process to manage risk.
- Planning should use analytical approaches to address.
- Planning should consider all hazards and threats.
- Time, uncertainty, risk, and experience influence planning.
- Planning is a key component of the national preparedness system.
- Plans should clearly identify the mission, supporting goals, and desired results.
- Planning should depict the anticipated environment for action.
- Planning does not need to start from scratch.
- Planning should identify tasks, allocate resources to accomplish those tasks, and establish accountability.
- Effective plans tell those with operational responsibilities what to do and why, and they instruct those outside the jurisdiction how to provide support and what to expect.

Source: *Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans*, September 2021, Version 3.0

## Job Aid 5: Types of Threats and Hazards Examples

Jurisdictions face a variety of threats and hazards that can be the result of natural, technological, or human-caused incidents. Examples of each type of threat/hazard are provided in the following table.

Natural	Technological	Human-Caused
Results from acts of nature	Involves accidents or the failures of systems and structures	Caused by the intentional actions of an adversary
<ul style="list-style-type: none"> <li>• Avalanche</li> <li>• Drought</li> <li>• Earthquake</li> <li>• Epidemic</li> <li>• Flood</li> <li>• Hurricane/Typhoon</li> <li>• Space weather</li> <li>• Tornado</li> <li>• Tsunami</li> <li>• Volcanic eruption</li> <li>• Winter storm</li> </ul>	<ul style="list-style-type: none"> <li>• Dam failure</li> <li>• Hazardous materials release</li> <li>• Industrial accident</li> <li>• Levee failure</li> <li>• Mine accident</li> <li>• Pipeline explosion</li> <li>• Radiological release</li> <li>• Train derailment</li> <li>• Transportation accident</li> <li>• Urban conflagration</li> <li>• Utility disruption</li> </ul>	<ul style="list-style-type: none"> <li>• Active shooter incident</li> <li>• Armed assault</li> <li>• Biological attack</li> <li>• Chemical attack</li> <li>• Cyberattack against data</li> <li>• Cyberattack against infrastructure</li> <li>• Explosives attack</li> <li>• Improvised nuclear attack</li> <li>• Nuclear terrorism attack</li> <li>• Radiological attack</li> </ul>

Source: CPG 201, *Threat and Hazard Identification and Risk Assessment Guide*

## Job Aid 6: Best Practices for Developing Context Descriptions

Questions to Consider	Examples in Practice
How would the timing of an incident affect the community's ability to manage it? What time of day and what season would be most likely or have the greatest impact?	Community A is a very popular summer tourist destination. A tornado occurring at 7:00 p.m. in June might have the greatest impact, as large numbers of tourists will be on the roads returning to their hotels.
How would the location of an incident affect the community's ability to manage it? Which locations would be most likely or have the greatest impact (e.g., populated areas, coastal zones, industrial or residential areas)?	Community B has a high population density in the north and a very low population density in the south. A pandemic might result in the greatest impact in the north, where the disease can spread among the population more quickly.
What other conditions or circumstances make the threat or hazard of particular concern (e.g., atmospheric conditions like wind speed/direction and relative humidity, or multiple incidents occurring at the same time)?	Community C experiences a hazardous materials release. The worst impact might occur on a day with increased wind speed directed towards the highly populated residential areas in the community.
What social or physical vulnerabilities make the threat or hazard of particular concern (e.g., flood prone areas, populations with limited or no ability to evacuate)?	Community D is located in a mountainous region, with its population spread between the suburban areas in the foothills and the rural mountain communities. Wildfire might have greater impact in the mountain communities, which have limited roads that the population can use to evacuate, and which are more difficult to access by response workers.

## Job Aid 7: Rationale for Confidence Levels Example

Confidence Level	Example Rationale for Chosen Confidence Level
Confidence Level 1	<ul style="list-style-type: none"> <li>• Have not performed a large-scale sheltering mission in over 13 years, and have no AARs to review</li> <li>• No past exercises focusing on their sheltering capability; they have minimal subject-matter expertise</li> <li>• Capability estimate is based on that of similar surrounding states, but they have very little confidence that it is accurate</li> </ul>
Confidence Level 2	<ul style="list-style-type: none"> <li>• Have not performed a large-scale sheltering mission in over 10 years, and only has a high-level AAR to review</li> <li>• No past statewide exercise of their sheltering capability; only two counties have exercised their capability</li> <li>• Data on potential locations for shelters is 5 years old</li> <li>• They used the minimal available data to estimate a statewide capability to shelter 7,000 people, but they think it could be as high as 11,000 people or as low as 4,000 people</li> </ul>
Confidence Level 3	<ul style="list-style-type: none"> <li>• They performed a large-scale sheltering mission seven years ago, during which they had a peak sheltering capacity of 9,500 people</li> <li>• Several counties have conducted sheltering exercises in recent years showing an increased capability</li> <li>• Recently hired several SMEs have experience leading shelter management teams in other states</li> <li>• The list of potential locations for shelters was recently updated, but they are not confident about some options in rural communities</li> <li>• They estimate that they can shelter a maximum of 11,800 people, but they believe it could be as high as 14,000 or as low as 10,500</li> </ul>
Confidence Level 4	<ul style="list-style-type: none"> <li>• Reviewed their AAR from an incident 4 years ago, where they had a peak sheltering capacity of 13,000 people</li> <li>• Starting with 13,000 people as a baseline, SMEs met to discuss the changes since the last incident</li> <li>• The list of available locations for sheltering is less than 2 years old and includes a wide variety of options</li> <li>• Based on documented improvements and a recent regional sheltering tabletop exercise, they estimate that they can shelter 15,000 people and are mostly confident that their estimate is accurate within 750 people</li> </ul>

Confidence Level	Example Rationale for Chosen Confidence Level
Confidence Level 5	<ul style="list-style-type: none"> <li>• They performed a large-scale sheltering mission 2 years ago where they had a peak sheltering capacity of 14,200 people</li> <li>• The list of available locations for sheltering is less than 1 year old and includes recent additions of private-sector facilities with agreements to provide sheltering</li> <li>• They participated in a regional sheltering and mass care exercise last year (including private-sector partners and several large counties)</li> <li>• Based on their capability in the recent incident, the validation provided by the regional exercise, and the formal agreements with the private sector, they are confident that they can now shelter a maximum of 15,500 people</li> </ul>

Source: CPG 201, *Threat and Hazard Identification and Risk Assessment Guide*, page 32, table 6.

