TECHNICAL ASSISTANCE CATALOG

PREPAREDNESS & PROGRAM MANAGEMENT TECHNICAL ASSISTANCE

National Preparedness Directorate

Grant Programs Directorate

PURPOSE

The U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), National Preparedness Directorate (NPD) and Grant Programs Directorate (GPD), Technical Assistance (TA) Program seeks to build and sustain capabilities through specific services and analytical capacities across two primary functional areas:

- Preparedness TA activities in support of the four homeland security mission areas (prevention, protection, response, and recovery)
- Homeland security program management

This two-pronged approach ensures that initiatives measurably contribute to the enhancement of homeland security capabilities through State and local homeland security programs. The TA program addresses the areas of greatest State and local need by institutionalizing knowledge at the State and local level and providing a dynamic menu of services that is responsive to national priorities.

BACKGROUND

The TA Program is driven by the following three core tenets:

- TA must support the *National Preparedness Guidelines* (*Guidelines*), National Priorities, and associated national strategies and doctrine that maintain homeland security
- TA must be flexible and adaptable to fully address current national threats and the present day needs of homeland security personnel
- TA must include a layered range of products ranging from guidance and templates to specialized on-site support that apply to States, regions, Urban Areas, counties, tribal entities, and private interests with a role in homeland security

TA service deliveries may take a variety of forms that can be combined or modified to meet the specific needs of each requesting State or local jurisdiction. To best accommodate the wide variety of TA needs and deliverables, NPD and GPD support the following three levels of TA:

- **Level 1 – Information Resources:** General information to raise awareness or enhance familiarity with best practices/protocols required within all jurisdictions.
- **Level 2 – Models, Templates, and Samples:** Delivery of solution packages and performance models drawn from Federal, state, and local studies, best practices, and experience that guides the implementation of various initiatives.
- **Level 3 – On-site Workshops:** Delivery of rigorous, customized solutions through direct, on-site support, including workshops, guidance, and facilitation

efforts to maximize direct interaction between TA providers and TA recipients and ensure the successful implementation of the most complex initiatives.

The TA Catalog and TA Request Form can be found online at the FEMA NPD Web site: http://www.fema.gov/about/divisions/pppa_ta.

PREPAREDNESS TECHNICAL ASSISTANCE

Preparedness TA services seek to build and sustain capabilities in support of the four homeland security mission areas (prevention, protection, response, and recovery) and the suite of priorities and capabilities outlined in the *Guidelines*. As capability gaps are identified within State and local jurisdictions, Preparedness TA services are designed, developed, and delivered to address those needs and build capabilities in the most critical areas. The following text provides an overview of the services that comprise the NPD's Preparedness TA program:

Prevention Technical Assistance: The prevention mission area focuses primarily on the following two national priorities: (1) Expand Regional Collaboration and (2) Strengthen Information Sharing and Collaboration Capabilities. In coordination with lead federal law enforcement and intelligence agencies, including the DHS Office of Intelligence and Analysis (I&A), the Federal Bureau of Investigation (FBI), and the Office of the Director of National Intelligence (ODNI), NPD seeks to ensure that State and local jurisdictions possess required capabilities and are proficient in tasks essential to preventing terrorist attacks against the homeland. In the prevention mission area, NPD has made the establishment of the fusion capacity the top prevention priority for State and local governments.

DHS and the U.S. Department of Justice (DOJ) have partnered to offer a series of fusion center TA services to support the implementation of the Global Justice Information Sharing Initiative's (Global) *Fusion Center Guidelines,* Global's *Baseline Capabilities for State and Major Urban Area Fusion Centers,* and the ODNI *Information Sharing Environment (ISE) Implementation Plan* to facilitate the nationwide development and/or enhancement of the fusion process. In order to assist in effectively utilizing the prevention TA, all services support the development of baseline capabilities.

Please refer to the web links below for a complete version on the following Fusion Center Process documents:

Fusion Center Guidelines:
http://it.ojp.gov/documents/fusion_center_guidelines_law_enforcement.pdf

Fusion Center Baseline Capabilities:
http://www.it.ojp.gov/documents/baselinecapabilitiesa.pdf

Protection Technical Assistance: The protection mission area focuses primarily on the following national priorities: (1) Expand Regional Collaboration, (2) Implement the *National Infrastructure Protection Plan (NIPP)* and (3) Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response and Decontamination Capabilities. NPD has partnered with the DHS Office of Infrastructure Protection (IP) to enhance protection-related support to State and local jurisdictions.

Planning Support Technical Assistance: The response and recovery mission areas focus primarily on the following four national priorities: (1) Implement the National Incident Management System (NIMS) and National Response Framework (NRF); (2) Expanded Regional Collaboration; (3) Strengthen Interoperable and Operable Communications Capabilities; (4) Strengthen CBRNE Detection, Response and Decontamination Capabilities. NPD has partnered with the NIMS Integration Center (NIC), the Department of Energy (DOE), and others to enhance response and recovery related support to State and local jurisdictions.

PROGRAM MANAGEMENT TECHNICAL ASSISTANCE

The GPD Program Management TA services provide direct assistance in the establishment and enhancement of the overall homeland security administrative framework within State and local jurisdictions. These TA services help build the infrastructure at the State and local levels in which preparedness purchases, training activities, exercises, and additional assistance can accurately be managed, administered, tracked, and measured. This component of the overall TA Program includes services focused on grant reporting, grants management, overall homeland security program management, and resource management strategies for special needs jurisdictions.

HOMELAND SECURITY VIRTUAL ASSISTANCE CENTER (HSVAC)

In an effort to increase efficiency and provide visibility into the technical assistance (TA) request and delivery lifecycle, the National Preparedness Directorate (NPD) Technical Assistance (TA) Program is developing an electronic system to automate and streamline the request and scheduling of all TA services. This web-based system, the *Homeland Security Virtual Assistance Center (HSVAC)*, will give State and local jurisdictions access to all TA Program information and the ability to request services in one location.

Upon official release of the HSVAC system, NPD will provide further information regarding user registration and the TA request submission process. To view the HSVAC please visit https://hsvac.dhs.gov.

REQUESTING TECHNICAL ASSISTANCE

TA Requests from State / Local Jurisdictions:

All State and local jurisdiction requests for technical assistance (TA) must be made either in writing and sent through the State Administrative Agency (SAA) to FEMA National Preparedness Directorate (NPD) for coordination and execution. This process consists of two main steps:

1. State and local jurisdictions applying for TA must submit a request to their SAA. Requests can be made in writing by completing the "Technical Assistance Request" form located on the following page.

2. If the SAA determines the request is consistent with the State strategy goals and objectives, the SAA sends the request to NPD via e-mail at FEMA-TARequest@fema.gov.

TA Requests from UASI Urban Areas:

All Urban Areas Security Initiative (UASI) Urban Area requests for TA must be made in writing and sent through the Urban Area Working Group (UAWG) to FEMA NPD for coordination and execution. This process consists of two main steps:

1. All UASI Urban Areas applying for TA must submit to their Urban Area Working Group. Requests can be made in writing by completing the "Technical Assistance Request" form located on the following page.

2. If the UAWG determines the request is consistent with the Urban Area strategy goals and objectives, the UAWG sends the request to NPD via e-mail at FEMA-TARequest@fema.gov.

TECHNICAL ASSISTANCE (TA) REQUEST FORM

TA Requestor: ____ **Date:** ______________

(State or local jurisdiction requesting TA)

Please describe the nature and extent of the issue or problem you are experiencing:

____

____

____

Catalog Title of TA Service Requested:

____

Level of Assistance:

____

Jurisdiction Level to Receive TA: □ State □ Local □ Both □ Regional

Additional Information:

____

Request is consistent with the technical assistance goals, projected needs, and priorities addressed in the statewide strategy.

□ **Yes. If "yes," please list the strategy goal/objective:**

____

□ **No. If "no," please attach an explanation or strategy update justifying this need for technical assistance or redefining goals, objectives, and priorities.**

Desired Delivery Dates/Timeline:

____

Anticipated Number of TA Participants:

____

Additional Information on Specific Needs:

____

____

TA Requestor Point of Contact Information:

Name: ______________________________ **Title:** ______________________________

Phone Numbers: ____

E-mail Address: ____

____

SAA Authorized Signature

____

Date

Contents

FUSION PROCESS ORIENTATION AND DEVELOPMENT SERVICES

The *Fusion Process Orientation and Development Service* is a comprehensive, on-site strategic planning session that provides jurisdictions with an overview of the fusion process and facilitates the development of a fusion process/center implementation plan. The technical assistance (TA) service module is designed to be tailored to deliver any or all of the below specific services, which may include:

- **Fusion Process Orientation**.
- **Fusion Process Governance Structure and Authority**
- **Fusion Concept of Operations (CONOPS) Development**
- **Fusion Center Administration and Management**

Target Audience:

This service is designed to assist States and Urban Areas in the early stages of fusion center development, as well as more mature centers seeking to review, refine, and enhance their operations.

Levels of Assistance:

This TA module is designed to provide flexible assistance. Based on the services detailed below, each delivery is tailored for the individual needs of the requesting jurisdiction:

- **Fusion Process Orientation**. An orientation program for fusion center leaders and operational agencies that explains the mission of fusion centers or facilitates the development of a strategic plan to enhance existing fusion centers.
- **Fusion Process Governance Structure and Authority.** Facilitates the strategic planning for and development of a comprehensive fusion center governance structure, to include legal foundation (statutory authority, executive order, charter/bylaws, and formal partnership agreements) and executive steering committee or subcommittee structures and authorities.
- **Fusion Concept of Operations (CONOPS) Development.** Facilitates the development of a viable, strategic CONOPS or tailored, as necessary, to target the development and/or review of specific portions of an existing CONOPS by providing subject-matter expertise, templates, and samples to assist in the drafting process.
- **Fusion Center Administration and Management.** Facilitates the design of a scalable fusion center administrative/management framework. The framework will allow fusion centers to maximize and sustain the effectiveness of its operations.

Associated Global Fusion Center Guidelines:

All

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expanded Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION CENTER TECHNOLOGY TECHNICAL ASSISTANCE

The *Fusion Center Technology Technical Assistance* assists agencies to technologically support fusion center implementation. The program will equip appropriate fusion center staff with knowledge of cutting-edge technologies and provide advice on available technology, best practices for utilizing that technology, and general support of center operations.

Target Audience:

This service is designed to assist State and Urban Area fusion center directors, analysts, and technology managers.

Levels of Assistance:

This technical assistance (TA) service module is designed to provide short-term, on-site working sessions with follow-up telephone conferences and Webinars, as needed. It also includes presentations at fusion center conferences and related meetings. Requesting fusion centers can expect to receive the following from this service:

- Understanding of the current technology landscape and identification of specific solutions to identified requirements.
- Facilitation of technical architecture, particularly in establishing connectivity to other fusion centers and local agencies.
- Implementation of national standards to facilitate the secure processing of information, protection of privacy, and advanced user-management solutions, such as federated identity and privilege management.
- Requirements definition for commercial software and technology in support of fusion center operations.
- Data conversion and integration approaches.
- Resolution of technical issues specific to individual fusion center problems.

Associated Global Fusion Center Guidelines:

6. *Leverage the databases, systems, and networks available via participating entities to maximize information sharing.*
7. *Create an environment in which participants seamlessly communicate by leveraging existing systems and those currently under development, and allow for future connectivity to other local, state, tribal, and federal systems.*
9. *Ensure appropriate security measures are in place for the facility, data, and personnel.*
10. *Integrate technology, systems, and people.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expanded Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION CENTER SECURITY

The Fusion Center Security technical assistance (TA) is designed to facilitate fusion center efforts to develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. The service is also designed to support the fusion center's ability to collect, store, and share classified, controlled unclassified, and unclassified information to address homeland security and criminal investigations, while ensuring all security plans and policies are coordinated with all privacy policies.

Target Audience:

This service is designed to assist States and Urban Areas in the early stages of fusion center development, as well as more mature centers seeking to refine their policies and procedures.

