

National Preparedness Goal Best Practices

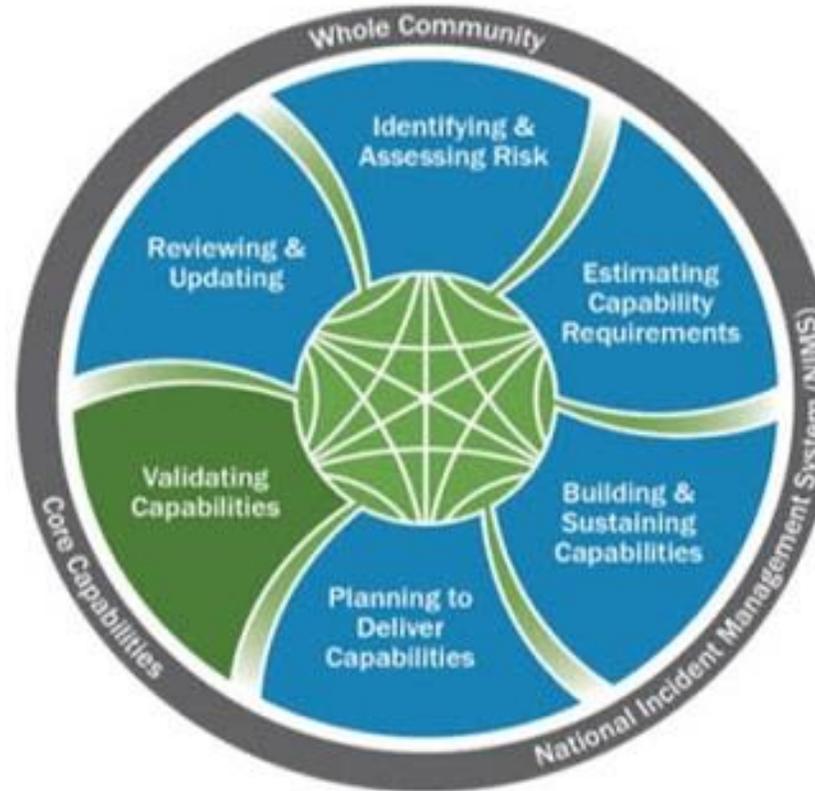
Incorporating Core Capabilities in
Local Planning Efforts

Who We Are...

- ▶ Ryan McEwan, CEM
 - ▶ Assistant Director
 - ▶ Hamilton County Emergency Management & Homeland Security Agency
- ▶ Samuel Reed, OCEM
 - ▶ Emergency Management Specialist
 - ▶ Ohio Emergency Management Agency, Southwest Region
- ▶ Susan Wyatt
 - ▶ Statewide THIRA Coordinator/Planner
 - ▶ Ohio Emergency Management Agency

National Preparedness Goal (2nd Ed.)

- ▶ “A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk”
 - ▶ Five mission areas
 - ▶ Prevention
 - ▶ Protection
 - ▶ Mitigation
 - ▶ Response
 - ▶ Recovery
- ▶ Does this goal apply locally?



Core Capabilities

- ▶ Highly interdependent
- ▶ Both preparedness tools and a means of structured implementation
- ▶ To achieve the National Preparedness Goal, each of these activities must be met
- ▶ Should be scalable, flexible, and adaptable

Prevention		Protection		Mitigation		Response		Recovery		
Planning										
Public Information and Warning										
Operational Coordination										
Intelligence and Information Sharing				Community Resilience			Infrastructure Systems			
Interdiction and Disruption				Long-term Vulnerability Reduction			Critical Transportation		Economic Recovery	
Screening, Search, and Detection				Risk and Disaster Resilience Assessment			Environmental Response/Health and Safety		Health and Social Services	
Forensics and Attribution		Access Control and Identity Verification		Threats and Hazards Identification			Fatality Management Services		Housing	
		Cybersecurity					Fire Management and Suppression		Natural and Cultural Resources	
		Physical Protective Measures					Logistics and Supply Chain Management			
		Risk Management for Protection Programs and Activities					Mass Care Services			
		Supply Chain Integrity and Security					Mass Search and Rescue Operations			
							On-scene Security, Protection, and Law Enforcement			
							Operational Communications			
							Public Health, Healthcare, and Emergency Medical Services			
							Situational Assessment			

Translating Core Capabilities Locally

- ▶ It may not seem like all the Core Capabilities apply to every jurisdiction
- ▶ Some activities are more difficult to conceptualize than others
 - ▶ Easy: Public Information & Warning, Fatality Management Services
 - ▶ Medium: Logistics & Supply Chain Management, Intelligence & Information Sharing
 - ▶ Difficult: Risk Management for Protection Programs & Activities, Supply Chain Integrity & Security



VS.