Job Aid 8: Identifying and Assessing Capability Gaps Example

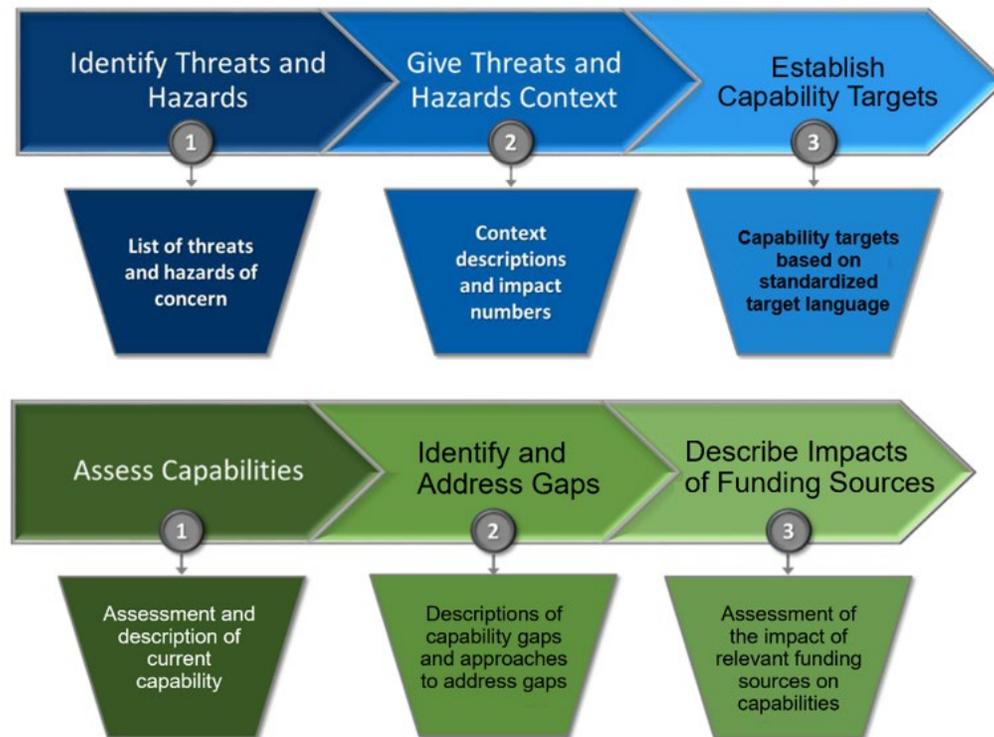
Capability Target: Within **48 hr** of an incident, provide emergency shelter for **20,000** residents, including **4,000** with access and functional needs. Maintain sheltering operations for **14 days**.

Current Capability: Within **48 hr** of an incident, provide emergency shelter for **17,000** residents including **3,000** with access and functional needs. Maintain sheltering operations for **14 days**.

Capability Gap: Within **48 hr** of an incident, provide emergency shelter for **3,000** residents including **1,000** with access and functional needs. Maintain sheltering operations for **14 days**.

POETE Area	Free-Text Capability Gap Description
<b>Planning</b>	Our community has not identified buildings that could be used together to house 20,000 residents. Our housing annex has not been updated for many years and does not include all communities within 1 hr of the affected area. Mutual aid agreements that previously existed with private sector facility owners have lapsed.
<b>Organization</b>	Our community does not have sufficient personnel to maintain six Type I Shelter Management Teams. In addition, the recent restructuring of our Emergency Management and Homeland Security divisions into one agency is very new and has not yet operated during a major disaster.
<b>Equipment</b>	While many rural faith-based institutions are willing to open their doors as shelters, they lack sufficient bathing facilities. Most are also inaccessible to shelter seekers with access and functional needs.
<b>Training</b>	Eighteen new shelter management team members will need role-appropriate training (Type I and II Shelter Managers, Type I Shelter Registration Team Leaders, and Type I Shelter Dormitory Team Leaders). Our community currently lacks the funding and resources to provide this training.
<b>Exercises</b>	Our community has never conducted an exercise that would provide functional experience operating a shelter; the only exercise involving sheltering was a brief tabletop exercise in 2015, which only covered sheltering roles and responsibilities. Further, the private sector and faith-based institutions that are committed to supporting sheltering operations in our community have never been involved in any exercises involving sheltering.

## Job Aid 9: THIRA/SPR Process

**Threat and Hazard Identification (THIRA)****Step 1: Identify the Threats and Hazards of Concern**

- Identify the threats and hazards of concern based on a combination of experience, forecasting, expert judgment, and available resources. Include:
  - Natural threats/hazards
  - Technological threats/hazard
  - Threats or human-caused threats/hazards

**Step 2: Give the Threats and Hazards Context Descriptions**

- Select the threats/hazards of greatest concern.
- For each threat or hazard:
  - Develop context descriptions
    - Include critical details such as location, magnitude, and time of incident
  - Create impact numbers
    - Use standardized language, such as the number of people requiring long-term housing or number of patients requiring ventilators

- Remember, the impact with the largest number is not necessarily always the most challenging to address.
  - For example, it may be more challenging to provide medical care to a smaller number of individuals affected by a radiological attack (which may include additional considerations like decontamination or personal protective equipment) than a larger number of hurricane survivors.

### Step 3: Establish Capability Targets

Capability targets are measurable goals about where the community wants to be appropriately prepared for the identified threats and hazards. Capability targets use standardized language to make the goals measurable. Capability targets include:

- Impact: the size of the capability requirement
- Timeframe metrics: the timeframe in which the action must be performed
- Critical tasks: the specific actions that must be taken by the community for the identified threat or hazard

## Stakeholder Preparedness Review (SPR)

### Step 1: Assessment Capabilities

- Identify and contextualize the capability gap between a community's capability target and their estimated current capability.
- Describe current capabilities and capability changes.
- Provide additional context on how the current capability was estimated, including confidence levels.

### Step 2: Identify and Address Gaps

- Identify and provide free-text descriptions of the capability gaps in relevant POETE areas.
- Describe how they plan to address their capability gaps and sustainment needs in relevant POETE areas.

### Step 3: Describe Impacts of Funding Sources

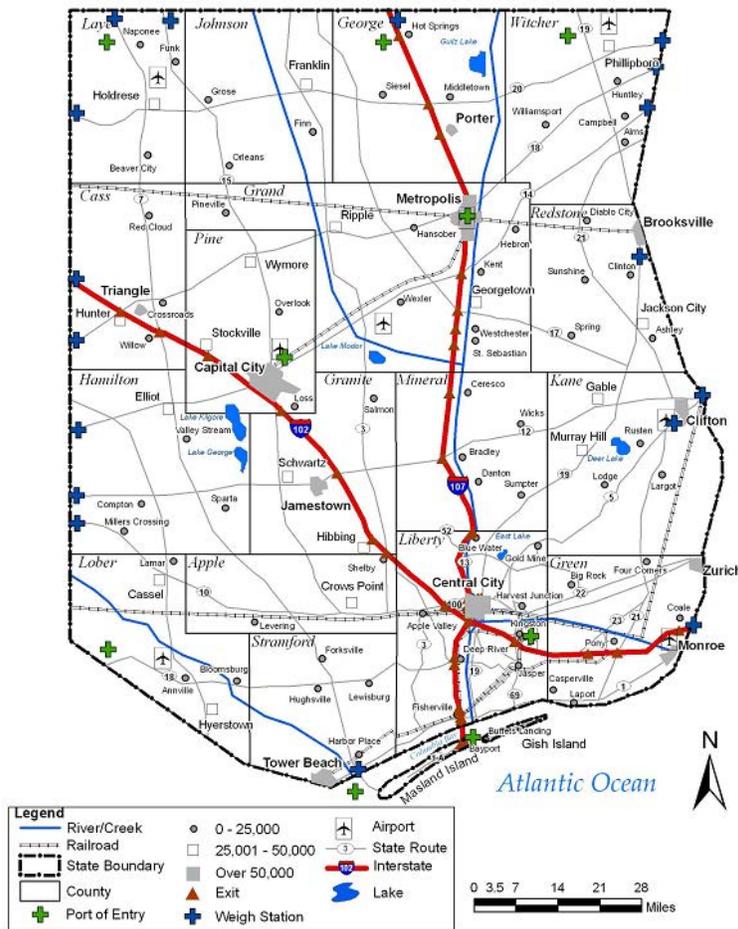
- Assess the degree to which specific funding sources had a role in building and sustaining the capability assessed by the capability target.
- Qualitatively assess how your community used capabilities built and sustained with funding in a real-world incident over the past year.
- Use the results of the entire process to enhance preparedness efforts, including:
  - Developing or updating EOPs
  - Planning and conducting training and exercises
  - Working collaboratively to build, sustain, or deliver capabilities
  - Determining resource requirements
  - Engaging the whole community through public awareness and much more

Job Aid 10: THIRA Examples

This job aid provides examples of completed worksheets for the fictional jurisdiction, State of Columbia, for the Threat and Hazard Identification and Risk Assessment as described in *Comprehensive Preparedness Guide (CPG) 201*.