Levels of Assistance:

This service facilitates the interaction between fusion centers and appropriate federal (i.e., DHS or Federal Bureau of Investigation [FBI]) or peer subject matter experts on a variety of security-related issues, based upon and tailored to unique issues, concerns, or areas of responsibility. Potential topics that can be addressed include, but are not limited to:

- Administrative Security
- Personnel Security
- Physical Security
- Security Education, Training, and Awareness
- Counterintelligence and Operations Security (OPSEC)
- Security Compliance Review Programs and Assessments
- Information Designations and Protections
    - Controlled Unclassified Information (CUI)
    - Chemical-terrorism Vulnerability Information (CVI)
    - Protected Critical Infrastructure Information (PCII)
    - Safeguards Information (SGI)
    - Sensitive Security Information (SSI)
- Classified and Unclassified Information Systems and Associated Requirements
- Communications Security (COMSEC)
- Cyber Security
- State and Local Classified Contracting

Associated Global Fusion Center Guidelines:

5. *Utilize Memoranda of Understanding (MOUs), Non-Disclosure Agreements (NDAs), or other types of agency agreements, as appropriate.*
9. *Ensure appropriate security measures are in place for the facility, data, and personnel.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expanded Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION CENTER PRIVACY POLICY DEVELOPMENT

The *Fusion Center Privacy Policy Development* technical assistance (TA) service facilitates the development of a comprehensive policy that seeks to safeguard privacy, and civil liberties. This service leverages the *Privacy Policy Development Guide and Implementation Templates* developed through a collaborative effort of the Department of Justice's (DOJ's) Global Privacy and Information Quality Working Group (GPIQWG). This guide is a practical, hands-on resource that provides fusion center practitioners with guidance for developing a privacy policy. It assists agencies in articulating privacy obligations in a manner that protects the fusion center, the individual, and the public, while making it easier to share critical information.

Target Audience:

This service is designed to assist States and Urban Areas in the early stages of fusion center development, as well as more mature centers seeking to refine governance processes.

Levels of Assistance:

This TA service module is designed to provide guidance and support as fusion centers develop their privacy policies. All jurisdictions are encouraged to use the *Privacy and Civil Liberties Policy Development Guide and Implementation Templates* which can be accessed at: http://it.ojp.gov/privacy206/. In addition, supplementary, on-site support is available through a one-day working session. This session will:

- Provide a detailed overview of the *Privacy and Civil Liberties Policy Development Guide and Implementation Templates.*
- Share best practices and lessons learned from established fusion centers with robust privacy policies.
- Address major obstacles in the development of a coherent privacy policy.

Associated Global Fusion Center Guidelines:

8. *Develop, publish, and adhere to a privacy and civil liberties policy.*
9. *Ensure appropriate security measures are in place for the facility, data, and personnel.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION LIAISON OFFICER PROGRAM DEVELOPMENT (FLO)

The *Fusion Liaison Officer (FLO) Program Development* technical assistance (TA) service facilitates the development, implementation, and coordination of a network of fusion liaison officers. These officers are members of local or regional law enforcement, fire service, public health, and other agencies, such as public works, corrections, and emergency management. The network of FLOs ensures that vital disciplines participate in the fusion process and serve as the conduit through which homeland security and crime related information flows to the fusion center for assessment and analysis. The network also serves as the vehicle to carry actionable intelligence from the national level and the regional fusion center to field personnel. FLOs may also coordinate information sharing activities with private sector, critical infrastructure, and industry partners, such as electric companies, oil refineries, banks, and entertainment facilities.

Target Audience:

This service is designed to assist State and Urban Area fusion centers in the early stages of planning and development of a FLO Program.

Levels of Assistance:

This TA service module is designed to bring together fusion center management and identified multidisciplinary representatives from local or regional agencies involved in information sharing and collection operations for a one-day working session. The working session will guide the development of a FLO Program plan that ensures successful program implementation by providing a framework to:

- Identify appropriate multidisciplinary participants to increase the flow of homeland security and crime-related information both to and from the fusion center.
- Identify necessary awareness-level and fusion center process/protocol training.
- Shape program design, structure, and management processes to meet identified fusion center needs.
- Ensure that the program will seamlessly integrates into existing information sharing and reporting processes.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Associated Global Fusion Center Guidelines:

4. *Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.*

11. *Achieve a diversified representation of personnel based on the needs and functions of the center.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION LIAISON OFFICER PROGRAM IMPLEMENTATION

This technical assistance (TA) service is a follow-on service to the *Fusion Liaison Officer (FLO) Program Development* TA service. It is designed to implement the foundational plan developed during the FLO Program Development TA service and support fusion center management by bringing identified FLOs together for a two- to three-day TA session. The session will support the implementation of a FLO Program by providing newly appointed FLOs with the fundamental tools and resources they need to be successful in their position. The service is tailored to support the jurisdictional process and service deliveries.

Target Audience:

This service is designed to assist State and Urban Area fusion centers in the early stages of implementing a FLO Program and to provide support for the associated introductory education of FLOs, as well as more mature centers seeking to refine their FLO Program.

Levels of Assistance:

Support services may assist in developing and/or providing best-practice modules and templates, including:

- Overview of fusion center operations and the fusion process.
- Information on FLO roles and responsibilities.
- Overview of indicators and warnings related to terrorist and criminal activity, as well as other man-made or natural hazards to increase situational awareness of FLO participants.
- Information on FLO collection and reporting processes (tailored to the jurisdiction).
- Overview and discussion of other potential FLO responsibilities, such as support for critical infrastructure – key resources (CIKR) protection, threat and vulnerability assessments, on-scene incident support.
- Information on best practices gathered from existing successful programs at the State and local levels.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Associated Global Fusion Center Guidelines:

4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.

11. Achieve a diversified representation of personnel based on the needs and functions of the center.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION CENTER AND FIRE SERVICE INFORMATION SHARING AND COORDINATION

The *Fusion Center and Fire Service Information Sharing and Coordination* workshop is an introductory service designed to facilitate discussion between fire service personnel and their respective fusion center. The objective of this workshop is to provide support for jurisdictions as they consider coordination with and/or integration of the fire service into existing information sharing initiatives. It also assists fire service personnel in learning how they can engage in existing fusion center information sharing processes. The workshop was built on the foundation that the fire service is a valuable asset in the nation's effort to prevent, protect against, and respond to incidents. While fully integrating the fire services into the intelligence cycle may be an unrealistic goal, establishing a two-way communication node within information sharing processes provides the following key benefits:

- All-threat and all-hazard operational information shared with, received, or encountered by fire services can help prevent incidents, enhance their life safety mission, and protect the nation's citizens.
- Fire services observe information in the course of their daily duties that can increase situational awareness and support prevention, protection, and response activities.

Target Audience:
This service is designed to assist State and Urban Area fusion centers that are considering integration and/or coordination with multidisciplinary partners, such as the fire service, into their information sharing activities.

Levels of Assistance:
With the intention of maximizing understanding of the information sharing processes, the workshop is structured to provide an overview of applicable information sharing doctrine and potential partnership opportunities with fusion centers. This service will provide executive fire service officers an opportunity to enhance their department's operational information sharing abilities. Ultimately, the *Fusion Center and Fire Service Information Sharing and Coordination* workshop will strengthen the fire service mission of protecting life safety and property.

Level Three: On-site Workshop:
The workshop includes the following modules:

- Introduction to the workshop and related national doctrine that guides information sharing processes, with consideration given to privacy issues and protecting citizens' civil rights and civil liberties.
- Overview of intelligence processes, as well as information sharing activities related to daily operations of the fire service.

- Discussion of partnership opportunities available to all fire departments and the resources gained by networking with fusion centers.
- Discussion of information sharing and reporting activities, with attention paid to legal authorities and privacy policies that govern fire service activities. This module also includes fusion center/fire service collaborative program examples, such as those currently being deployed in fusion centers across the nation.
- Overview of current fusion center activities within the jurisdiction, presented by the host fusion center.
- Facilitated discussion of respective roles in receiving and transmitting critical operational information and next steps to appropriately coordinate and/or integrate information sharing activities, based upon local needs.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Associated Global Fusion Center Guidelines:

4. *Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.*

11. *Achieve a diversified representation of personnel based on the needs and functions of the center.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Emergency Public Safety and Security Response

FUSION CENTER AND EMERGENCY OPERATIONS CENTER (EOC) INFORMATION SHARING AND COORDINATION

The Fusion Center and Emergency Operations Center (EOC) Information Sharing and Coordination workshop is an introductory service designed to facilitate discussion between State and/or local EOCs and their respective fusion center. The objective of this workshop is to provide support for jurisdictions as they consider coordination with and/or integration of emergency management functions into existing information sharing initiatives. It also assists emergency management and EOC personnel in learning how they can engage in existing fusion center information sharing processes. The workshop was built on the foundation that fusion centers are a valuable asset to support the EOC prior to, during, or after an incident and that all-threat and all-hazard information shared with EOCs can help mitigate incidents and enhance response and recovery efforts. Ultimately, establishing a two-way communication node within information sharing processes ensures that all appropriate information is in the hands of the responders who need it.

Target Audience:

This service is designed to assist State and Urban Area fusion centers that are considering integration and/or coordination with multidisciplinary partners, such as emergency management, into their information sharing activities.

Levels of Assistance:

With the intention of maximizing understanding of the information sharing processes, the workshop is structured to provide an overview of applicable information sharing doctrine and potential partnership opportunities with fusion centers. This service is designed to assist members of a fusion center to become familiar with the roles, duties, capabilities and functions of management, analysts, and planners within a State or local EOC and under the Incident Command Structure (ICS). The service will also assist members of a State or local EOC to become familiar with the mission, scope, and capabilities of the fusion center, as well as the available intelligence products and reach-back capabilities to the federal Intelligence Community (IC).

Ultimately, the workshop will facilitate an understanding of how fusion centers can share situational awareness and/or operational information to support the EOC prior to, during, or after an incident. The workshop includes facilitated discussion of the following topics:

- Explanation of the fusion process, as well as related national doctrine that guides information sharing processes.
- Overview of current fusion center activities within the jurisdiction, presented by the host fusion center.
- Overview of current EOC activities within the jurisdiction.
- Best-practice examples from fusion centers and EOCs with existing, defined relationships.

- Discussion of respective roles in receiving and transmitting critical operational information and next steps to appropriately coordinate and/or integrate information sharing activities, based upon local needs, including, but not limited to:
  - Discussion of partnership opportunities available to State and local EOCs and the resources gained by networking with fusion centers.
  - Exchange, coordination, colocation, or cross-training of personnel. Available resources, such as geographic information system (GIS) capabilities, critical infrastructure and key resources (CIKR) databases, information technology systems/tools, unclassified and classified systems, and other communication tools.
  - Memoranda of Understanding (MOUs) and Standard Operating Procedures (SOPs) formalizing relationships and defining the roles and responsibilities prior to, during, and after an incident.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Associated Global Fusion Center Guidelines:

4. *Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.*

11. *Achieve a diversified representation of personnel based on the needs and functions of the center.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Emergency Public Safety and Security Response

28 CFR Part 23 Technical Assistance

This service assists agencies in the operation of federally funded, multijurisdictional criminal intelligence systems that comply with the requirements of 28 Code of Federal Regulations Part 23 (28 CFR Part 23). Topics covered during this session include:

- An overview of the regulation
- Storage of information in a database
- Security issues
- Review-and-purge process
- Compliance issues
- Inquiry and dissemination issues
- Detailed question-and-answer period

Target Audience:

28 CFR Part 23 standards apply to all multijurisdictional criminal intelligence systems operating under Title I of the Omnibus Crime Control and Safe Streets Act of 1968, as amended. This includes any Office of Justice Programs (OJP) and Bureau of Justice Assistance (BJA) programs such as the Byrne Formula or Discretionary Grants Programs, the Local Law Enforcement Block Grant (LLEBG) Program, and Community Oriented Policing Services (COPS) grants. High Intensity Drug Trafficking Areas (HIDTA) projects have adopted, as a matter of policy, the operating standards of 28 CFR Part 23.