Translating Core Capabilities Locally

- ▶ Example #1 - Forensics & Attribution
 - ▶ 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.
- ▶ Example #2 - Access Control & Identity Verification
 - ▶ Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
- ▶ Example #3 - Physical Protective Measures
 - ▶ 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.

THIRA/SPR

- ▶ Threat & Hazard Identification and Risk Assessment
- ▶ Stakeholder Preparedness Guide
- ▶ Creating the document isn't important
- ▶ Going through the process is



Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide

Comprehensive Preparedness Guide (CPG) 201

3rd Edition

May 2018



Homeland
Security

THIRA/SPR Process

- ▶ Enhance coordination between local responders and resources
- ▶ Assist in developing future plans
- ▶ Identify training and exercise needs
- ▶ Create justification for grants

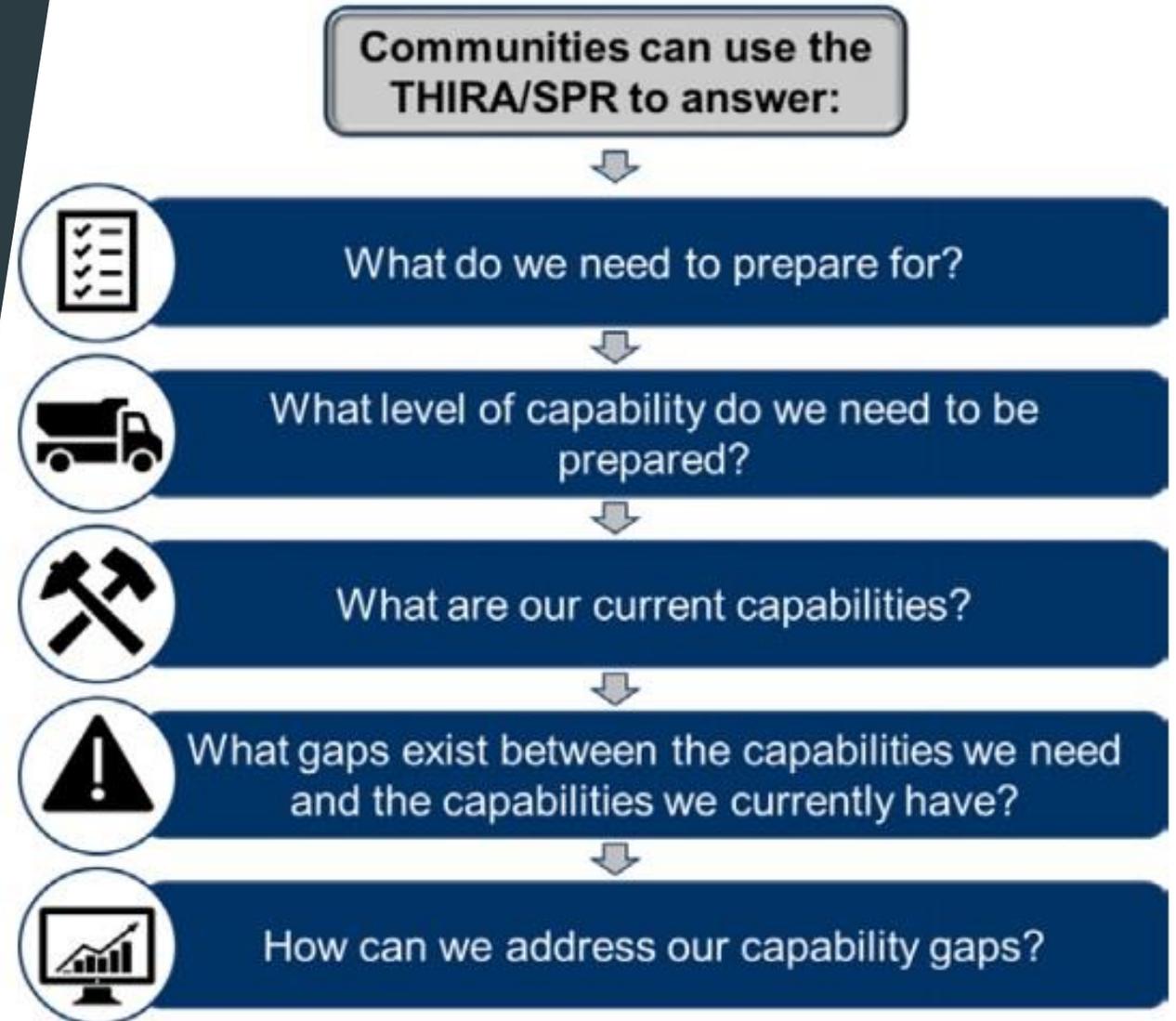


Figure 3: Communities use the THIRA/SPR to answer five key questions.

Documenting the Results

- ▶ Emergency Management Agency
vs.
Emergency Management Program
- ▶ Different Core Capabilities may be addressed in different plans
- ▶ Single- or Multi-location Documentation



When the evacuation order has been lifted, ESF #1 will be tasked with supporting re-entry operations, including identifying transportation routes for the population to return, and determining a tiered schedule for re-entry into the affected areas if required.

FEMA's Core Capabilities – ESF #1

- **Supply Chain Integrity & Security** – Restoring the methods of transportation between nodes is a central component of this Core Capability. Because of the number of industries within the County and its location within the national infrastructure, the restoration of transportation infrastructure and development of alternative transportation systems is a key task for ensuring Supply Chain Integrity & Security.
- **Critical Transportation** – Providing access to transportation infrastructure for response priority objectives is one of the most important components of this ESF. Because this ESF addresses both transportation infrastructure and evacuation and re-entry, this ESF addresses the Critical Transportation Core Capability more than any other.