Note: These examples do not represent a complete THIRA. They are not prescriptive or inclusive of all possible approaches or types of information that could be included.

State of Columbia Map



### State of Columbia Threat and Hazard Description Statements

Threat/Hazard Group	Threat/Hazard Type	Description
<b>Natural</b>	Tornado	Description 1: Multiple EF4 tornadoes strike the central business districts of Central City (pop. 149,000, located in Liberty County) and Capital City (pop. 265,000, located in Grand County) during peak occupation at 2 p.m. on a Wednesday.
<b>Natural</b>	Hurricane	Description 1: A Category 4 hurricane makes landfall near a highly developed, residential coastal area during the peak tourist season on Labor Day morning.
<b>Technological</b>	Dam Failure	Description 1: A major power-generating dam has a catastrophic failure, resulting in the downstream flooding of three towns. The dam failure also eliminates the power for the surrounding towns, potable water supply, and fire suppression capability.
<b>Human-Caused</b>	Chemical Attack	Description 1: A lone-wolf terrorist releases a chemical agent in a basketball stadium through the ventilation system during a sold-out regional championship game. Description 2: A militia attack hits three local chemical facilities containing corrosive and other hazardous materials on a windy day in October.
<b>Human-Caused</b>	Cyberattack	Description 1: A cyberattack on the network of a water utility in a rural community serving 10,000 residences is conducted with credentials stolen from a company that makes software used to control industrial systems.
<b>Common</b>	Planning	Maintain, every 3 years, an all-threat/hazard plan that addresses all of the mission areas, with specific annexes as required. Maintain, every 2 years, a Continuity of Operations (COOP)/Continuity of Government (COG) plan for all critical infrastructure.
<b>Common</b>	Public Information and Warning	Provide information in a timely manner, consistent with the threat or hazard, to enable people to take appropriate protective measures.
<b>Common</b>	Operational Coordination	Establish and maintain unified and coordinated operational structure and process in the impacted area within 12 hr of a potential or actual incident.

Threat/Hazard Group	Threat/Hazard Type	Description
<b>Prevention</b>	Forensics and Attribution	Prioritize evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.
<b>Prevention and Protection</b>	Intelligence and Information Sharing	Promptly share relevant, timely, and actionable information and analysis with federal, state, local, and private partners with appropriate classified/unclassified products in accordance with established protocols.
<b>Prevention and Protection</b>	Interdiction and Disruption	Interdict 100% of specific conveyances, cargo, and persons associated with an imminent threat to the State of Columbia.
<b>Prevention and Protection</b>	Screening, Search, and Detection	Screen 100% of targeted conveyances, cargo, and persons associated with an imminent terrorist threat using all means.
<b>Protection</b>	Access Control and Identity Verification	Ensure 100% verification of identity to authorize, grant, or deny physical and cyber access to specific locations, information, and networks.
<b>Protection</b>	Cybersecurity	Detect 100% of malicious activity directed against all critical infrastructure, key resources, and networks.
<b>Protection</b>	Physical Protective Measures	Protect people, structures, materials, products, and systems of key operational activities and critical infrastructure sectors against an identified or perceived threat.
<b>Protection</b>	Risk Management for Protection Programs and Activities	Complete risk assessments for 100% of prioritized critical infrastructure and key resources (CI/KR) assets.
<b>Protection</b>	Supply Chain Integrity and Security	Secure all identified priority supply nodes, transit methods, and materials.
<b>Mitigation</b>	Planning	<p>Maintain, every 3 years, an all-threat/hazard plan that addresses all of the mission areas, with specific annexes as required.</p> <p>Maintain, every 2 years, a Continuity of Operations (COOP)/Continuity of Government (COG) plan for all critical infrastructure.</p>

Threat/Hazard Group	Threat/Hazard Type	Description
<b>Mitigation</b>	Public Information and Warning	Provide information in a timely manner, consistent with the threat or hazard, to enable people to take appropriate protective measures.
<b>Mitigation</b>	Operational Coordination	Establish and maintain unified and coordinated operational structure and process in the impacted area within 12 hr of a potential or actual incident.
<b>Mitigation</b>	Forensics and Attribution	Prioritize evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.
<b>Response</b>	Intelligence and Information Sharing	Promptly share relevant, timely, and actionable information and analysis with federal, state, local, and private partners with appropriate classified/unclassified products in accordance with established protocols.
<b>Response</b>	Interdiction and Disruption	Interdict 100% of specific conveyances, cargo, and persons associated with an imminent threat to the State of Columbia.
<b>Response</b>	Screening, Search, and Detection	Screen 100% of targeted conveyances, cargo, and persons associated with an imminent terrorist threat using all means.
<b>Response</b>	Access Control and Identity Verification	Ensure 100% verification of identity to authorize, grant, or deny physical and cyber access to specific locations, information, and networks.
<b>Response</b>	Cybersecurity	Detect 100% of malicious activity directed against all critical infrastructure, key resources, and networks.
<b>Response</b>	Physical Protective Measures	Protect people, structures, materials, products, and systems of key operational activities and critical infrastructure sectors against an identified or perceived threat.
<b>Response</b>	Risk Management for Protection Programs and Activities	Complete risk assessments for 100% of prioritized critical infrastructure and key resources (CI/KR) assets.
<b>Response</b>	Supply Chain Integrity and Security	Secure all identified priority supply nodes, transit methods, and materials.

**State of Columbia Estimated Impacts Based on Threat and Hazard Descriptions**

	<b>Planning (Common)</b>	<b>Public Information &amp; Warning (Common)</b>	<b>Operational Coordination (Common)</b>	<b>Forensics and Attribution (Prevention)</b>	<b>Intelligence &amp; Information Sharing (Prevention and Protection)</b>	<b>Interdiction &amp; Disruption (Prevention and Protection)</b>	<b>Screening Search &amp; Detection (Prevention and Protection )</b>
<b>Category 4 Hurricane</b>	Execute pre-landfall deliberate plans into crisis action planning/IAP	Warn 150,000 people	300 square miles are impacted				
<b>Dam Failure</b>	Translate dam safety plan into Crisis Action Plan	Warn 15,000 people	Coordinate with dam owner/operator and impacted jurisdictions based on inundation models				
<b>Chemical Attack</b>	Design law enforcement options plan  Translate Terrorist Annex into Crisis Action Plan  Coordinate with site-specific plan  Implement Medical Countermeasure Plan	Warn 12,000 event attendees and 1,200 vendors and staff	5 square miles potentially impacted	Identify chemical  Determine source of origin	Receive classified and unclassified information  Capability to declassify information to key stake- holders (responders, location owner)	Site security personnel  Weapons of Mass Destruction (WMD) teams, in coordination with FBI  Local law enforcement	Air monitoring  Chemical sensors at site entrances for 12,000 people  Roving dog teams covering 2-mile radius around stadium