Levels of Assistance:

This service is designed to provide flexible support using several formats:

- On-site review of the criminal intelligence system
- Review of related operating policies and procedures
- Recommendations or suggestions for system modifications based on comprehensive review
- Delivery of specialized problem resolution

Associated Global Fusion Center Guidelines:

5. *Utilize Memoranda of Understanding (MOUs), Non-Disclosure Agreements (NDAs), or other types of agency agreements, as appropriate.*
8. *Develop, publish, and adhere to a privacy and civil liberties policy.*
9. *Ensure appropriate security measures are in place for the facility data, and personnel.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

INTELLIGENCE COMMANDERS COURSE

The primary objective of the *Intelligence Commanders Course* is the delivery of essential principles of criminal intelligence operations to command personnel. Each course is designed to meet the needs of the commander and supervisor in charge of ensuring daily intelligence operations. This technical assistance (TA) seeks to ensure that these individuals are prepared to provide the accountability and organization necessary to manage the resources responsible for the functioning of the intelligence process and producing of intelligence products.

Target Audience:

This service is designed to assist local, State, and tribal law enforcement commanders.

Levels of Assistance:

This service module is a two-day course. It is designed to provide flexible support using several formats:

- Foundations of Intelligence
- Intelligence-Led Policing
- Intelligence Systems and Technology
- Legal Issues
- Management Issues
- Intelligence Products
- Fusion Process

Associated Global Fusion Center Guidelines:

12. *Ensure personnel are properly trained.*
13. *Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.*

National Preparedness Guidelines Mapping

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

STATE AND LOCAL ANTI-TERRORISM TRAINING (SLATT)

The *State and Local Anti-Terrorism Training (SLATT)* Program's primary objective is the delivery of specialized terrorism/extremism orientation, interdiction, investigation, and prevention training to law enforcement executives, command personnel, intelligence officers, investigators, analytical personnel, training directors, and prosecutors. Each course is specifically designed to meet the needs of the target audience, from the street-level officer to the executive.

Target Audience:

This service is designed to assist local, State, and tribal law enforcement and prosecution authorities.

Levels of Assistance:

This service offering provides flexible support using several formats:

- *Investigative/Intelligence Workshop:* A four-day course for law enforcement investigators, intelligence officers, and analytical personnel that includes topics inherent in the investigation and prosecution of terrorism and criminal extremism.
- *Advanced Investigator's Series:* A one- to two-day workshop that provides instruction concentrated on a specific topic related to the investigation and prosecution of terrorists and criminal extremists; topics may include, but are not limited to, intelligence, investigative techniques, and counter surveillance.
- *Specialized Training Event*: A workshop designed to provide an effective, flexible response to law enforcement training needs; Workshop length (four hours to two-days) and topics are tailored to the specific needs of the requesting agency.
- *Task Force Anti-Terrorism Briefing:* A one-day briefing designed for multijurisdictional task force personnel, combining terrorism awareness and investigative training with the expertise, experience, and contacts of task forces.
- *Tribal Lands Anti-Terrorism Briefing:* A briefing that specifically addresses anti-terrorism training needs and issues critical to Indian Country; briefings are tailored to meet the needs of specific tribal areas and cover topics such as intelligence, indicators and warning signs, and legal issues.
- *Train-the-Trainer Workshop:* A two-day course designed for qualified law enforcement trainers, intended to assist agencies in developing in-house anti-terrorism training capabilities by providing quality instruction and a take-home instructor guide to be used for further training.

Associated Global Fusion Center Guidelines:

12. Ensure personnel are properly trained.

13 Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

CRIMINAL INTELLIGENCE FOR THE CHIEF EXECUTIVE

The briefing provides an overview of the importance and responsibility of developing an intelligence capability in a law enforcement agency. The session offers a perspective of the re-emphasized movement toward intelligence-led policing. Additionally, the briefing provides an overview of the *National Criminal Intelligence Sharing Plan* (NCISP) and other intelligence-related issues, including policies, laws, statutes, and rules impacting the intelligence function; resources and tools to assist in preventing and/or responding to legal, privacy, and ethical issues; and intelligence systems and resources available. A resource CD and multiple publications and informational literature are also distributed to the session participants for use within their agency.

Target Audience:
This service is designed to assist local, State, and Tribal law enforcement and prosecution authorities.

Levels of Assistance:
This service module is a one-day briefing. The topics include the following:

- Overview of the NCISP
- Review of the criminal intelligence process and function
- Policy and resource implications
- Intelligence-led policing
- Legal and liability issues
- Overview of 28 CFR Part 23
- Privacy and ethical issues
- Intelligence sharing networks/systems

Associated Global Fusion Center Guidelines:
1. *Adhere to the tenets contained in the NCISP and other sector-specific information sharing plans, and perform all steps of the intelligence and fusion processes.*
6. *Leverage the databases, systems, and networks available via participating entities to maximize information sharing.*
8. *Develop, publish, and adhere to a privacy and civil liberties policy.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

NATIONAL INFORMATION EXCHANGE MODEL (NIEM)

The National Information Exchange Model (NIEM) is designed to develop, disseminate, and support enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies throughout the nation. NIEM enables information sharing, focusing on information exchanged among organizations as part of their current or intended business practices. The NIEM exchange development methodology results in a common semantic understanding among participating organizations and data formatted in a semantically consistent manner. NIEM will standardize content (actual data exchange standards), provide tools, and manage processes.

Target Audience:

The Executive Briefing is designed for executives, managers, information technologists, and policymakers. The Practical Implementer's Course is designed for implementers, developers, and practitioners in the field. Prior XML experience is recommended.

Levels of Assistance:

This service module is offered in two formats—Executive Briefing and Practical Implementer's Course.

- **Executive Briefing:** This briefing provides information regarding the key and foundational concepts regarding the use of NIEM. This briefing provides the basic definitions and information needed to enable effective decision making for building applications using NIEM.
- **Practical Implementer's Course:** This course provides practical implementation strategies for data exchanges and methodologies for using NIEM.

Associated Global Fusion Center Guidelines:

6. *Leverage the databases, systems, and networks available via participating entities to maximize information sharing.*
7. *Create an environment in which participants seamlessly communicate by leveraging existing systems and those currently under development, and allow for future connectivity to other local, state, tribal, and federal systems.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Law Enforcement Investigation and Operations

FUSION CENTER EXCHANGE PROGRAM

Fusion centers face new and changing requirements as they mature. Recognizing that the best assistance comes from within the fusion center community, the *Fusion Center Exchange Program* leverages that subject-matter expertise to facilitate the exchange of best practices and lessons learned between fusion centers across the country and to assist in the development of a national network of fusion centers.

Target Audience:

All State and local fusion centers are eligible to participate in the *Fusion Center Exchange Program*. Fusion centers requesting a Personnel Exchange must supplement the Technical Assistance (TA) Request form with the following information:

- Name of participating centers
- Name of participating personnel
- Brief overview of exchange mission and objectives
- Desired length and potential dates for each exchange

Fusion centers requesting an Operational Exchange must supplement the TA Request form with the type of assistance requested. Operational Exchange workshops can be developed or tailored to meet new and emerging issues based on applicant requests. In each case, the Fusion Process Technical Assistance Program will assist in identifying experts in the field and providing on-site assistance to meet the request.

Levels of Assistance:

The objective of the Fusion Center Exchange Program is to connect fusion center personnel with each other, including analysts and managers. Exchanges can take two general forms, Personnel Exchanges and Operational Exchanges.

Personnel Exchanges

Personnel Exchanges facilitate the exchange of fusion center personnel at State and local fusion centers for up to five (5) days per visit, including travel time. Visiting personnel work with the host center on a variety of issues, such as, but not limited to, the following:

- Exploring common operational or analytical issues, such as assessing critical infrastructure and key resources (CIKR), exploring border or maritime issues, or integrating non-law enforcement partners.
- Developing a joint intelligence product focused on a regional issue.
- Investigating fusion center organization or management structures.
- Reviewing the application of information technology and the use of associated tools and resources.
- Developing regional connectivity between fusion centers.
- Other targeted exchanges based upon specific requests

Operational Exchanges

Operational Exchanges connect fusion centers in need of operational support with subject-matter experts (SMEs) from fusion centers. Over a period of one (1) to two (2) days, SMEs who are experienced fusion center managers and/or personnel address specific operational concerns in a workshop setting. As active members of the fusion center community, these experts provide valuable insights on how they addressed and overcame issues or challenges specific to their center. The Fusion Process Technical Assistance Program supports these SMEs in tailoring each operational exchange to meet the needs of the requesting center. Examples of Operational Exchanges include:

- All-Crimes Approach, detailing the approach and practice applied by the Chicago Police Department's Crime Prevention and Information Center (CPIC).
- Fusion Center Training Strategy Development, examining the New York State Intelligence Center (NYSIC) efforts to develop a comprehensive training and professional development strategy to support its analysts and fusion center personnel.
- Fusion Center Support for Special Events, identifying how fusion centers can support local, regional, and national events.
- Fusion Center Integration of CIKR Protection Programs, providing examples of how fusion centers can develop and/or integrate mutually supportive CIKR protection and information sharing efforts (in coordination with the DHS Office of Infrastructure Protection [IP]).
- Multidisciplinary Participation, supporting centers in developing collaborative relationships with multidisciplinary partners, such as fire, public health, and corrections.

Associated Global Fusion Center Guidelines:

1. *Adhere to the tenets contained in the NCISP and other sector-specific information sharing plans, and perform all steps of the intelligence and fusion processes.*
4. *Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.*
10. *Integrate technology, systems, and people.*
13. *Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; Emergency Public Safety and Security Response

CRITICAL INFRASTRUCTURE-KEY RESOURCES ASSET PROTECTION TECHNICAL ASSISTANCE PROGRAM (CAPTAP)

Background:

Infrastructure protection is an integral component of the homeland security mission and overall national preparedness efforts. A key element of the national approach to infrastructure protection is the *National Infrastructure Protection Program (NIPP)*. The NIPP outlines a comprehensive Risk Management Framework and establishes processes for combining consequence, vulnerability, and threat information to produce a comprehensive, systematic, and rational assessment of national or sector risk. Additionally, the NIPP defines a methodology to prioritize critical infrastructure-key resources (CIKR) protection activities based on risk, as well as the CIKR protection roles and responsibilities for security partners, including all levels of government, private industry, nongovernmental agencies and tribal partners. Based upon the requirements identified in the NIPP and Fiscal Year (FY) 2007 Homeland Security Grant Program (HSGP) Guidance, State governments are responsible for developing and implementing a statewide/regional CIKR protection program, in accordance with the NIPP Risk Management Framework, as a component of their overarching homeland security program.

Program Description:

This technical assistance (TA) service assists State and local law enforcement, first responders, emergency management, and other homeland security officials understand the steps necessary to develop and implement a comprehensive CIKR protection program in their respective jurisdiction, through the facilitated sharing of best practices and lessons learned. This includes understanding processes, methodologies, and resources necessary to identify, assess, prioritize, and protect CIKR assets, as well as those capabilities necessary to prevent and respond to incidents, should they occur. Through a partnership with the Los Angeles Police Department's (LAPD) Operation Archangel, the National Guard Bureau (NGB) J-7 and the DHS Office of Infrastructure Protection (IP) Infrastructure Information Collection Division (IICD), this TA service also provides training on the use of *Constellation*[1] and the *Automated Critical Asset Management System* (ACAMS)[2].

The TA service includes a four-day, on-site TA session with follow-up consultation, as needed. Requesting State and/or Urban Area jurisdictions should expect to receive the following from this service:

---

[1] *Constellation* is an open source, data-analysis, and information gathering tool, which can search open source information resources to identify current information or data similarities tailored to a jurisdiction's needs.

[2] ACAMS is a secure, online database that allows for the input of CIKR asset information, the cataloging, screening, and sorting this data, the production of several reports, and a variety of inquiries useful to the strategic planner and the tactical commander. ACAMS is also Protected Critical Infrastructure Information (PCII) protected to ensure that all information submitted to and contained within the system is protected from public release under the Freedom of Information Act (FOIA). Data contained within ACAMS can only be viewed and edited by those State and/or local jurisdictions who have entered and vetted the CIKR asset information, while all data contained within ACAMS can be viewed nationally by DHS.