- **Infrastructure Systems** – Transportation infrastructure is one of the critical infrastructures identified within Hamilton County. Efficiently restoring and revitalizing the transportation infrastructure can greatly enhance the County's ability to restore and revitalize other critical infrastructure systems.
- **Logistics & Supply Chain Management** – The ability to deliver essential commodities, equipment and services in support of impacted communities is largely dependent on the transportation infrastructure. ESF #1 will work closely with the Logistics Support Section within the EOC to ensure this Core Capability can be addressed.

EXIT



2018 Hamilton County
THIRA/TEPW Summit

Who was involved

▶ Federal

- ▶ Coast Guard
- ▶ Department of Homeland Security
- ▶ Environmental Protection Agency
- ▶ Federal Bureau of Investigations
- ▶ National Guard Bureau
- ▶ National Institute for Occupational Health and Safety
- ▶ Transportation Security Administration

▶ State

- ▶ Bureau of Criminal Investigations
- ▶ Emergency Management Agency
- ▶ Homeland Security
- ▶ National Guard
- ▶ Public Utilities Commission

▶ Regional

- ▶ Butler Co. EMA
- ▶ Greater Cincinnati Fusion Center
- ▶ Greater Cincinnati HazMat Unit
- ▶ Greater Cincinnati Water Works
- ▶ Metropolitan Sewer District
- ▶ Warren Co. EMA

▶ Hamilton County

- ▶ Administration
- ▶ Communications Center
- ▶ Coroner's Officer
- ▶ Emergency Management
- ▶ Environmental Services
- ▶ Local Emergency Planning Committee
- ▶ Public Health
- ▶ Sheriff's Office

Who was involved

▶ Local

- ▶ Anderson Township
- ▶ City of Cincinnati
 - ▶ Building & Inspections
 - ▶ Fire Department
 - ▶ Health Department
 - ▶ Office of Environment & Sustainability
 - ▶ Police Department
 - ▶ Stormwater Management
- ▶ City of Forest Park
- ▶ City of Harrison
- ▶ City of Montgomery
- ▶ City of Norwood
- ▶ Colerain Township
- ▶ Miami Township
- ▶ Whitewater Township