**State of Columbia Estimated Impacts Based on Threat and Hazard Descriptions (Continued)**

	Access Control & Identify Verification (Protection)	Cyber Security (Protection)	Physical Protective Measures (Protection)	Risk Management for Protection Programs & Activities	Supply Chain Integrity & Security (Protection)	Community Resilience (Mitigation)	Long-Term Vulnerability Reduction (Mitigation)	Risk and Disaster Resilience Assessment (Mitigation)	Threats & Hazards Identification (Mitigation)
<b>Category 4 Hurricane</b>	25% of critical infrastructure facilities are damaged		Harden 64 essential critical infrastructure facilities	25% of critical infrastructure facilities are damaged	Security for: Port Oil refinery Rail lines	4 hospitals significantly damaged 10 faith-based org. facilities destroyed 2 major retail stores destroyed 1,000 residential structures destroyed	25% of critical infra- structure facilities damaged Dam damaged	300 square miles are impacted	Category 4 hurricane impacts
<b>Dam Failure</b>	100% of dam personnel have credentials	100% of dam personnel have credentials	Site access screening	Alternate power sources will be needed	Distribution of power throughout the region	200 residential structures destroyed 20 industrial facilities without power	Coordinate with dam owner/ operator and impacted jurisdictions based on inundation models		Inundation of residences and businesses
<b>Chemical Attack</b>	12,000 event attendees 1,200 staff and vendors		Site access screening Active vehicle screening	Assess stadium ventilation system					Chemical agent impacts

**State of Columbia Estimated Impacts Based on Threat and Hazard Descriptions (Continued)**

	Critical Transportation (Response)	Environmental Response/ Health & Safety (Response)	Fatality Management Services (Response)	Mass Care (Response)	Mass Search and Rescue Operations (Response)	On-Scene Security and Protection (Response)	Operational Communications (Response)
<b>Category 4 Hurricane</b>	2 major highways damaged 3 light-rail systems inoperable	2 water treatment plants are inoperable Sewage system is overloaded for more than 300 square miles Port fuel storage is damaged 2,000,000 cubic yards of debris	150 fatalities	300,000 people are impacted 75,000 people require shelter, 20% have access and functional needs 125,000 require feeding	1,000 residences damaged, 40% have household pets 25% of critical facilities	300 square miles of impacted area	7 damaged repeaters for first responder network 50% of the network is out 35% of cellular networks are inoperable
<b>Dam Failure</b>			25 fatalities	2,000 people are impacted 500 people require shelter, 20% have access and functional needs			
<b>Chemical Attack</b>		Hazardous materials precautions must be followed	800 fatalities				

**State of Columbia Estimated Impacts Based on Threat and Hazard Descriptions (Continued)**

	Public & Private Services & Resources (Response)	Public Health & Medical Services (Response)	Situational Assessment (Response)	Infrastructure Systems (Response/ Recovery)	Economic Recovery (Recovery)	Health & Social Services (Recovery)	Housing (Recovery)	Natural & Cultural Resources (Recovery)
<b>Category 4 Hurricane</b>	25% of critical facilities do not have power  15 fuel stations used by emergency responders are inoperable  Port fuel terminal is inoperable  35% of community staples (grocery stores, banks, pharmacies) are significantly damaged  8 first responder facilities are damaged	3,000 casualties	25% of reporting nodes are damaged	25% of critical infrastructure facilities are damaged  4 hospitals are significantly damaged  8 first responder facilities are damaged  50% of communications network is inoperable  300 square miles impacted	\$100 million direct loss (damage estimates)  \$10 million indirect loss (commerce loss)  35% of community stores (grocery, banks, pharmacies) are closed	4 hospitals impacted  Psychiatric institution damaged  community health facilities destroyed	75,000 people sheltered  1,000 residences destroyed	1,250,000 cubic yards of vegetative debris  500,000 cubic yards of construction debris  250,000 cubic yards of hazardous debris  12 historic sites impacted
<b>Dam Failure</b>	50% of critical facilities do not have power	150 casualties		Delivery of power to the region is interrupted until alternate source found  One major roadway blocked	\$20 million loss of revenue		500 people require shelter	500,000 cubic yards of debris

	Public & Private Services & Resources (Response)	Public Health & Medical Services (Response)	Situational Assessment (Response)	Infrastructure Systems (Response/ Recovery)	Economic Recovery (Recovery)	Health & Social Services (Recovery)	Housing (Recovery)	Natural & Cultural Resources (Recovery)
<b>Chemical Attack</b>		5,000 casualties			\$2 million loss of revenue			Hazardous materials precautions must be followed

## State of Columbia Capability Targets

	Core Capability	Capability Target	Desired Outcomes
<b>Common</b>	Planning	<p><b>Response:</b> Execute hurricane plan and associated annexes within 5 days of expected tropical storm force winds; execute dam plan and associated annexes within 1 hr of impact; and execute terrorism plan and associated annexes in accordance with standard protocols, or within 1 hr of impact.</p> <p><b>Mitigation:</b> Maintain an updated hazard mitigation plan that addresses identified threats and hazards, identify changing risk patterns, and create strategies to reduce the increased risk.</p> <p><b>Recovery:</b> Execute a recovery plan within 60 days of impact.</p>	Maintain and execute an all-threat/hazard plan as required. Maintain a COOP/COG plan for all critical infrastructure.
<b>Common</b>	Public Information and Warning	<p><b>Protection:</b> Provide warning leading up to the expected impacts of an incident for 150,000 people, including accessible tools to take appropriate actions.</p> <p><b>Response:</b> During the first 72 hr of an incident's impact, inform 150,000 people by all means necessary, including accessible tools to take appropriate actions.</p>	Provide information in a timely manner, consistent with the threat or hazard, to enable people to take appropriate protective measures.
<b>Common</b>	Operational Coordination	Establish and maintain unified and coordinated operational structure and process over 300 square miles within 12 hr of an incident.	Establish and maintain unified and coordinated operational structure and process in the impacted area within 12 hr of a potential or actual incident.
<b>Prevention</b>	Forensics and Attribution	Prioritize chemical identification and determining source of origin in accordance with standard protocols and procedures to assist in preventing initial or follow-on terrorist acts.	Prioritize evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.
<b>Prevention and Protection</b>	Intelligence and Information Sharing	Promptly receive and share relevant, timely, and actionable classified and unclassified information according to standard procedures and protocols with federal, state, local, and private partners with appropriate classified/unclassified products.	Promptly share relevant, timely, and actionable information and analysis with federal, state, local, and private partners with appropriate classified/unclassified products.

	Core Capability	Capability Target	Desired Outcomes
<b>Prevention and Protection</b>	Interdiction and Disruption	Interdict 100% of specific conveyances, cargo, and persons consistent with established protocols in cooperation with federal, state, and local law enforcement resources associated with an imminent threat to the State of Columbia.	Interdict 100% of specific conveyances, cargo, and persons associated with an imminent threat to the State of Columbia.
<b>Prevention and Protection</b>	Screening, Search, and Detection	Screen 13,200 persons associated with an imminent terrorist threat by using technical, nontechnical, intrusive, and nonintrusive means.	Screen 100% of targeted conveyances, cargo, and persons associated with an imminent terrorist threat using all means.
<b>Protection</b>	Access Control & Identify Verification	Verify access rights of 1,200 vendors and staff of the stadium in order to grant or deny access to specific locations or information.	Ensure 100% verification of identity to authorize, grant, or deny physical and cyber access to specific locations, information, and networks.
<b>Protection</b>	Cybersecurity	Not applicable	Detect 100% of malicious activity directed against all critical infrastructure, key resources, and networks.
<b>Protection</b>	Physical Protective Measures	Protect 64 essential critical structures through means necessary to maintain structures, materials, products, and systems of key operational activities and facilities against an identified threat.	Protect people, structures, materials, products, and systems of key operational activities and critical infrastructure sectors against an identified or perceived threat.
<b>Protection</b>	Risk Management for Protection Programs & Activities	Update risk assessments for 64 essential critical infrastructure facilities.	Complete risk assessments for 100% of prioritized CI/KR assets.
<b>Protection</b>	Supply Chain Integrity & Security	Secure port, oil refinery, and all rail lines critical to supply nodes, transit, and materials.	Secure all identified priority supply nodes, transit methods, and materials.
<b>Mitigation</b>	Community Resilience	Implement risk mitigation plans for 100% of the communities in the impacted area. Coordinate both pre- and post-incident with all mission areas to identify specific jurisdictional vulnerabilities and facilitate activities to reduce risk.	Implement risk mitigation plans for communities with highest risk through partnerships with whole community representatives.
<b>Mitigation</b>	Long-Term Vulnerability Reduction	Decrease the long-term vulnerability of 16 essential critical infrastructure (CI) facilities (including the dam) that were damaged and identify non-CI areas to be mitigated to protect citizens and property.	Achieve a measurable decrease in the long-term vulnerability of critical infrastructure systems, and community features that pose an increased risk of a similar incident.