- An overview of the development, implementation, and operation of a CIKR protection program, leveraging lessons learned and best practices from State and local CIKR protection programs, including:
    - Understanding the CIKR protection environment;
    - Understanding State and local roles and responsibilities associated with the NIPP risk management framework;
    - Engaging in and fostering public/private partnerships;
    - Developing a multidisciplinary and multijurisdictional CIKR protection program;
    - Defining, identifying, and cataloging CIKR sites and systems;
    - Conducting CIKR assessments;
    - Cataloging CIKR asset information using recognized naming and cataloging conventions;
    - Integrating mapping and geospatial information services (GIS);
    - Understanding, implementing, and using Protected Critical Infrastructure Information (PCII) protection measures;
    - Implementing preventive and protective actions at and around CIKR sites;
    - Conducting pre-incident security enhancement planning;
    - Conducting site assessment out-briefs;
    - Developing, implementing, and communicating site-hardening options; and
    - Integrating CIKR protective programs with fusion centers and/or emergency operation centers.

- An on-site assessment walk-through at a CIKR site, including:
    - Effectively coordinating and communicating with CIKR asset owner/operators and on-site security and facilities personnel;
    - Applying the assessment methodology; and
    - Conducting CIKR owner/operator out-briefs.

- Training on, and access to, the Constellation and ACAMS tools, which include:
    - Programmable, role-based access;
    - Comprehensive CIKR asset inventory, inventory management, and assessment tools;
    - Automated report generator for standard and customized reporting;
    - Built-in Buffer Zone Plan (BZP) development tools;
    - DHS-approved CIKR asset taxonomy classification tool;
    - Access to live and historical law enforcement and counter-terrorism news feeds;
    - Integrated mapping and GIS functionality;
    - Comprehensive electronic CIKR reference documentation library;
    - Approved for PCII storage; and
    - “One click” response to DHS and other national CIKR data calls.

Target Audience:

This four-day TA service is designed to share CIKR protection program best practices with State and Urban Area representatives as they develop, implement, and/or enhance CIKR protection programs within their respective jurisdictions. The target audience includes:

- **Executives** – Module One (2 hours) of Day 1
- **Management and Planners** responsible for the development, implementation, operation, and/or management of a CIKR protection program – Days 1-4
- **Assessors or Collectors** who will conduct site assessments and/or collect information on CIKR assets – Days 1-4
- **Analysts** who will use and/or analyze collected CIKR information with current threats and/or operational requirements – Days 1-4

Prerequisites:

Prior to attending this service, attendees must meet the following requirements:

1. All States or Urban Areas represented in attendance at the TA delivery must have an identified State or Urban Area *PCII Coordinator* and subsequently initiated the *PCII Accreditation Process.* Additional information on the *PCII Accreditation Process* is available by contacting pcii-info@dhs.gov.

2. All attendees must pre-register for the course in order to have an account set up for the TA service. Instructions for pre-registration will be provided in the TA service confirmation letter. **All service attendees must be identified and their names submitted with the *TA Request Form*. Additionally, all service attendees must complete the pre-registration three weeks prior to delivery of the TA service.**

3. Upon successful completion of the PCII Authorized User Training, complete and submit your contact information and NDA via email to the PCII Program Office (you will be prompted to complete your information at the end of the training, and provided with a "submit" option). **Please print a completed copy before selecting the “submit” button**. You will receive a certificate of completion via email within 3-4 business days of the submittal of your information. If you are unable to send this information by email **please fax the printed copy to the PCII Program Office at 703-235-3050.**

4. All attendees must complete the NIPP and NRF web-based courses: IS-860 and IS-800.B, which are available at https://www.training.fema.gov/IS/crslist.asp.

5. States and/or Urban Areas requesting this service must provide a host facility for 4 days. **The facility must meet all information technology (IT) and equipment requirements, including a computer lab with 35 workstations and internet access.**

6. States and/or Urban Areas requesting this service must identify two potential CIKR sites available to support an on-site assessment and walk-through. The

assessment sites should be in close proximity to the host facility, must have a room available to accommodate the participants and instructors for an asset briefing, and the asset manager(s), engineer(s), and other security personnel, as appropriate, should be available for the full assessment exercise and walk-through.

Eligible Jurisdictions:

States and Urban Areas are eligible to request this service for **up to 20 participants**, in accordance with the prerequisites listed above. All service attendees should serve in a CIKR protection role of one or more of the previously described target audience descriptions. Jurisdictions requesting and/or receiving the TA service should include participation from multidisciplinary and multi-jurisdictional agencies, including, but not limited to, law enforcement agencies and fire departments. Additionally, States and/or Urban Areas requesting the TA service are encouraged to coordinate participation with their respective State or Urban Area counterparts.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response

National Priorities: Expanded Regional Collaboration; Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response and Decontamination Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence/Information Sharing and Dissemination; Critical Infrastructure Protection

Note: **Due to the limited availability of this TA service, requests will be scheduled on a first come basis. Each State requesting this service will be limited to a maximum of 2 requests per year. All TA requests will be reviewed to ensure all prerequisite requirements have been completed. All services will be scheduled based upon availability of DHS TA service providers and in accordance with DHS priorities.**

MARITIME ASSESSMENT AND STRATEGY TOOLKIT (MAST)

The program provides a National Preparedness Directorate (NPD) Technical Assistance Team to support the agency with a risk-based needs assessment. The purpose of the *Maritime Assessment and Strategy Toolkit (MAST)* Technical Assistance (TA) Program Risk Assessment delivery is to enable agencies to:

- Prioritize needs in terms of security countermeasures, emergency response capability enhancements, and recovery capability enhancements based on terrorist threats and risk;
- Develop a road map for future port agency funding allocations for terrorist attack risk reduction; and
- Prepare for future Federal funding requirements.

Target Audience:
This TA is intended for Port officials and their allied agencies involved in Homeland Security and Emergency Management.

Levels of Assistance:
The MAST program provides Ports the opportunity to assess the relative risk of different possible attack scenarios on specific jurisdictional assets and determine risk reduction potential for proposed security countermeasures and response solutions. In addition, the program will provide initial cost estimates for these proposed solutions and enable decision making through “Return on Investment” (ROI) analysis.

The TA delivery involves the application of a risk-based needs assessment methodology, the MAST. The MAST Tool Kit is comprised of seven components:

1. Criticality Assessment
2. Threat Assessment
3. Vulnerability Assessment
4. Response Capabilities Assessment
5. Impact Assessment
6. Risk Assessment
7. Needs/Cost-Benefit Assessment

As part of the assessment process, the NPD Technical Assistance Team works in conjunction with the U.S. Coast Guard to use existing Maritime Security Risk Assessment Model (MSRAM) data to help populate the Criticality Assessment portion of the methodology.

The program provides an NPD Technical Assistance Team to support the agency with the assessment; leverage existing threat/vulnerability assessments to the extent possible; provide on-site technical experts in risk assessment and emergency response;

and apply the methodology and Tool Kit for the agency in conjunction with the local representatives.

Agencies participating in the MAST TA program receive numerous deliverables over the life of the process. Assessment Workbooks will cover the Criticality, Threat, Vulnerability, Response Capabilities, and Impact Assessments. As interim work products, these workbooks contain discussion on the overall assessment methodology, as well as specific results from that individual phase of the assessment. These workbooks will serve as a guide to the agency for future applications of the NPD Tool Kit. The Final Project Report will contain the final results from each phase of the assessment and specific discussion on the solutions run through the Needs/Cost-Benefit Assessment. This comprehensive report also includes two supporting volumes containing a discussion of the MAST methodology and a compilation of all detailed results and worksheets.

National Preparedness Guidelines Mapping:

Mission Area: Protection, Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; On-site Incident Management; CBRNE Detection; Critical Infrastructure Protection; Critical Resource Logistics and Distribution; Citizen Evacuation and Shelter-In-Place

TRANSIT RISK ASSESSMENT MODULE (TRAM) TECHNICAL ASSISTANCE PROGRAM

The program provides a National Preparedness Directorate (NPD) Technical Assistance Team to support the agency with a risk-based needs assessment. The purpose of the *Transit Risk Assessment Module (TRAM)* Technical Assistance (TA) Program Risk Assessment delivery is to enable agencies to:

- Prioritize needs in terms of security countermeasures, emergency response capability enhancements, and recovery capability enhancements based on terrorist threats and risk;
- Develop a road map for future mass transit agency funding allocations for terrorist attack risk reduction; and
- Prepare for future Federal funding requirements.

Target Audience:
This TA is intended for Mass Transit officials and their allied agencies involved in Homeland Security and Emergency Management.

Levels of Assistance:
The TRAM program provides Mass Transit systems the opportunity to assess the relative risk of different possible attack scenarios on specific jurisdictional assets and determine risk reduction potential for proposed security, response, and recovery solutions. In addition, the program will provide initial cost estimates for these proposed solutions and enable decision making through "Return on Investment" (ROI) analysis.

The TA delivery involves the application of a risk-based needs assessment methodology, the TRAM. The TRAM Tool Kit is comprised of seven components:

1. Criticality Assessment
2. Threat Assessment
3. Vulnerability Assessment
4. Response & Recovery Capabilities Assessment
5. Impact Assessment
6. Risk Assessment
7. Needs/Cost-Benefit Assessment

The program provides an NPD Technical Assistance Team to support the agency with the assessment; leverage existing threat/vulnerability assessments to the extent possible; provide on-site technical experts in risk assessment and emergency response; and apply the methodology and Tool Kit for the agency in conjunction with the local representatives.

Agencies participating in the TRAM TA program receive numerous deliverables over the life of the process. Assessment Workbooks will cover the Criticality, Threat, Vulnerability, Response and Recovery Capabilities, and Impact Assessments. As interim work products, these workbooks contain discussion on the overall assessment methodology, as well as specific results from that individual phase of the assessment. These workbooks will serve as a guide to the agency for future applications of the NPD Tool Kit. The Final Project Report will contain the final results from each phase of the assessment and specific discussion on the solutions run through the Needs/Cost-Benefit Assessment. This comprehensive report also includes two supporting volumes containing a discussion of the TRAM methodology and a compilation of all detailed results and worksheets.

National Preparedness Guidelines Mapping:

Mission Area: Protection, Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; CBRNE Detection; Critical Infrastructure Protection; On-site Incident Management; Critical Resource Logistics and Distribution; Citizen Evacuation and Shelter-In-Place

9-1-1 COMMUNICATIONS CENTER TECHNICAL ASSISTANCE (CCTA)

These technical assistance (TA) resources are provided to assist 9-1-1 Communication Dispatch Center managers enhance their capability to respond to major events. The project includes several case studies, best practices, dispatched resources, recommendations for planning, continuity of operations and reconstitution issues and ways to involve dispatchers in emergency exercises.

Target Audience:

9-1-1 Center Supervisors and Personnel, Emergency Mangers, Public Information Officers (PIOs).

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

- Reference materials
- Print publications
- Up-to-date Web or online resources
- Handbooks, resource guides, manuals, catalogs, etc.
- Checklists for explosive incidents, bomb threats and potential chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents

Level Two: Templates, Samples, Model

TA at Level Two provides:

- National Incident Management System (NIMS) compliance checklist for communications supervisors
- Recommendations to involve dispatchers in exercises to enhance skills for major incidents
- Recommendations for improving 9-1-1 centers capability to support the incident's logistical requirements prior to the establishment of the Emergency Operations Center Logistics Unit, including updated and expanded resource lists
- Providing information on the development and implementation of Incident Dispatcher Teams to support the Incident Commander at the scene with communications and administrative issues
- Recommendations for 9-1-1 centers working with Joint Information Centers (JICs) on rumor control issues and deflecting call volume from 9-1-1 lines
- Information on interoperable communications initiatives and voice over Internet protocol issues related to 9-1-1
- Recommended actions to enhance major incident capabilities, including determination of multiple/redundant specialized response assets such as bomb squads, etc.