▶ Educational

- ▶ Hamilton County Educational Services Center
- ▶ Mt. St. Joseph University
- ▶ University of Cincinnati

▶ Private Sector

- ▶ Health Collaborative

▶ Nonprofit

- ▶ Amateur Radio Emergency Services
- ▶ American Red Cross
- ▶ Hamilton-Clermont Cooperative
- ▶ Salvation Army
- ▶ Tri-State COAD

Social Engineering

- ▶ 10 Tables of 8 Participants
- ▶ Assigned tables based on organization/jurisdictional level
- ▶ Strong communicators/facilitators placed at each table



Scenarios Utilized

Hazardous Materials Release

- Train derailment, unknown hazardous chemicals

Active Shooter

- Friday night football game

Cybersecurity

- Ransomware attack

Public Health Emergency

- Severe influenza outbreak

Tornado & High Wind

- EF-4 Multi-jurisdictional tornado

Scenario #2 - Active Shooter



Interdiction and Disruption

1. What are the concerns for apprehending the suspect?
2. What resources would be requested to assist in the apprehension of the suspect?

Intelligence and Information Sharing

1. What are the intelligence gathering priorities for this event?
2. How would intelligence on this incident be shared to determine if this event was part of a coordinated attack?
3. How quickly would this information be shared? Who would have responsibility for sharing it?

SCENARIO #1 – Hazardous Materials Release

Name: _____ Agency: _____

	CAPABILITIES	GAPS
Plan	Cincinnati EOP - The Rock - All Hazards Plan → hazardous materials plan County wide Hazardous EOP EMA Spin Up / EPA / Public Notification	- Shelter in place vs Evacuation - No Chlorine specific plan - Hospital Notification - Request for messaging (currently has to go thru EMA Director (Public Action))
Organize	Fire Dept has control ↳ 2 heavy rescues w/ hazmat Mutual Aid Request for HazMat - up to 1/2 hr ↳ mess established Guard has → CST & CR	- Closing gap on 'WIA' - who gets msg out
Equip	Air Monitoring Chemists SCBA Hazmat IQ Trucks } w/ Hazmat team	
Training	Teams trained routinely	* Use of Surgenet - Ohio Hospitals * Train with Ohio National Guard CERFP ↳ 6 hour response time, mess if really by decon capability w/ medical capability can bring in HRF
Exercise	Chemical Company ↳ Joint w/ private industry & own fire 3 day every year (Shapiro, etc) LEPC	↳ homeland response force

Can respond → initial response identify areas needing response
Please Write Legibly

CBRNE Enhanced Response Force Package

P.O.E.T.E. Worksheets

One worksheet for each scenario
Capabilities

- “Cincinnati EOP - All hazards plan”
- “Air Monitoring, Chemists, SCBA, Hazmat IQ, Trucks w/ HazMat Team”
- “LEPC”

Gaps

- “Shelter-in-place vs. Evacuation decision”
- “Closing gap on WEA, who gets message out”
- “Use of SurgeNet - Ohio Hospitals”



Participant Feedback

“Appreciate the multidisciplinary approach and the fact that groups were organized to facilitate different perspectives.”

“I enjoyed the scenarios presented. While not all scenarios were relevant to me, it did get me thinking about other incidents.”

“The few items people brought up real events was great. It is kind of tough dealing with hypothetical scenarios. I know there is no way around it, but real world examples help me deal with the hypothetical.”

▶ “Such a great job breaking down complex processes to understandable parts.”