	Core Capability	Capability Target	Desired Outcomes
<b>Mitigation</b>	Risk & Disaster Resilience Assessment	Update risk assessment with impacts on 300 square miles to understand the localized vulnerabilities and consequences for the State of Columbia.	Identify, analyze, and maintain risk assessment with localized vulnerabilities and consequences for the State of Columbia.
<b>Mitigation</b>	Threats & Hazard Identification	Update State of Columbia threats and hazards list to include hurricane impacts based on pertinent models available to estimate potential consequences in collaboration with whole community partners.	Identify State of Columbia threats/hazards in collaboration with whole community partners and incorporate into analysis and planning process.
<b>Response</b>	Critical Transportation	During the first 72 hr of an incident, establish physical access to deliver required resources to save lives and meet the needs of 300,000 people in the impacted area. During the first 60 days, reestablish the three light-rail systems. During the first 60 days, reestablish the two major highways.	During the first 72 hr of an incident, establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
<b>Response</b>	Environmental Response/ Health & Safety	Within 72 hr, restore water treatment facilities to support environmental health and safety actions for response personnel and the affected population of 300,000 and within an area of 300 square miles. Within 30 days, clear debris from more than 300 square miles to support environmental health and safety actions for response personnel and the affected population of 300,000.	During the first 72 hr of an incident, conduct health and safety hazard assessments and disseminate guidance and resources, including the deployment of hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population and area.
<b>Response</b>	Fatality Management Services	During the first 72 hr of an incident, conduct operations to recover 800 fatalities.	During the first 72 hr of an incident, conduct operations to recover fatalities.
<b>Response</b>	Mass Care Services	During the first 72 hr, shelter 75,000 people to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered at risk. During the first 72 hr, feed 125,000 people to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered at risk.	During the first 72 hr of an incident, move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered at risk.

	<b>Core Capability</b>	<b>Capability Target</b>	<b>Desired Outcomes</b>
<b>Response</b>	On-Scene Security and Protection	During the first 72 hr of an incident, establish a safe and secure environment for the 300-square-mile affected area.	During the first 72 hr of an incident, establish a safe and secure environment for the affected area.
<b>Response</b>	Operational Communications	During the first 72 hr of an incident, restore seven damaged repeaters to ensure the capacity to communicate with both the emergency response community and the affected populations is sufficient; establish interoperable voice and data communications between responders.	During the first 72 hr of an incident, ensure that the capacity to communicate with both the emergency response community and the affected populations is sufficient; establish interoperable voice and data communications between responders.
<b>Response</b>	Public and Private Services and Resources	During the first 72 hr of an incident, mobilize and deliver governmental, nongovernmental, and private-sector resources within and outside of the affected area by restoring power generation to 25 damaged critical facilities to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, which may include moving and delivering resources and services to the 300,000 disaster survivors.	During the first 72 hr of an incident, mobilize and deliver governmental, nongovernmental, and private-sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, which may include moving and delivering resources and services to disaster survivors.
<b>Response</b>	Public Health & Medical Services	During the first 72 hr of an incident, complete triage and initial stabilization of 3,000 casualties and begin definitive care for those likely to survive their injuries.	During the first 72 hr of an incident, complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries.
<b>Response</b>	Situational Assessment	During the first 72 hr of an incident, restore eight critical nodes that provide situational awareness in order to deliver information sufficient to inform decision makers regarding immediate lifesaving and life-sustaining activities. Engage governmental, private, and civic-sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	During the first 72 hr of an incident, deliver information sufficient to inform decision makers regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic-sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

	Core Capability	Capability Target	Desired Outcomes
<b>Response and Recovery</b>	Infrastructure Systems	During the first 72 hr of an incident, stabilize immediate critical infrastructure impacts to four heavily damaged hospitals, four lost fire stations and apparatus, four lost police station and vehicles. This includes providing support to the 300,000 disaster survivors that may be affected by cascading effects and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services over the impact area with the affected population.	During the first 72 hr of an incident, decrease and stabilize immediate infrastructure threats to the affected population to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment congregate care services over the impact area to the affected population.
<b>Recovery</b>	Economic Recovery	Within 6 months of an incident, develop a plan in concert with whole community partners, with a specific timeline to restore 60 community infrastructure sites (grocery stores, banks, etc.) to contribute to resilience, accessibility, and sustainability.	Within 60 days of an incident, conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities. Within 6 months of an incident, develop a plan with whole community partners, with a specified timeline for redeveloping community infrastructure to contribute to resiliency, accessibility, and sustainability.
<b>Recovery</b>	Health & Social Services	Within 60 days of an incident, restore four hospitals, 10 community health facilities, and a psychiatric institution to restore basic health and social services	Within 60 days of an incident, restore basic health and social services functions.
<b>Recovery</b>	Housing	Within 60 days of an incident, identify housing needs and then determine available options for temporary housing for up to 75,000 people sheltered and plan for permanent housing for 1,000 households.	Within 60 days of an incident, assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing.

	<b>Core Capability</b>	<b>Capability Target</b>	<b>Desired Outcomes</b>
<b>Recovery</b>	Natural & Cultural Resources	Within 60 days of an incident, mitigate impacts and stabilize natural and cultural resources by removing 1,250,000 cubic yards of vegetative debris, 500,000 cubic yards of construction debris, and 250,000 cubic yards of hazardous debris; repairing 12 historic sites; and restoring 10% of personnel records/key documents that were destroyed.	Within 60 days of an incident, mitigate impacts and stabilize natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections needed in place during the various stages of incident management—from stabilization through recovery.

## Job Aid 11: Potential Members of a Community Planning Team

Individuals/ Organizations	What They Bring to the Planning Team
Senior Official (elected or appointed) or designee	Support for the homeland security planning process Government intent by identifying planning goals and essential tasks Policy guidance and decision-making capability Authority to commit the jurisdiction's resources
Emergency Manager or designee	Knowledge about: <ul style="list-style-type: none"> <li>• Planning techniques</li> <li>• Interaction of the tactical, operational, and strategic response levels</li> <li>• Prevention, protection, response, recovery, and mitigation strategies for the jurisdiction</li> <li>• Existing mitigation, emergency, continuity, and recovery plans</li> </ul>
Emergency Medical Services (EMS) Director or designee	Knowledge about: <ul style="list-style-type: none"> <li>• Emergency medical treatment requirements for a variety of situations</li> <li>• Treatment facility capabilities</li> <li>• How EMS interacts with the EOC and Incident Command</li> <li>• Specialized personnel and equipment resources.</li> </ul>
Fire Services Chief or designee	Knowledge about: <ul style="list-style-type: none"> <li>• Fire department procedures, on-scene safety requirements, hazardous materials response requirements, and search and rescue techniques</li> <li>• The jurisdiction's fire-related risks</li> <li>• Specialized personnel and equipment resources</li> </ul>
Law Enforcement Chief or designee	Knowledge about: <ul style="list-style-type: none"> <li>• Police department procedures, on-scene safety requirements, local laws and ordinances, explosive ordnance disposal methods, and specialized response requirements, such as perimeter control and evacuation procedures</li> <li>• Prevention and protection strategies for the jurisdiction.</li> <li>• Fusion centers and intelligence and security strategies for the jurisdiction</li> <li>• Specialized personnel and equipment resources</li> </ul>
911 Call Center Director	<ul style="list-style-type: none"> <li>• Knowledge of dispatch policies and procedures</li> <li>• Familiarity with staffing and surge capability</li> </ul>
Public Works Director or designee	<ul style="list-style-type: none"> <li>• Knowledge about the jurisdiction's road and utility infrastructure</li> <li>• Specialized personnel and equipment resources</li> </ul>
Legal Counsel	Knowledge of: <ul style="list-style-type: none"> <li>• Local, tribal, and state legal authorities</li> <li>• Contract law, case law, etc.</li> </ul>