- Concept of Operations (CONOPS) recommendations to handle system failures or facility closures and determining what processes must be continued
- Recommended reconstitution capabilities
- Provide recommendations on prevention and deterrence issues for dispatchers
- Self assessment document for communications centers
- Recommendations on communications planning issues
- Lessons learned from prior major events
- Case studies – Incident Dispatch Teams, sharing dispatchers regionally
- Training recommendations for improving response to major events
- Case study – creative uses for Reverse 9-1-1, Dialogic or Code Red systems
- Case study – options to gather unlisted, unpublished numbers for inclusion in notification systems

Level Three: On-site Workshops
Level Three TA is not currently available.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response, Recovery

National Priorities: Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: On-Site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution; Medical Surge

BASIC EMERGENCY OPERATIONS PLANNING (EOP)

State and local jurisdictions have been requested to increase their emergency preparedness efforts by developing a new or improved Emergency Operations Plan (EOP). EOPs provide a framework for response to the multiple hazards that cities, counties, and States may face. While States generally have the resources to update and maintain their EOPs, most local jurisdictions do not. Many local communities only have part-time managers with small budgets to maintain emergency management plans. The intended outcome of this technical assistance (TA) service is to aid State and local jurisdictions in preparing, reviewing, or developing EOPs that are compliant with the *National Incident Management System (NIMS)* and *Comprehensive Preparedness Guide (CPG*) and are integrate with the *National Response Framework (NRF)*.

Target Audience:
This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:
Level One: Information Resources
Emergency Operations Planning Reference CD

Level Two: Models, Templates, and Samples
Emergency Operations Basic Plan Template
Emergency Operations Plan Annex Template
Memorandum of Agreement/Memorandum of Understanding Template and Guidance
Emergency Procedures Template and Guidance

Level Three: On-site Workshops
State and local officials receive customized guidance, support, and information to aid in the development of their plans. The workshops may include programs and activities that encourage team building or include topics that provide enhancements to their existing knowledge. The workshops take three to six months to complete, depending on the status of current local planning efforts and needs. Depending on the needs of the jurisdiction, on-site delivery consists of two to three planning workshops, approximately one-day each in duration. These workshops combine instruction, facilitation, and plan development. If desired, a plan validation workshop may be requested to support validation of the draft plan. A single workshop, approximately one-day in duration, is also available to support the revision of an existing EOP.

Module One: Getting Started
The first module focuses on establishing the emergency operations planning basis. It encourages the formulation and implementation of an EOP. Specifically, this module addresses the following elements:

- Understanding the importance of an EOP

- Identifying and organizing a planning group
- Understanding the situation
  - Conducting research
  - Analyzing the information

Module Two: Developing the Emergency Operations Plan
Module Two will assist State and local agencies in developing an EOP. Each element of the plan is discussed in detail. Specifically, this module addresses the following elements:

- Determining goals and objectives
- Assessing needs and identifying available resources
- Reviewing common components of the plan and supporting annexes/appendices
- Completing the draft EOP

Module Three: Refining the Emergency Operations Plan
This module will assist State and local agencies through key planning activities important to the refinement and implementation of an EOP. It addresses the following elements:

- Agency review of the draft plan
- Identifying and developing Memorandums of Agreement/Memorandums of Understanding (MOAs/MOUs)
- Identifying and developing operational procedures

Module Four: Validating the Emergency Operations Plan
The last module will assist jurisdictions in identifying methods for validating their EOP and the accompanying MOAs/MOUs and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. It addresses the following elements:

- Exercises
- Review process
- Systems analysis
- Real-world events

National Preparedness Guidelines Mapping:

Mission Areas: Response

National Priorities: Expand Regional Collaboration: Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthening Planning and Citizen Preparedness Capabilities

Capabilities: Planning; On-site Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Responder Safety and Health; Emergency Public Safety and Security Response; Emergency Public Information and Warning

CONTINUITY OF OPERATIONS PLANNING (COOP)

The intended outcome of this technical assistance (TA) service is to provide assistance to State and local jurisdictions in developing or updating their Continuity of Operations (COOP)/Continuity of Government (COG) Plans. This service is designed to improve existing COOP/COG plans or develop new COOP/COG plans for jurisdictions and agencies. Comprehensive COOP/COG planning enhances a jurisdiction's or agency's ability to continue essential functions without interruption. This planning also helps to ensure that key leadership, as well as other mission essential personnel, are in place with the appropriate authority to continue essential functions during emergency operations. This also ensures that the needs of the public can still be met and that the government can respond appropriately to disasters and emergency situations.

Target Audience:

This TA is intended for executive/senior leadership and key personnel from critical government departments and/or agencies; IT personnel; Emergency Management; and other agencies as appropriate.

Levels of Assistance:

Level One: Information Resources
COOP Reference CD

Level Two: Models, Templates, and Samples
COOP/COG Assessment Tool
Sample COOP Plan Template
COOP Planning Worksheets
COOP Request for Proposal (RFP) Checklist

Level Three: On-site Workshops
Each of the following modules covers specific COOP topics and is designed to be done in sequence. The workshops can be customized to the unique planning needs of the jurisdiction.

Module One: Executive Overview
The Executive Overview is a two-hour session that engages executive political and agency leadership as the "champions" of the COOP/COG service design and planning process. Ideally, the Executive Overview is conducted at least four weeks prior to workshop delivery, allowing sufficient time for executives to identify a COOP/COG Program Manager or Plan Coordinator who will in turn identify potential or actual COOP/COG workshop participants.

Module Two: COOP Pre-Workshop Design Process
Module Two of this program does not include a workshop. Rather, it engages future Module Three workshop participants by providing them a tool to prepare themselves and the instructors for that workshop. After the Executive Overview has been conducted and the COOP/COG Program Manager/Plan Coordinator and workshop

participants have been identified, it is important to ascertain the maturation level of COOP/COG planning for each department, agency, and jurisdiction. Participants will be provided with a COOP/COG Assessment Tool that will be used to aid the facilitators in the development and/or customization of the Module Three COOP/COG Workshop.

Module Three: COOP/COG Planning Workshop and Plan Development
Workshops are conducted as either a two-day or two-and-one-half-day session, depending on the level of COOP/COG planning maturity or requestor need. At the onset of day one of the workshop, participants will be engaged in a discussion that serves to delineate the differences, as well as the collaborative relationship, between emergency management planning and COOP/COG planning. The workshop discussion also will include the following topics:

- The evolution of COOP/COG
- The business benefits of COOP/COG
- The objectives of COOP/COG
- The planning assumptions associated with COOP/COG
- Real world examples that emphasize the importance of COOP/COG planning

Next, to ensure that participants develop a thorough understanding of principles and concepts that drive the COOP/COG service design and plan development, presenters will review the key process components of COOP/COG planning. To enhance learning, presenters will facilitate maximum interaction and information sharing among participants. This interaction includes a specific training aid developed for learning reinforcement, called the “COOPer BOWL.” Participants, divided into teams, are allowed to give group answers to questions developed from each block of instruction and weighted by level of difficulty. This training aid provides incentive to listen, as well as introduces a little competition as part of the learning process.

Module Four: Post-Workshop One-on-One Sessions
At the conclusion of the instructional portion of the workshop, participants are given the opportunity to sign up for one-on-one Subject Matter Expert (SME) assistance. In the two-day workshop, this is the second half of the second day. For the two-and-one-half-day workshop, additional one-on-one time is provided on the third day. During these sessions, COOP/COG strategies can be discussed, plans can be reviewed, questions can be answered, and concerns can be addressed.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response, Recovery

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration; Strengthen Interoperable and Operable Communications; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Communications; Risk Management; Critical Infrastructure Protection; On-site Incident Management; Restoration of Lifelines; Economic and Community Recovery

DEBRIS MANAGEMENT PLANNING

When a disaster occurs, emergency management, public works, solid waste personnel, and agencies must be prepared to provide guidance, assistance, and coordination in the clearance, removal, reduction, and disposal of debris from the disaster area. The Debris Management Planning Technical Assistance (TA) service can be used by States, territories, local jurisdictions, or other organizations to guide their planning efforts. The plan can assist emergency managers, public works, and solid waste personnel in identifying debris management-related considerations for each phase of response and recovery. After identifying such considerations, planners and field staff can develop a management scheme that clearly states the duties and responsibilities of each agency, organization, or individual involved in a debris operation from the response or clearance phase through the final disposal or recovery phase.

Target Audience:

This TA is intended for State, territorial, regional, and local emergency management, public works, and solid waste agencies with the need to write debris operations and management plans or appendices to existing plans. Debris removal contractors will also benefit by understanding the plan protocols.

Levels of Assistance:

Level One: Information Resources
Annotated Bibliography of Resources for Debris Management Planning
Debris Management Planning Reference CD

Level Two: Models, Templates, and Samples
Debris Management Capabilities Assessment
Debris Management Plan Template and Guidance
Memorandum of Agreement/Memorandum of Understanding Template and Guidance
Emergency Procedures Template and Guidance

Level Three: On-site Workshops
The Level Three Technical Assistance (TA) described below has not been developed, but may be developed in the future. Jurisdictions should contact DHS to receive information on the status of the assistance.

Debris Management Planning Workshop
This is a two-day workshop that will demonstrate how to apply key debris operations and management principles and methodologies. The workshop will use a combination of instructor/facilitator presentations, large and small group discussions, and structured activities. Discussions and activities will focus on strategic planning and analysis to achieve a viable debris operation and management plan. By the end of the workshop, participants should be able to develop and write customized department/agency Debris Management Plans.

Module One: Getting Started
The first module focuses on establishing the debris management planning basis. It encourages the formulation and implementation of a Debris Management Plan. Specifically, this module addresses the following elements:

- Understanding the importance of debris management
- Identifying and organizing a planning group
- Understanding the situation
    - Conducting research
    - Analyzing the information

Module Two: Developing the Debris Management Plan
Module Two will assist State and local agencies in developing a Debris Management Plan. Each element of the plan is discussed in detail. Specifically, this module addresses the following elements:

- Determining goals and objectives
- Assessing needs and identifying available resources
- Reviewing common components of the plan
- Completing the Draft Debris Management Plan

Module Three: Refining the Debris Management Plan
This module will assist State and local agencies through key planning activities important to the refinement and implementation of a Debris Management Plan. It addresses the following elements:

- Agency review of the draft plan
- Identifying and developing Memorandums of Agreement/Memorandums of Understanding (MOAs/MOUs)
- Identifying and developing operational procedures to support the draft plan

Module Four: Validating the Debris Management Plan
The fourth module will assist jurisdictions with identifying methods for validating their plan and the accompanying MOAs/MOUs and procedures. The strengths and weaknesses of each approach and the considerations for implementing them are also covered. Specifically, this module addresses the following elements:

- Exercise and Evaluation
- Review Process
- Systems Analysis
- Real World Events

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthening Planning and Citizen Preparedness Capabilities

Capabilities: Structural Damage and Assessment; Restoration of Lifelines; Economic & Community Recovery

EMERGENCY OPERATIONS CENTER (EOC) DESIGN AND MANAGEMENT

The intended outcome of this Technical Assistance (TA) service is to aid State, regional, territorial, tribal, and local jurisdictions in activities related to planning, building, and equipping an Emergency Operations Center (EOC). This TA discusses hazard and vulnerability assessments, EOC capability assessments, site selection, building design, room design, communications, information management, developing standard operating procedures (SOPs), training, and validation.

Target Audience:

This TA is intended for State, regional, territorial, tribal, and local emergency management agencies with an EOC or a desire to have an EOC.

Levels of Assistance:

Level One: Information Resources
EOC Design and Management Annotated Bibliography
EOC Siting Criteria

Level Two: Models, Templates, and Samples
EOC Capability Assessment Checklist
Vulnerability Assessment Worksheet
EOC Building Design and Requirements Checklist
EOC Sample Floor Plans
Communications and Information Management Process Template
Comprehensive EOC SOP Template with Guidance
EOC ESF SOP Template with Guidance
Emergency Operations Center Worksheets

Level Three: On-site Workshops
Each of the following workshops covers a specific topic and is designed to be one to two-days in length. The workshops can be customized to the unique planning needs of the jurisdiction. Some workshops may not apply.