Participant Feedback

	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
I understood why I was invited to participate in the meeting:	0%	0%	2%	34%	64%
The meeting was well organized:	0%	0%	0%	19%	81%
The facilitators were knowledgeable:	0%	0%	0%	15%	85%
The facilitators were organized and presented information clearly:	0%	0%	0%	13%	87%
There was a benefit to small group discussion:	0%	0%	4%	23%	72%
There was a benefit to large group discussion:	0%	0%	2%	26%	72%
The slides and materials contributed to my understanding of the topic:	0%	0%	11%	38%	51%
Location of training was convenient and conducive to learning:	0%	0%	2%	26%	72%

Lessons Learned

- ▶ Scenario-based Discussions
- ▶ Seating Assignments
- ▶ Training Materials Available
- ▶ Easels
- ▶ Providing Meals
- ▶ Local Jurisdiction and Private Sector Engagement



Multi-Year Training and Exercise Schedule

This section illustrates the training and exercise events scheduled or proposed in Hamilton County for the years 2019-2022. The trainings included in the schedule are those discussed and mentioned during the TEPW as desired courses, or courses already planned by various stakeholders. The calendar will also include scheduled trainings and exercises that are being held in the region that Hamilton County stakeholders have the opportunity to attend, observer or participate in. This schedule does not reflect those "routine" trainings held by individual agencies or departments that are internal and not open for diverse stakeholder participation. Exercises were scheduled on an increasingly complex, building block basis, so that progress in the identified capability areas can be demonstrated. Training courses are introduced into the schedule in order to strengthen capability areas or support exercises.

The Multi-Year Training and Exercise Schedule is subject to change to accommodate for training course updates, date conflicts, extended planning processes, and real-world events. Ongoing Emergency Operations Center Team trainings that are available as Independent Study courses are omitted from the Schedule. The Training and Exercise Schedule is categorized into the following categories: Training Scheduled, Training Proposed, Exercise Scheduled, Exercise Proposed. The legend below explains the status of each training or exercise event denoted by color.

Training Scheduled	Training Proposed	Regional Training (County Name)	Exercise Scheduled	Exercise Proposed	Regional Exercise (County Name)
--------------------	-------------------	------------------------------------	--------------------	-------------------	------------------------------------

AWR-213 (4 & 9) 1/23/19	<p>Background Color for Category (see above)</p> <p>Course Code</p> <p>Program Priority Number(s) (see list below)</p> <p>Date of Training/Exercise</p>
--	---

Program Priorities:

1. Cybersecurity
2. Economic Recovery
3. Environmental Response / Health and Safety
4. Infrastructure Systems
5. Mass Care Services
6. Operational Coordination
7. Public Health, Healthcare, and Emergency Medical Services
8. Public Information and Warning
9. Risk and Disaster Resilience Assessment
10. Risk Management for Protection Programs and Activities

Multi-Year Training & Exercise Plan

Used Participant Feedback and P.O.E.T.E. to re-rank top 10 Program Priorities

Utilized FEMA's Core Capability Development Worksheets to identify trainings that would enhance knowledge on the capability

Developed a four-year training cycle to enhance, exercise, and evaluate status on the capability

Evidence-Based Assessment & Planning

- ▶ Decentralize data collection
 - ▶ Focus on regional capabilities
 - ▶ Public–Private Partnerships
 - ▶ Non-profits and Professional Associations
- ▶ Promote the value and impact using exercises and real-world examples (AARs)
- ▶ Prioritize investments to resolve capability gaps



Regional Approach

- ▶ Develop the workforce
 - ▶ Local workshop coordination
 - ▶ Align with State Homeland Security Regions
 - ▶ Provide training materials and guidance
- ▶ Use data from plan reviews and annual surveys (e.g. EOP and NIMS)
- ▶ Watch Office incident monitoring reports
- ▶ Photos and after actions reports