Individuals/ Organizations	What They Bring to the Planning Team
Public Health Officer or designee	<ul style="list-style-type: none"> <li>• Records of morbidity and mortality</li> <li>• Knowledge about:               <ul style="list-style-type: none"> <li>○ The jurisdiction’s surge capacity</li> <li>○ Historic infectious disease and disease surveillance</li> <li>○ Infectious disease sampling procedures</li> </ul> </li> </ul>
Acute Care/Hospital representatives	<ul style="list-style-type: none"> <li>• Injury and illness care</li> <li>• Understanding of the special medical needs of the community</li> </ul>
Hazardous Materials Coordinator	Knowledge about: <ul style="list-style-type: none"> <li>• Hazardous materials that are produced, stored, or transported in or through the community</li> <li>• U.S. Environmental Protection Agency, Occupational Safety and Health Administration, and U.S. Department of Transportation requirements for producing, storing, and transporting hazardous materials and responding to hazardous materials incidents</li> </ul>
Hazard Mitigation Specialist	<ul style="list-style-type: none"> <li>• Knowledge about planning techniques</li> <li>• Knowledge of:               <ul style="list-style-type: none"> <li>○ Current and proposed mitigation strategies</li> <li>○ Available mitigation funding</li> <li>○ Existing mitigation plans</li> </ul> </li> </ul>
Transportation Director or designee	Knowledge about: <ul style="list-style-type: none"> <li>• The jurisdiction’s road infrastructure</li> <li>• The area’s transportation resources</li> <li>• Familiarity with the key local transportation providers</li> <li>• Specialized personnel resources</li> </ul>
Agriculture Extension Service	Knowledge about the area’s agricultural sector and associated risks (e.g., fertilizer storage, hay and grain storage, fertilizer and/or excrement runoff)
School Superintendent or designee	Knowledge about: <ul style="list-style-type: none"> <li>• School facilities</li> <li>• Threats/hazards that directly affect schools</li> <li>• Specialized personnel and equipment resources (e.g., buses)</li> </ul>
Social Services Agency representatives	Knowledge about populations with functional needs
Local Federal Asset representatives	Knowledge about: <ul style="list-style-type: none"> <li>• Specialized personnel and equipment resources that could be used in an emergency</li> <li>• Potential threats to or hazards at federal facilities (e.g., research laboratories, military installation.</li> <li>• Facility security and response plans (to be integrated with the jurisdiction’s emergency operations plan</li> </ul>

## Job Aid 12: Basic Plan Content Checklists

These checklists are meant to be used as a guide when creating an EOP base plan. They are not all-inclusive, but instead highlight the primary elements that must be addressed when creating sections of the EOP base plan. More information can be found in *CPG 101*.

### **Hazard and Threat Analysis Checklist**

Identify and summarize the hazards that pose a significant risk to the jurisdiction and would result in the need to activate this plan (e.g., threatened or actual natural disasters, acts of terrorism, other human-caused disasters); include estimates for how climate change may introduce new hazards or increase the potential impacts from existing hazards.

Identify and summarize the probable high-risk areas (i.e., population—including the most vulnerable members of the community—infrastructure and environment) that are likely to be impacted by the defined hazards (e.g., hospitals, congregate care facilities, wildlife refuges, types/numbers of homes/businesses in floodplains, areas around chemical facilities).

Identify and summarize the defined risks that have occurred and the likelihood they will continue to occur within the jurisdiction (e.g., historical frequency, probable future risk, national security threat assessments).

Describe how the jurisdiction has incorporated intelligence from threat analysis via state and local fusion centers, joint terrorism task forces, national intelligence organizations, etc., into its hazard and threat analysis.

Describe how vulnerability and impact analysis incorporates critical infrastructure protection activities.

Describe how the jurisdiction assessed and incorporated agricultural security; food supply security; cybersecurity; chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents; and pandemics.

Describe the assumptions and methods to complete the jurisdiction's hazard and threat analysis, including tools or methodologies (e.g., a state's hazard analysis and risk assessment manual, hazard mitigation plan guidance, vulnerability assessment criteria, consequence analysis criteria).

Include maps that show the high-risk areas that the identified risks are likely to impact (e.g., residential/commercial areas within defined floodplains, earthquake fault zones, vulnerable zones with hazardous materials facilities/routes, areas within ingestion zones for nuclear power plants, critical infrastructure).

Identify and describe the risks that could originate in a neighboring jurisdiction and create hazardous conditions in this jurisdiction (e.g., critical infrastructure loss, watershed runoff, chemical incident, civil disturbance, terrorist act).

Identify and describe the time variables that may influence the hazard and threat analysis and preplanning for the emergency (e.g., rush hours, annual festivals, seasonal events, how quickly the incident occurs, the time of day that the incident occurs).

**CONOPS Checklist**

Describe who has the authority to activate the plan (e.g., emergency management agency, senior official, state official, fire/police chief).

Describe the process, templates and individuals involved in issuing a declaration of emergency for a given hazard and how the jurisdiction coordinates the declaration with neighboring jurisdictions and the state.

Describe how the jurisdiction resolves legal questions/issues resulting from preparedness, response, or recovery actions, including the liability protection available to responders.

Describe how the emergency management agency coordinates with all appropriate agencies, boards, or divisions within the jurisdiction.

Describe how the plan's emergency operations address the needs of people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.

Describe how plans account for the essential needs of children.

Describe how plans account for the physical, programmatic and communications needs of individuals with disabilities and others with access and functional needs.

Describe how plans account for the essential needs of household pets and service animals.

Identify other response/support agency plans that directly support the implementation of this plan (e.g., hospital, school emergency, facility plans).

**Key Functions Checklist**

Identify/outline the responsibilities assigned to each organization that has a mission assignment defined in the plan, including (but not limited to) the following:

The local senior elected or appointed officials (e.g., governor, mayor, commissioner, administrative judge, council, executive director);

Local agencies and responsibilities, regardless of incident type;

State agencies most often and/or likely to be used to support local operations (e.g., department of transportation, state police/highway patrol, department of agriculture, department of natural resources, environmental protection/quality, emergency management, homeland security, department of health/public health, National Guard);

Regional organizations or groups most often and/or likely to be used to support local operations;

Federal agencies most often and/or likely to be used to support local operations (e.g., FEMA, Coast Guard, Department of Justice, Federal Bureau of Investigation, Federal Aviation Administration, National Transportation Safety Board, Department of Defense, Department of Transportation, Department of Agriculture);

Government-sponsored volunteer resources (e.g., CERTs, Fire Corps and/or Medical Reserve Corps, Volunteers in Police Service, auxiliary police); and

Private sector and voluntary organizations (e.g., organizations that assist with sheltering, feeding and reunification services for people of color and others who have been historically underserved, marginalized and adversely affected by persistent poverty and inequality, persons with disabilities, animal response, social services, health-related needs, community and faith-based organizations, animal welfare and/or humane organizations, independent living centers, disability advocacy groups, business and industry participation).