Module One: Program Overview
This module is a starting point for planning efforts in designing and managing an EOC. It sets the stage by briefing participants on the purpose, scope, and applicability of this TA service. It also discusses relevant Federal guidance and authorities. The main portion of this module focuses on presenting and completing the EOC Capability Assessment Checklist. Specifically, this module addresses:

- Introduction to the EOC Design and Management TA Program
- EOCs
- EOC Capability Assessment Checklist
- Overview of EOC Design and Management Technical Assistance Modules 2-6

Module Two: EOC Assessment and Siting

This module focuses on specific criteria for selecting a suitable location for the EOC. Topics include proximity to key personnel, a central location, traffic flow and congestion, accessibility, parking, communications, expandability, security, and more. Specifically, this module addresses:

- EOC Site Selection Criteria
    - General Considerations
    - Central Location
    - Proximity to Key Personnel
    - Traffic Flow and Congestion
    - Accessibility
    - Parking
    - Communications
    - Security
    - Expandability
    - Community-based Design
    - EOC Vulnerability

Module Three: EOC Building Design and Requirements

This module discusses common EOC functions and how they relate to and affect personnel requirements, room design, and building design. General building design considerations including materials, basic construction, emergency power, and fire suppression are addressed. The broad topics discussed in this module include:

- EOC Functions
- Personnel Space Requirements
- Room Design Features
- Building Design Features
- Considerations for Multi-Use Facilities

Module Four: Communications and Information Management

The EOC's ability to function is directly related to its ability to communicate. The National Incident Management System (NIMS) has established two basic requirements for communications: redundancy and interoperability. Module Four discusses these topics in great detail. In addition to communications requirements, successful completion of EOC functions has come to rely heavily on modern technology. EOC information technology requirements fall into two very broad categories. The first is the communications and information collection capacities related to the Internet. The second is the support of basic office functions and the processing and display of information. Both of these topics are discussed in this module. Specifically, this module addresses:

- Communications Requirements
- Information Technology Requirements
- Data Management Tools
- Cyber Security
- Infrastructure for Communications and Data Management
- Communications and Information Management Process Template

Module Five: EOC Management and SOPs

EOCs are part of a larger system of multi-agency coordination that is integral to domestic response as required by the NIMS. Module Five discusses the primary functions of an EOC within a Multi-agency Coordination System (MACS) and several issues that arise when incident commanders and field personnel interface with EOCs. Considerations for supporting and sustaining EOC operations including SOPs are also discussed in this module. Specifically, this module addresses:

- MACS
- EOC/Incident Command System (ICS) Interface
- Standard Operating Procedures
- Developing Standard Operating Procedures

Module Six: Validation

The validation module addresses training and exercise activities to support the effective function of an EOC. Training initiatives should create awareness and enhance the skills required to activate, setup, operate, deactivate, and demobilize an EOC following a major disaster. Exercises should be designed to test essential individual elements, inter-related elements, or the entire EOC's plan(s). Validation can be accomplished through a number of different methods; specifically, this module addresses:

- Training
- Exercises
- Review Process
- Systems Analysis
- Real World Events
- After Action Reports

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Communications; Risk Management; Emergency Operations Center Management; Emergency Public Information and Warning

EVACUATION PLANNING (EP)

The intended outcome of this Technical Assistance (TA) service is to assist State and local jurisdictions in preparing and planning for evacuation support in the event of emergencies, in particular, disaster events requiring an evacuation. In support of the *National Preparedness Guidelines (Guidelines)*, this TA service assists jurisdictions in developing and conducting limited validation of basic evacuation plans for fixed sites or geographic locations.

Target Audience:

This TA is intended for any Federal, State, and local agency seeking evacuation planning (EP) support and assistance.

Levels of Assistance:

Level One: Information Resources
Evacuation Planning Annotated Bibliography
Public Outreach and Education Resources to Support Evacuation

Level Two: Models, Templates, and Samples
Evacuation Planning Needs and Capabilities Assessment
Evacuation Plan Template
Evacuation Plan Appendix 1: Chemical Incident Template
Evacuation Plan Appendix 2: Biological Incident Template
Evacuation Plan Appendix 3: Radiological Incident Template
Evacuation Plan Appendix 4: Nuclear Incident Template
Evacuation Plan Appendix 5: Explosive Incident Template
Evacuation Plan Supplementary Appendices Template
Emergency Procedures Template and Guidance
Memorandum of Agreement/Memorandum of Understanding Template and Guidance

Level Three: On-site Workshops
The Level Three support provided under this TA service includes technical analysis and plan development support associated with evacuation efforts. This program can be tailored to meet the needs of individual jurisdictions.

These workshops will demonstrate how to apply key evacuation principles and methodologies. The workshops will use a combination of instructor/facilitator presentations, large and small group discussion, and structured activities. Discussions and activities will focus on strategic planning and analysis to achieve a viable evacuation plan. By the end of the workshop, participants should be able to develop and write customized department/agency evacuation plans.

There are four progressive sections available for on-site workshops. They can be delivered individually or in combination. Modules Two and Three are ideally separated by a two to three week period, allowing jurisdictions to continue the plan development process after the second session and then refine the plan at the third session. Each workshop is designed to be one to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Module One: Getting Started
Module One provides an initial overview that will assist participants in preparing to write their evacuation plan. This module will set the foundation for the developing, review and validation of the plan by identifying key individuals who should be included in planning efforts and resources that will guide the process. Specifically, this module addresses the following elements:

- Identifying and organizing a planning team
- Establishing and/or reviewing the planning basis
- Reviewing the existing planning strategy

Module Two: Developing an Evacuation Plan
Module Two will assist jurisdictions in developing an evacuation plan. Each element of the plan and potential associated appendices is discussed in detail. Specifically, this module addresses the following elements:

- Elements of the evacuation plan template
- Developing the draft evacuation plan
- Identifying and developing supporting appendices

Module Three: Refining the Evacuation Plan
Module 3 will assist jurisdictions through key planning activities that are important to the refinement and implementation of an evacuation plan. This module addresses the following elements:

- Agency review of the draft plan
- Identifying and developing memorandums of agreement/memorandums of understanding (MOAs/MOUs)
- Identifying and developing operational procedures

Module Four: Validating the Evacuation Plan
Module 4 will assist jurisdictions in identifying methods for validating their Evacuation Plan, the accompanying agreements and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. This module addresses the following elements:

- Exercises
- Review process
- Systems analysis
- Real world events

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthening Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Critical Resource Logistics and Distribution; Citizen Evacuation and Shelter-In-Place; Emergency Public Information and Warning; Mass Prophylaxis; Mass Care (Sheltering, Feeding, and Related Services)

HAZARD CHARACTERIZATION

The intended outcome of the Hazard Characterization Technical Assistance (TA) service is to provide information that may be used by State, local, and tribal jurisdictions to assist with the preparation of response plans and procedures. The documents provide background information about cyber threats and chemical, biological, radiological, nuclear, and explosive (CBRNE) agents. This document provides an overview of the different levels of technical assistance available to the end user under the Hazard Characterization TA service.

Target Audience:

This TA is intended for Homeland Security and Emergency Management officials and first responder organizations.

Levels of Assistance:

Level One: Information Resources

Hazard Characterization of CBRNE Threats, Literature Research and Technical Analysis
Hazard Characterization of Cyber Threats, Literature Research and Technical Analysis
Hazard Characterization Reference CD
Cyber Threats Classifications Guide

Level Two: Models, Templates, and Samples

Hazard Characterization Decision Support Tool with User's Guide

Level Three: On-site Workshops

Introduction to Terrorism Hazards and Characterization
This workshop is designed to introduce audience members to hazard characterization and to show them the wide range of vulnerabilities that require attention. The module gives a description of CBRNE events, a tool to provide information to audience members on the causes of symptoms related to a CBRNE attack, and finally information for emergency managers to use in recognizing and characterizing cyber threats.

National Preparedness Guidelines Mapping:

Mission Areas: Response

National Priorities: Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; On-site Incident Management; Responder Safety and Health; Emergency Public Safety and Security Response; Emergency Public Information and Warning

HOUSEHOLD PETS AND SERVICE ANIMALS (HPSA) PLANNING

This service provides an enhanced level of support to develop a robust Household Pets and Service Animals (HPSA) Annex for existing Emergency Operations Plans (EOPs). The intended outcome of this service is to assist State and local jurisdictions in organizing a multidisciplinary planning team that is able to develop and revise an effective Annex. The Annex will guide the jurisdiction's preparation for and response to an incident requiring the rescue, transport, shelter, and care of household pets and service animals. Emphasis is placed on a regional approach that allows jurisdictions to understand how outlying jurisdictions respond and what resources they have available that may be of assistance.

.

Target Audience:

This program is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:

Level One: Information Resources

Household Pets and Service Animals Planning Annotated Bibliography
Household Pets and Service Animals Planning Reference CD

Level Two: Templates, Samples, Models

Household Pets and Service Animals Planning Needs and Capabilities Assessment
Household Pets and Service Animals Annex Template
Household Pets and Service Animals Annex Appendix 1: Transportation Support Template
Household Pets and Service Animals Annex Appendix 2: Shelter Operations Template
Household Pets and Service Animals Annex Appendix 3: Veterinary Care Template
Household Pets and Service Animals Annex Appendix 4: Search and Rescue Template
Household Pets and Service Animals Annex Appendix 5: Emergency Feeding Template
Memorandum of Agreement/Memorandum of Understanding Template and Guidance
Emergency Procedures Template and Guidance

Level Three: On-site Workshops

There are four modules available for on-site workshops, which can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on document development. Workshop Modules Two and Three are separated by a two to three week period, allowing jurisdictions to continue the plan development process after the first session and then refine the plan at the second session. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Module One: Getting Started

This module discusses regulations, definitions, guidance, existing plans and procedures, mutual aid agreements in place, jurisdictional considerations, and regional issues specific to HPSA. This module will discuss organizing a planning group and assist jurisdictions with assessing their HPSA operational needs. Specifically, this module addresses the following elements:

- Identifying and Organizing a Planning Group
- Reviewing the Planning Basis
- Reviewing the Existing Planning Strategy
- Assessing Needs and Identifying Available Resources

Module Two: Developing the Household Pets and Service Animals Annex
This module will assist jurisdictions in developing a HPSA Annex to their Emergency Operations Plan. Each element of the Annex and associated Appendices is discussed in detail. Specifically, this module addresses the following elements:

- Elements of the HPSA Annex Template
- Developing the Draft HPSA Annex

Module Three: Refining the Household Pets and Service Animals Annex
This module will assist State and local agencies through key planning activities that are important to the refinement and implementation of a HPSA Annex. This module addresses the following elements:

- Agency Review of the Draft Annex
- Identifying and Developing Memorandums of Agreement/Memorandums of Understanding (MOAs/MOUs)
- Identifying and Developing Operational Procedures

Module Four: Validating the Household Pets and Service Animals Annex
This module will assist jurisdictions in identifying methods for validating their HPSA Annex and the accompanying agreements and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. This module addresses the following elements:

- Exercises
- Review Process
- Systems Analysis
- Real World Events

National Preparedness Guidelines Mapping:

Mission Areas: Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; On-site Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Responder Safety and Health; Environmental Health; Isolation and Quarantine; Search and Rescue (Land-Based); Emergency Public Information and Warning

INCIDENT ANALYSIS PLANNING (IAP)

This technical assistance (TA) service enhances incident analysis and planning at the Federal, State, and local levels. It provides insights and tools for personnel performing incident analysis and planning with an emphasis on the analysis function in the Emergency Operations Center (EOC). By providing structure for the actual performance of incident analysis, the need for improvisation is reduced and the development of the Incident Action Plan and other recommendations to executive leadership may be produced in a more timely and efficient manner. Using intelligence fusion methodology, information from diverse sources is incorporated and analyzed for recommended actions and longer term planning considerations.

Target Audience:
Emergency Management personnel serving in the planning function; Emergency Management Agencies; other agencies as appropriate with a particular emphasis on governmental agencies with cooperating roles in Emergency Management.

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- Overview of the Incident Analysis and Planning (IAP) TA service for consideration by interested jurisdictions
- Listing of existing relevant resources and Web sites

Level Two: Templates, Samples, Model
TA at Level Two provides:

- Instructional document on methods of gathering information from a variety of sources and analyzing this information to increase a jurisdictions situational awareness, to enhance planning capabilities and response operations.
- Templates of position descriptions for personnel involved in situational analysis
- Templates of situational analysis job aids for EOC operations

Level Three: On-site Workshops
A one-day seminar is being piloted to provide training on incident analysis concepts, including scenario based training to enhance capabilities.