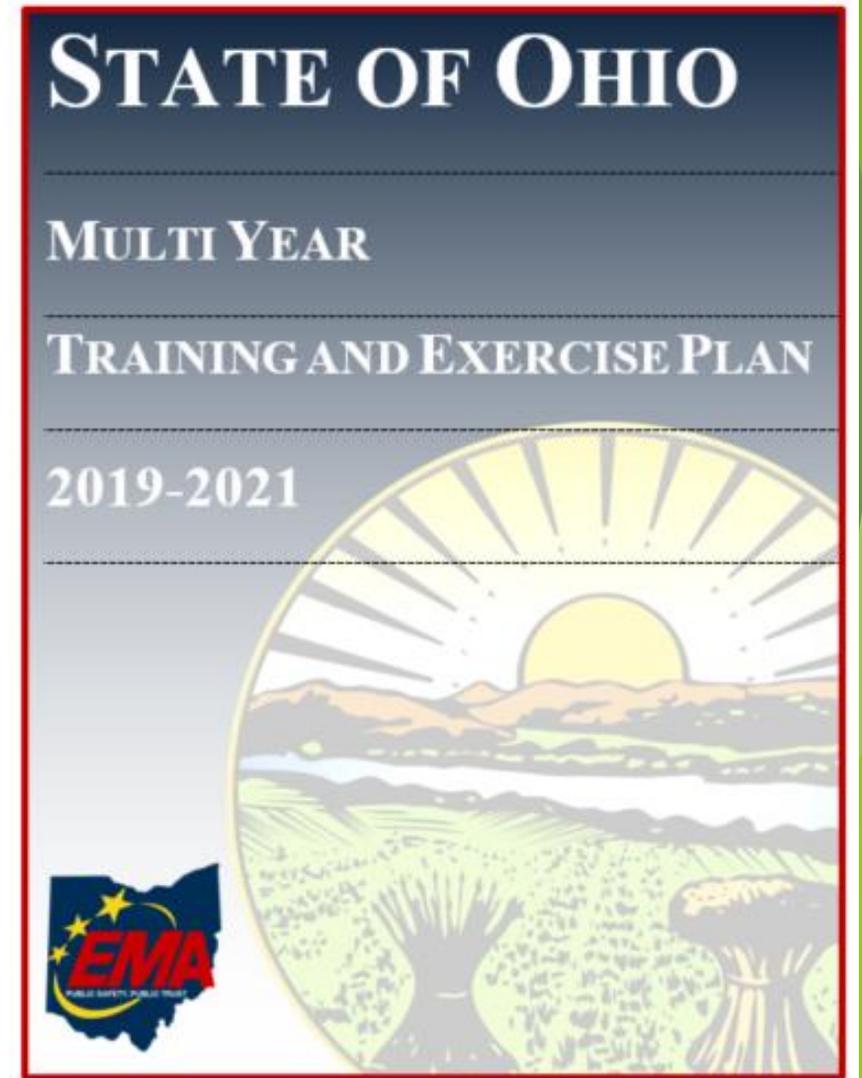


Core Capabilities– These core capabilities should be addressed within the EOP and integrated into a format acceptable to the jurisdiction, such as functional annex format, emergency support function (ESF) annex format, or agency-department focused, as prescribed by CPG 101. Detailed descriptions for accomplishing these tasks may be included in separate procedures maintained by the emergency manager or county support agencies.

Guidance Reference	Core Capabilities and Critical Tasks	Plan Location: Section & Page	Comments
All Mission Areas	<p><u>Planning</u></p> <p>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.</p>		
Prevention	Identify critical objectives during the planning process, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the timeframe contemplated within the plan using available resources for prevention-related plans.		
	Develop and execute appropriate courses of action in coordination with local, state, tribal, territorial, Federal, and private sector entities in order to prevent an imminent terrorist attack within the United States.		
Protection	Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the timeframe contemplated within the plan using available resources for protection-related plans.		
	Implement, exercise, and maintain plans to ensure continuity of operations.		
Mitigation	Develop approved hazard mitigation plans that address relevant threats/hazards in accordance with the results of their risk assessment within all local, state, tribal, territorial, and Federal partners.		

Core Capability Development Sheets

- ▶ Provided by FEMA to define each Core Capability
- ▶ Ohio EMA version available soon through Plans Unit:
 - ▶ Location in existing plans, annexes
 - ▶ Example language to consider
 - ▶ Ohio-offered training to build capacity
 - ▶ Associated with the Ohio MYTEP



Resources

- ▶ Ohio EMA EOP Development & Review Checklist
 - ▶ [https://ema.ohio.gov/Documents/Ohio_EOP/Plan Development and Review Checklist \(PDRC\).docx](https://ema.ohio.gov/Documents/Ohio_EOP/Plan_Development_and_Review_Checklist_(PDRC).docx)
- ▶ FEMA Core Capability Development Sheets
 - ▶ <https://www.fema.gov/core-capability-development-sheets>

Questions?