Describe how the organization addresses prevention roles and responsibilities, including links with fusion centers where applicable.

Describe how the jurisdiction manages roles and responsibilities for critical infrastructure protection and restoration.

Describe how the jurisdiction determines roles and responsibilities for unaffiliated volunteers and how to incorporate these individuals into the emergency operation.

Identify and describe what Mutual Aid Agreements (MAAs) are in place to quickly activate and share resources during an emergency. Examples of agreements that may exist include agreements:

- Between response groups (e.g., fire, police, EMS);

- For additional resources/assistance between neighboring jurisdictions' response forces (e.g., fire, police, EMS);

- To provide and receive additional resources through EMAC;

- For resources (e.g., outside assistance, personnel, equipment);

- Between medical facilities inside and outside the jurisdiction (e.g., for using facilities, accepting patients);

- Between water and wastewater utilities inside and outside the jurisdiction;

- For alert and notification and dissemination of emergency public information, to include obtaining system permissions for alert type and area (e.g., Federal Information Processing Standard code, event code, approval by the state approval authority for Emergency Alert System [EAS] and Wireless Emergency Alerts [WEAs] alerting via IPAWS); and

- For evacuation (e.g., use of buildings, restaurants, and homes as shelters/lodging; relocation centers; and transportation support), including agreements between jurisdictions for the acceptance of evacuees.

Describe how the jurisdiction maintains a current list of available NIMS-typed resources and credentialed personnel.

Describe how all tasked organizations maintain current notification rosters, SOPs/SOGs and checklists to conduct their assigned tasks.

Provide a matrix that summarizes which tasked organizations have the primary lead versus a secondary support role for each defined response function.

Describe the jurisdiction's policies regarding public safety enforcement actions required to maintain the public order during a crisis response, including teams of enforcement officers needed to oversee persons who are disrupting the public order, violating laws, requiring quarantine, etc.

### **Direction, Control and Coordination Checklist**

Identify who has tactical and operational control of response assets.

Discuss multi-jurisdictional coordination systems and processes used during an emergency.

### **Information Collection, Analysis and Dissemination Checklist**

Describe plans for coordination between the planning section and the jurisdiction's fusion center.

Describe information dissemination methods (e.g., verbal, electronic, graphics) and protocols.

Describe critical information needs and collection priorities.

Describe strategies for collecting, analyzing, and sharing information about the condition of community lifelines.

Describe long-term information collection, analysis, and dissemination strategies.

Describe collaboration with the general public in the collection, analysis, and dissemination of information, to include all elements of the whole community as well as sector-specific watch programs.

### **Communications Checklist**

Describe the framework for delivering communications support and how an individual jurisdiction's communications integrate into the regional or national disaster communications network.

Identify and summarize separate interoperable communications plans.

### **Administration, Finance and Logistics Checklist**

Include references to intrastate and interstate MAAs, including EMAC.

Identify authorities for and policies on augmenting staff by reassigning public employees and soliciting volunteers, along with relevant liability provisions.

Include or reference general policies on keeping financial records, reporting, tracking resource needs, tracking the source and use of resources, acquiring ownership of resources, and compensating the owners of private property used by the jurisdiction.

**Documentation Checklist**

Describe the process and agencies that document the actions during and after the emergency (e.g., incident and damage assessment, incident command logs, cost recovery).

Describe/summarize the reasons for documenting the actions during both the response and recovery phases of the disaster (e.g., create historical records, recover costs, address insurance needs, develop mitigation strategies).

List the ICS Documentation Section's responsibility to include copies of required reports (e.g., cost recovery, damage assessment, incident critique, historical record).

Describe the agencies and methods that the ICS Documentation Section should engage to create a permanent historical record of the incident (after-action report) and include information identifying the actions taken, resources expended, economic and human impacts and lessons learned as a result of the disaster.

**After-Action Reporting Checklist**

Describe the reasons and need to develop an after-action report/improvement plan (e.g., review actions taken, identify equipment shortcomings, improve operational readiness, highlight strengths/initiatives).

Describe the methods and agencies to organize and conduct a review of the disaster, including how the jurisdiction documents recommendations to improve local readiness (e.g., changing plans/procedures, acquiring new or replacing outdated resources, retraining personnel).

Describe the links and connections between the processes to critique the response to an emergency/disaster (including the protection of and services for people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality) and the processes to document recommendations for the jurisdiction's exercise program.

Describe how the jurisdiction implements corrective actions and/or addresses the deficiencies and recommendations identified in the after-action report/improvement plan.

**Finance Checklist**

Identify and describe the various programs that allow local political jurisdictions and their response/support agencies to recover their costs (e.g., Small Business Administration, Public Assistance Program [for incidents involving a Stafford Act declaration]).

Identify and describe how to document the costs incurred during response and recovery operations.

Identify and describe the programs, and how the jurisdiction assists the general public, to recover their costs and begin rebuilding (e.g., Small Business Administration, unemployment benefits, worker's compensation).

Describe the methods to educate responders and local officials about the cost recovery process.

Describe the impact and role of insurance in recovering costs (e.g., self-insured, participation in the National Flood Insurance Program, homeowner policies).

Describe the methods of pre- and post-declaration funding for the jurisdiction's household pets and service animals preparedness and emergency response programs, including how to capture eligible costs for reimbursement by the Public Assistance Program (for incidents involving a Stafford Act declaration), eligible donations for volunteer labor and resources and eligible donations for mutual aid resources.

### **Logistics Checklist**

Identify and describe how agencies involved in risk analysis and capability assessment identify the resources needed for a response to a defined hazard, including using past incident critiques to identify/procure additional resources.

Identify and describe the steps to overcome the jurisdiction's identified resource shortfalls, including identifying the resources that are only available outside the jurisdiction (e.g., hazardous materials, water rescue, or search and rescue teams, CBRNE) and the process to request those resources.

Briefly summarize the specialized capabilities (e.g., personnel, facilities, equipment) that are needed and available to respond to the defined hazards. Note: Use a tab to the plan or a separate resource manual to list the types of resources available, amounts on hand, locations maintained and any use restrictions.

Provide information about specialized equipment, facilities, personnel, and emergency response organizations currently available to support children, individuals with disabilities and others with access and functional needs.

Describe the process to identify private agencies/contractors that support resource management issues (e.g., waste haulers, spill contractors, landfill operators).

Identify existing MOAs, MOUs, and contingency contracts with resource management organizations.

### **Plan Development and Maintenance Checklist**

Describe the planning process, participants in that process and how planners coordinate development and revision of different levels of the EOP (e.g., base plan, annexes and SOPs/SOGs).

Assign responsibility for the overall planning and coordination to a specific position.

Establish a regular cycle of training on, evaluating, reviewing, and updating the EOP.

Summarize how other jurisdictions/organizations reviewed, coordinated on and/or evaluated the plan.

Describe how this plan was determined to be consistent with the EOPs from adjoining or intrastate regional jurisdictions.

Describe the process to review and revise the plan periodically (e.g., annually, more often if changes in the jurisdiction warrant [such as changes in administration or procedures, newly added resources/training, revised phone contacts or numbers]).