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: On-Site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution

JOINT INFORMATION CENTER/SYSTEM IMPLEMENTATION (JICSI)

Providing the public with timely, accurate, and complete information that enables citizens to protect themselves in an emergency is a challenge and responsibility facing all emergency management officials. The *Joint Information Center/System Implementation (JICSI)* technical assistance (TA) offering provides individuals and teams involved in a jurisdiction's emergency public information efforts with the concepts, tools, and skills necessary to work in a JIC/JIS environment during a crisis. Developed and presented by experienced public information professionals, the JICSI TA provides participants with a method for handling emergency information under the *National Incident Management System (NIMS)* and *National Response Framework (NRF)*, regardless of the type of incident or the number of responding agencies involved.

Target Audience:

This TA is for Federal, State, and local public information officers, JIC staff, emergency managers, elected or appointed officials, or other participants in a jurisdiction's JIS or JIC.

Levels of Assistance:

Level One: Information Resources
Reference materials, handbooks, job aids, and resource guides.

Level Two: Models, Templates, and Samples
Templates, samples, models, and other written and electronic tools for organizing and operating a JIC/JIS.

Level Three: On-site Workshops
JIC/JIS Workshops

This TA consists of three modules that jurisdictions can select individually or in combination:

Module One: JIC/JIS Workshop
In this two-day, interactive workshop, participants learn about the operational need for a JIC/JIS; how it works; the functions it performs; and the types of teams, equipment, and facility layout needed to get the job done. The workshop includes modules designed to build the skills of individuals who will perform various functions within the JIC/JIS. The workshop includes a highly interactive JIC-based training activity using a scenario that tests the emergency information response capabilities of participating organizations. The training activity concludes with a discussion of how the JIC functioned, issue identification, why the media produced the stories they did, how PIO performance influenced media coverage, and other lessons learned directly from JIC staff.

Module Two: Spokesperson Training
This TA offering helps to prepare policy makers and information professionals to interact with the media by improving old skills and teaching new ones, in a constructive

environment that provides extensive hands-on practice. This one-day workshop is designed for two distinct audiences: policy makers (including appointed or elected officials and emergency management directors) and public information officers from Federal, State, and local levels. The workshop size is limited to no more than six participants to allow maximum time to practice interview skills during media interaction exercises. Participants learn how to work confidently with the news media, about their expectations, and the differing needs of television, print, radio, and Internet media.

Module Three: New Technologies Workshop
As communication technology changes, knowing how to use the latest communication paths to relay information about potential risks and to inform the public about life-saving actions during a crisis becomes critically important. This one-day, hands-on workshop provides an overview of how the public and the news media want their information delivered and how to use new communication tools (many of which are available at no cost) to address public concern, monitor news media reporting, and delivery timely and accurate information to everyone who needs it.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Communications; Planning; Citizen Evacuation and Shelter-In-Place; Emergency Operations Center Management; Emergency Public Information and Warning; Mass Care (Sheltering, Feeding, and Related Services); Mass Prophylaxis; Volunteer Management and Donations; Economic and Community Recovery

LOGISTICS AND PROCESS ANALYSIS TOOL (LPAT)

This technical assistance (TA) service assists emergency planning teams in formulating, modeling, and analyzing logistics operations that support emergency response plans. Through a "from warehouse to citizen" simulation, *the Logistics and Process Analysis Tool (LPAT)* model helps planners quantitatively evaluate the transportation and logistics aspects of their emergency plans. Planners are able to use LPAT's macro-level logistics and transportation component independently or together with its micro-level process simulation component to test, analyze, and understand the interactive elements of the supply chain, the impact of conflicting priorities, and the consequences of logistics decisions before plan implementation. By using LPAT, planners can define the range and scope of a logistical operation and predict the type and quantity of assets required for a particular response or recovery effort.

Target Audience:

This TA is for any Federal, State, and local agency with a logistics or resource management mission seeking logistics planning support and assistance.

Levels of Assistance:

Level Two: Models, Templates, and Samples

Logistics and Process Analysis Tool

Level Three: On-site Workshops

Modeling Workshops

The provider delivers the LPAT TA through a series of on-site consultations that occur during a three to six month period. A typical delivery starts with an initial assessment meeting, followed by four to six facilitated planning workshops where instruction and logistics modeling occur. The provider tailors each delivery to the requesting location's or organization's specific needs. The TA goals are to:

- Train participants on LPAT and the logistics modeling process software,
- Develop a logistics simulation and analysis for a single response or recovery scenario, and
- Develop the location's ability to use LPAT in future planning efforts. Locations may use this TA in conjunction with other planning or logistics TA offerings.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Citizen Evacuation and Shelter-In-Place; Critical Resource Logistics and Distribution; Fatality Management; Mass Care (Sheltering, Feeding, and Related Services); Mass Prophylaxis; Medical Supplies Management and Distribution; Medical Surge; Volunteer Management and Donations; Restoration of Lifelines

LOGISTICS AND RESOURCE MANAGEMENT (LRM)

This technical assistance (TA) service assists in the development and enhancement of catastrophic logistic planning capabilities at the State and local levels. *Logistics and Resource Management (LRM)* TA identifies all-hazards response and recovery strategies for catastrophic incidents. It also describes protocols for participating jurisdictions and provides guidance on how response resources owned by public and private organizations should be managed during a disaster. Objectives of this TA include:

- Clearly assigning Coordinating and Cooperating roles
- Specifically setting forth planning criteria for life sustaining commodities
- Pre-identifying, and planning for, the staffing and equipment support of potential Logistics Staging Areas for the receipt of Federal or other aid
- Pre-identifying, and planning for, the staffing and equipment support of potential Distribution Sites for the distribution of life sustaining material to the populace
- Incorporating pre-planning for Memorandums of Understanding (MOU) and Memorandums of Agreement (MOA) and Mutual Aid agreements to sustain all of the above
- Incorporating procedures to exercise, test, evaluate and improve jurisdictional Catastrophic Logistics Plans.

Target Audience:

Emergency Management personnel; Emergency Management agencies; State and local personnel and agencies assigned logistics support and resource management; Volunteer and non profit agencies traditionally associated with emergency commodity distribution; Volunteer Organizations Active in Disasters (VOAD); other agencies as appropriate.

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

- Overview of the LRM TA Program for jurisdictions to review.
- Facilitation of Web site access to documents for catastrophic logistics planning capabilities Including existing relevant resources and Web sites.

Level Two: Templates, Samples, Model

TA at Level Two provides:

- *Catastrophic Logistics Planning Self-Assessment Tool*. This guide enables jurisdictions to identify and quantify its available resources, identify Coordinating and Cooperating agencies, identify planning gaps and enhance catastrophic logistics planning capabilities.

- *Distribution Point (DP) Diagrams***.** These diagram templates provide a schematic of the square footage area and traffic control measures needed for distribution of emergency relief supplies. This also contains a list of equipment and staff requirements scaled to various sized DPs (10K, 20K 50K persons daily.)
- *Sample Job Descriptions/Action Sheets***.** These provide sample documents to be used to select and assign positions prior to an incident or to use for "Just in Time Training" for Volunteers.
- *Draft Jurisdictional Catastrophic Logistics Annex.* This serves as a "fill in the blank" template so a jurisdiction can begin basic planning for Resource Management and Catastrophic Logistics.

Level Three: On-site Workshops

Catastrophic Logistics and Resource Management Planning Workshop. This level conducts on-site workshops for assessment and planning support for the development and/or revision of catastrophic logistics plans and resource management annexes or appendices. Level Three On-Site Workshop and Training—one or two-days specific to the needs of the agency/jurisdiction(s) requesting assistance.

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities

Capabilities: Critical Resource Logistics and Distribution Management; Volunteer and Donations Management; Mass Care (Sheltering, Feeding, and Related Services); Restorations of Lifelines

MASS CASUALTY INCIDENT PLANNING

The purpose of this program is to provide an enhanced level of support to develop a robust Mass Casualty Incident (MCI) Annex for existing emergency operations plans or a stand-alone Regional MCI Plan. The program provides the guidelines necessary to effectively, efficiently and safely manage an MCI. The characteristics of each MCI differ in respect to location, time of day, and patient count, complicating the response scenario when multiple responding agencies and organizations are involved. Incidents need to be handled with flexibility and creativity, but also guided by a specific organizational framework. The procedural guidelines provided by this program establish a mechanism/process to identify, organize, and mobilize emergency medical resources. Specifically, the program addresses each stage of a MCI from the initial patient triage and scene evaluation through continuous responder support to the final scene coordination and wrap-up.

Target Audience:

This program is intended for emergency management, police, fire and emergency medical services (EMS), planning personnel, and allied health agencies such as hospitals and public health.

Levels of Assistance:

Level One: Information Resources
Mass Casualty Incident Planning Annotated Bibliography

Level Two: Models, Templates, and Samples
Mass Casualty Incident Planning Capabilities Assessment Tool
Mass Casualty Incident Annex Development Checklist
Mass Casualty Incident Annex Template
Mass Casualty Incident Annex Appendix 1: Disaster Site Operations Template
Mass Casualty Incident Annex Appendix 2: Treatment Center Operations Template
Mass Casualty Incident Annex Appendix 3: Special Considerations Template
Regional Mass Casualty Incident Plan Template
Emergency Procedures Template and Guidance
Memorandum of Agreement/Memorandum of Understanding Template and Guidance

Level Three: On-site Workshops
There are four modules available for on-site workshops. They can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on development. Workshop Module Two has a two to three week period between each of the one-day sessions allowing jurisdictions to continue the annex development process and then refine it at the second session. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Module One: Getting Started
This module will assist jurisdictions understanding the basics of mass casualty incident. It addresses the following elements:

- Defining an MCI
- Considering MCI events for lessons learned
- Conducting a MCI Capabilities Assessment

Module Two: Developing a State/Local MCI Annex or Regional MCI Plan
This module will assist jurisdictions in developing an initial MCI Annex, updating an existing MCI Annex, or developing a stand-alone Regional MCI Plan. It addresses the following elements:

- Developing a Mass Casualty Incident Annex
- Developing supporting appendices
- Developing a Regional MCI Plan

Module Three: Refining the Draft State/Local MCI Annex or Regional MCI Plan
This module will assist jurisdictions through key planning activities important to implementation of their MCI Annex or Regional MCI Plan. It addresses the following elements:

- Agency review of the Draft MCI Annex or Regional MCI Plan
- Identifying and developing Memorandums of Agreement/Memorandums of Understanding (MOAs/MOUs)
- Identifying and developing procedures to support implementation

Module Four: Validating the State/Local MCI Annex or Regional MCI Plan
This module will assist jurisdictions in identifying methods for validating their MCI Annex or Plan and the accompanying agreements and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. It addresses the following elements:

- Exercises
- Review Process
- Systems Analysis
- Real World Events

National Preparedness Guidelines Mapping:

Mission Areas: Response

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communication Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; On-site Incident Management; Critical Resource Logistics and Distribution; Responder Safety and Health; Emergency Triage and Pre-Hospital Treatment; Emergency Public Safety and Security Response; Medical Surge; Medical Supplies Management and Distribution; Mass Care (Sheltering, Feeding, and Related Services)

MASS FATALITIES INCIDENT PLANNING

One of the common shortfalls with respect to response and recovery for catastrophic events in State and local jurisdictions is planning for mass fatalities. The purpose of this TA is to assist mass fatality incident (MFI) response personnel and agencies in developing a State/local MFI annex for each jurisdiction or a regional MFI plan. State/local MFI annexes will supplement existing emergency operations plans (EOPs), but a regional MFI plan would be a stand-alone document.

Target Audience:

This technical assistance (TA) service is intended for State, regional and local mass fatality working groups. This includes those who are part of the writing, exercising, and execution of the MFI annex or plan: emergency planners, coroner/medical examiners, hospitals, morticians, local mortuary groups, police, fire, public health, and EMS.