Describe the responsibility of each organization/agency (governmental, nonprofit, and private sector) to review and submit changes to its respective portion(s) of the plan, including ongoing efforts to ensure that the plan provides equitable treatment for all members of the community.

Identify/summarize to whom the plan is distributed, including whether it is shared with other jurisdictions. Note: This list can be included as a tab to the plan.

Identify and describe where and how the public can access the plan.

Include a page to document when the plan is changed.

### **Authorities and References Checklist**

Include lists of laws, statutes, regulations, ordinances, executive orders, and formal agreements relevant to emergencies (e.g., MAAs), including applicable state-designated public-alerting authorities for the activation of EAS and WEAs.

Specify the extent and limits of the emergency authorities of the senior official, including the conditions under which these authorities become effective and when they terminate.

Pre-delegate emergency authorities (i.e., enabling measures for specific emergency-related authorities of the elected or appointed leadership or their designated successors).

Include provisions for COOP and COG (e.g., the succession of decision-making authority and operational control) to perform critical emergency functions.

Identify and describe the federal, state, and local laws that specifically apply to developing and implementing this plan, including (but not limited to) the following:

- Local and regional ordinances and statutes;

- State laws or revised code sections on emergency management and homeland security;

- State administrative code sections on roles, responsibilities, and operational procedures;

- State attorney general opinions; and

- Federal laws, regulations, and standards (e.g., Stafford Act, FEMA policy, ADA, civil rights).

Identify and describe the reference manuals to develop the plan and/or help prepare for and respond to disasters or emergencies, including (but not limited to) general planning tools, technical references, and computer software.

Identify/define words, phrases, acronyms, and abbreviations that have special meaning and ensure that they are used appropriately.

Identify words, phrases, acronyms, and abbreviations that may be offensive to some members of the community, and ensure they are excluded from communications.

Source: *CPG 101*, Version 3, pages 67–80.

Job Aid 13: Plan Review Rating Form

**Instructions:** Please indicate the current rating for each criterion by placing the appropriate number from the scale below in the Rating column. If the plan is currently in the initial stages of development and you are unable to evaluate certain criteria, please indicate “N/A” in the Rating column.

1. The Plan/Annex is missing all of the specified characteristics.
2. The Plan/Annex minimally addresses the specified characteristics.
3. The Plan/Annex addresses some of the specified characteristics.
4. The Plan/Annex addresses most of the specified characteristics.
5. The Plan/Annex addresses all of the specified characteristics.

	Rating
<p><b>Adequacy.</b> A plan is adequate if:</p> <ul style="list-style-type: none"> <li>• The scope and concept of the plan’s response or recovery operations identify essential tasks.</li> <li>• The plan describes measures that accomplish the assigned mission and comply with pertinent guidance.</li> <li>• The plan’s assumptions are valid.</li> </ul>	
<p><b>Feasibility.</b> A plan is feasible if:</p> <ul style="list-style-type: none"> <li>• The organization can accomplish the assigned mission and critical tasks with available resources within the time contemplated by the plan.</li> <li>• The organization allocates resources to tasks and tracks the resources by status (e.g., assigned, out of service).</li> <li>• Available resources include internal assets and those available through mutual aid or through existing state, local, territorial, and insular area regional, or federal assistance agreements.</li> </ul>	
<p><b>Acceptability.</b> A plan is acceptable if:</p> <ul style="list-style-type: none"> <li>• The plan meets the requirements driven by a threat or incident.</li> <li>• The plan meets the decision-maker’s intent.</li> <li>• The plan adheres to cost and time constraints.</li> <li>• The plan is consistent with the law.</li> <li>• The plan can be justified in terms of the cost of resources and if its scale is proportional to mission requirements.</li> </ul>	
<p><b>Completeness.</b> A plan is complete if:</p> <ul style="list-style-type: none"> <li>• The plan incorporates all tasks to be accomplished.</li> <li>• The plan includes all required capabilities.</li> <li>• The plan integrates the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations, and historically underserved communities.</li> <li>• The plan provides a complete picture of the sequence and scope of the planned response operation (i.e., what should happen, when, and at whose direction).</li> <li>• The plan includes time estimates for achieving objectives.</li> <li>• The plan identifies success criteria and a desired end state.</li> </ul>	
<p><b>Compliance.</b> The plan should align with guidance and doctrine that provide a baseline that facilitates both planning and execution.</p>	

Source: CPG 101, Version 3, pages 58–60.

## Job Aid 14: Emergency Planning Process

### Step 1: Form a Collaborative Planning Team

By developing a collaborative planning team, jurisdictions or other organizations engage the whole community in the planning effort. Building the team is one of the most valuable efforts in the planning process because the trust and working relationships fostered by participating together as members of the team will:

- Pay dividends in more comprehensive and creative planning.
- Extend into operations when the same people work together during emergencies.

The following are examples of community officials and workers who might participate on the planning team:

- Senior official (elected or appointed) or designee
- Emergency manager or designee
- EMS director or designee
- Fire services chief or designee
- Law enforcement chief or designee
- Public works director or designee
- Public health officer or designee
- Hazardous materials coordinator
- Hazard mitigation specialist
- Transportation director or designee
- Agriculture extension service representative
- School superintendent or designee
- Social services agency representatives
- Local, federal asset representatives
- Nongovernmental organizations (includes members of National Voluntary Organizations Active in Disaster and other private, nonprofit, faith-based, and community organizations)
- Local business and industry representatives
- Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Service (RACES) Coordinator
- Utility representatives
- Veterinarians/animal shelter representatives, and state animal response team (SART)

### Step 2: Understand the Situation

This step is a problem-solving process consisting of the following activities:

- Conducting research to identify threats and hazards
- Developing (or updating) a jurisdiction profile
- Analyzing the information to assess risks

### Step 3: Determine Goals and Objectives

Goals and objectives are generated from the threat and hazard analysis and the capability targets developed during the risk assessment. These base goals and objectives are based on:

- The capabilities needed in responding to and recovering from high-risk and/or high-impact threats/hazards
- The likely constraints, demands, or needs associated with responding to the threat/hazard

After identifying the capability requirements and demands caused by the threat/hazard, the planning team restates them in terms of:

- Determining operational priorities, indicating a desired end state for the operation
- Response goals, indicating a general solution to the identified threat
- Intermediate objectives, indicating specific actions conducted during the operation

#### **Step 4: Develop the Plan**

Plan development involves conceptualizing the plan, including:

- Developing and analyzing courses of action
- Identifying resources

The planning team relies on a problem-solving model to generate a range of possible solutions to achieve the goals and objectives developed in Step 3. One or more courses of action are then developed from the possible solutions. Courses of action may be:

- **Scenario-based**, which involves analyzing the impact of a scenario to determine appropriate courses of action
- **Functional**, which involves identifying the common tasks that a jurisdiction must perform during emergencies
- **Capabilities-based**, which involves focusing on a jurisdiction's capacity to take a course of action

Often, planners use a hybrid planning approach that combines the three concepts.

#### **Step 5: Prepare and Review the Plan**

This step is where the actual written plan is created, based on the courses of action identified in the previous step. The plan is then reviewed and finalized, approved by the appropriate authorities, and disseminated.

#### **Step 6: Implement and Maintain the Plan**

In this step, the approved plan is put into action. This involves:

- Having key personnel review the plan.
- Conducting training and exercises to evaluate the plan's effectiveness. A plan is effective when the goals, objectives, and activities identified in the plan lead to a successful response.
- Compiling and analyzing feedback, and revising the plan as needed.
- Maintaining the plan on an ongoing basis through periodic reviews, exercises, and revision cycles. This step brings us back to Step 1, and the planning cycle continues.