Levels of Assistance:

Level One: Information Resources

Mass Fatalities Incident Planning Reference CD

Level Two: Templates, Samples, Models

Mass Fatalities Capability Assessment Tool
State/Local Mass Fatalities Incident Annex Template
Mass Fatalities Incident Annex Appendix 1: Disaster Site Operations Template
Mass Fatalities Incident Annex Appendix 2: Staff Processing Center Template
Mass Fatalities Incident Annex Appendix 3: Morgue Operations Template
Mass Fatalities Incident Annex Appendix 4: Human Remains Disposition Template
Mass Fatalities Incident Annex Appendix 5: Family Assistance Center Template
Mass Fatalities Incident Annex Appendix 6: Hazard-Specific – Plane Crash Template
Regional Mass Fatalities Incident Plan Template
Memorandum of Agreement/Memorandum of Understanding Template
Standard Operating Procedure/Standard Operating Guideline Template
Emergency Procedures Template
Mass Fatalities Planning Review Checklist

Level Three: On-site Workshops

There are four modules available for on-site workshops, which can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on document development. Workshop modules Two and Three are separated by a two to three week period, allowing jurisdictions to continue the plan development process after the second session and then refine the plan at the third session. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Module One: Getting Started

This module discusses the definition of an MFI, offers several MFI response case studies, and discusses how to assess each jurisdiction's MFI capability. It addresses the following elements:

- MFI basics
- MFI response case studies

Module Two: Developing a State/Local Mass Fatality Incident Annex or Regional Plan
Module Two focuses on taking the regional concept of operations and applying it to a jurisdiction-level mass fatality incident annex. Roles and responsibilities are defined and assigned to specific people or agencies during this module. It addresses the following elements:

- Establishing/describing roles and responsibilities
- Developing a draft State/local MFI annex or regional plan

Module Three: Refining the Draft State/Local Mass Fatalities Incident Annex or Draft Regional Plan
The three weeks between the second workshop and the third one will allow participants the opportunity to build their MFI annex or plan. Module Three focuses on refinement by discussing mutual aid agreements, memorandums of understanding, standard operating procedures/guidelines, and job aides. The end of Module Three is dedicated to providing one-on-one assistance to the TA requestor. It addresses the following elements:

- Reviewing the draft State/local MFI annex or regional plan
- Developing mutual aid agreements
- Developing standard operating procedures/standard operating guidelines

Module Four: Validating the State/Local Mass Fatalities Incident Annex or Regional Plan
The final module is an overview of the methods used in testing and validating emergency plans. Particular focus is centered on the issues surrounding the validation of the MFI annex or plan. It addresses the following elements:

- Developing seminars, workshops, tabletop exercises, games, drills functional exercises, and full scale exercises.
- Utilizing a third-party agency to conduct an independent review
- Developing and conducting a systems analysis
- Developing after action reviews of real world events

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF)

Capabilities: Planning; On-site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution; Responder Safety and Health; Citizen Evacuation and Shelter-In Place; Fatality Management

MASS TRANSIT EMERGENCY PLANNING

This technical assistance (TA) is designed to assist mass transit agencies in getting the information and tools they need to develop an effective and robust basic emergency operations plan (EOP), terrorism incident annex (TIA), and associated plans and procedures. In order to strengthen relationships and enhance effective response operations, these planning documents follow traditional formats from the emergency management and first response community.

Target Audience:

This TA is intended for mass transit officials and their allied agencies involved in Homeland Security and Emergency Management.

Levels of Assistance:

Level One: Information Resources

Mass Transit Emergency Planning Reference CD

Level Two: Models, Templates, and Samples

Mass Transit Basic Emergency Operations Plan Template
Mass Transit Emergency Operations Procedure Introduction Template
Mass Transit Terrorism Incident Annex Template
Mass Transit Terrorism Hazard-Specific Appendix Templates
Emergency Procedures Template
Memorandums of Agreement / Memorandums of Understanding Template
Mass Transit EOC SOP Template and Guidance
Mass Transit Operations Center SOP Template and Guidance
Mass Transit Facility Emergency Response Plan Template with Guidance

Level Three: On-site Workshops

There are four modules available for on-site workshops, which can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on development. The program is designed to have a two- to three-week period between each module to allow mass transit agencies to continue the plan development process and then refine it at the next workshop. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the individual mass transit agency.

Module One: Mass Transit Basic Emergency Operations Plan Development

This module will assist mass transit agencies in the development of their basic EOP. It addresses the following elements:

- Introduction to the Basic EOP and Procedures
- Introductory Materials
- Developing the Basic EOP

Module Two: Mass Transit TIA Development
This module will assist mass transit agencies in the development of their TIA. It addresses the following elements:

- Mass Transit Terrorism Basics
- Mass Transit TIA
- TIA Hazard-Specific Appendices

Module Three: Refining Draft Mass Transit Plans
This module will assist mass transit agencies through key planning activities important to the approval and implementation of their EOP. It addresses the following elements:

- Agency Review of the Draft EOP
- Identifying and Developing Memorandums of Agreement/Memorandums of Understanding (MOAs/MOUs)
- Identifying and Developing Procedures to Support Implementation of the EOP

Module Four: Validating the Mass Transit EOP
This module will assist jurisdictions in identifying methods for validating their EOP and the accompanying MOAs/MOUs and procedures. The strengths and weaknesses of each approach and the considerations for implementing them are also covered. It addresses the following elements:

- Exercises
- Review Process
- Systems Analysis
- Real World Events

National Preparedness Guidelines Mapping:

Mission Areas: Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Implementation Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities

Capabilities: On-site Incident Management; Critical Resource Logistics and Distribution; Communications; Planning; Citizen Protection; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Care (Sheltering, Feeding, and Related Services); Mass Prophylaxis; Volunteer Management and Donations

PROTECTIVE ACTION DECISION MAKING

The *Protective Action Decision-Making* technical assistance (TA) service is intended for local, territorial, tribal, State, and regional decision makers, emergency planners, emergency managers, and others faced with the responsibilities of planning for, making, and implementing protective action decisions (PADs) for affected populations in anticipation of or response to a disaster. The purpose of this TA is to provide these responsible parties with an introduction and general overview of the protective action decision-making process, including empirical planning and strategic considerations, support elements, and limitations. The capstone of the TA, a facilitated work group activity conducted in a no-fault learning environment, will challenge participants to engage in effective, hands-on protective action decision-making applied to hazards specific to their jurisdiction.

Target Audience:

This program is intended for local, territorial, tribal, State, and regional elected and appointed officials, emergency management, police, fire, emergency medical services (EMS), health, public works, transportation, and other related agency personnel involved with planning for, making, and implementing PADs for affected populations in anticipation of or response to a disaster emergency.

Levels of Assistance:

Level One: Information Resources

Protective Action Decision Making Reference CD

Level Two: Models, Templates, and Samples

Protective Action Decision Making Worksheet 1: Identifying Potential Hazards
Protective Action Decision Making Worksheet 2: Lines of Authority
Protective Action Decision Making Worksheet 3: Emergency Planning Zone Approach
Protective Action Decision Making Worksheet 4: Protective Action Decision Making Checklists
Protective Action Decision Making Worksheet 5: Group Activity

Level Three: On-site Workshops

There are two modules deliverable within a single, on-site, half-day introductory workshop. These modules may also be delivered individually, or in combination. The workshop modules are a combination of instruction and facilitated group discussion. They culminate in a hands-on work group activity. Each workshop module is designed to be conducted in approximately 3 hours in length but should be tailored to meet the specific needs of the jurisdiction.

Module One: Introduction to Protective Action Decision Making

This module will orient jurisdiction decision makers and support agency personnel in protective action decision-making basics, strategies, and considerations. It addresses the following elements:

- Protective Action Terms and Definitions

- Protective Action Decision-Making Basics
- Protective Action Strategies: Shelter in Place
- Protective Action Strategies: Evacuation
- Planning Considerations
- Lines of Authority

Module Two: Planning for Protective Action Decision Making
This module will provide jurisdictions with an overview of protective action decision-making considerations that should be addressed within emergency operations plans (EOPs) and related planning documents when reviewed and updated. This module also discusses various support elements for protective action decision making. Through a facilitated work group activity conducted in a no-fault environment, jurisdictions will experience the decision-making process as applied to real-world events. It addresses the following elements:

- Protective Action Decision Making Planning Essentials
- Communicating Protective Action Decisions
- Emergency Planning Zone Approach to Protective Action Decisions
- Use of Subject Matter Experts (SMEs) in Protective Action Decision Making
- Protective Action Decision Making Tools: Decision Trees, Checklists, Models
- Protective Action Decision Making Group Activity

National Preparedness Guidelines Mapping

Mission Areas: Response

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communication Capabilities

Capabilities: Planning; On-site Incident Management; Critical Resource Logistics and Distribution; Responder Safety and Health; Emergency Public Safety and Security Response; Mass Care (Sheltering, Feeding, and Related Services)

PUBLIC INFORMATION PLANNING (PIP)

This technical assistance (TA) service assists in the development or enhancement of emergency public information plans and helps integrate public information capabilities at the Federal, State, regional, and local levels. TA providers can assist in the development of Emergency Public Information plans as well as train Public Information Officers (PIOs) on the plan and on the management and operation of a Joint Information Center (JIC).

Target Audience:

PIOs; Emergency Management Agencies; other agencies operating in the Joint Information System (JIS) and JIC.

Levels of Assistance:

Level One: Information Resources
DHS Incident Communications Emergency Reference
Incident Communications Emergency Reference – forms for use during an incident
U.S. Health and Human Services Reference Guide
DHS First 48 Hours Checklist

Level Two: Templates, Samples, Model
Emergency Public Information Planning Guide
Emergency Public Information Plan Template
Proposed Joint Information Center Operating Guidelines
Emergency Public Information Assessment
Joint Information Center Proposed Equipment List
Draft Prescripted Messages

Level Three: On-site Workshops
Subject matter experts are sent to the State or jurisdiction to conduct an Emergency Public Information assessment and assist with developing plans, JIC operating guidelines, JIC position checklists, training, and basic exercising for JIC staff.

National Preparedness Guidelines Mapping:

Mission Areas: Protection; Response, Recovery

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Emergency Public Information and Warning; Economic and Community Recovery

RECOVERY PLANNING

When a disaster occurs, emergency management personnel and agencies must be prepared to move from the management of the response effort to a potentially prolonged recovery effort in a seamless manner. States, territories, and local jurisdictions can use the Recovery Plan to guide their planning efforts. The plan can assist emergency managers in identifying recovery management-related considerations for mitigation, preparedness, and response. After identifying such considerations, emergency planners can develop a recovery vision and framework that defines the roles and responsibilities of each agency or organization and will serve as guidance in their post-disaster recovery and reconstruction.

Target Audience:
This technical assistance (TA) is intended for State, regional, territorial and local jurisdictions in writing recovery plans or appendices to existing plans.

Levels of Assistance:
Level One: Information Resources
Recovery Planning Bibliography of Resources
Recovery Planning Reference CD

Level Two: Models, Templates, and Samples
Planning Team Guidelines
Local Government Recovery Plan Template
Recovery Plan Appendix A: Damage Assessment Template
Recovery Plan Appendix B: Security and Reentry Template
Recovery Plan Appendix C: Restoration of Public Infrastructure, Services, and Property Template
Recovery Plan Appendix D: Debris Management Template
Recovery Plan Appendix E: Administration and Finance Template
Recovery Plan Appendix F: Redevelopment Template
Recovery Plan Appendix G: Emergency Permits, Inspections, and Construction Licensure Template
Recovery Plan Appendix H: Hazard Mitigation Template
Recovery Plan Appendix I: Environmental Issues Template
Recovery Plan Appendix J: Safety Template
Recovery Plan Appendix K: Public Information Template
Recovery Plan Appendix L: Public Assistance Template
Recovery Plan Appendix M: Forms and Checklists Template
State Government Recovery Plan Template
Memorandum of Agreement/Memorandum of Understanding Template and Guidance
Emergency Procedures Template and Guidance

Level Three: On-site Workshops
There are four modules available for on-site workshops. They can be delivered individually or in combination. The workshops are a combination of instruction,

facilitation, and hands-on document development. Workshop Modules Two and Three are separated by a two- to three-week period, allowing jurisdictions to continue the plan development process after the first session, and then refine the plan at the second session. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Module One: Getting Started
Module One discusses the planning principles, general concepts, and the planning process. This module will discuss organizing a planning group and assist jurisdictions with developing courses of action. Specifically, the following elements are addressed:

- Planning principles and general concepts
- Identifying and organizing a planning team
- Effective planning processes and steps
- Developing courses of action

Module Two: Developing the Draft State/Local Government Recovery Plan
Module Two will assist jurisdictions in developing a State or local recovery plan. Each element of the plan is discussed in detail. Specifically, this module addresses the following elements:

- Formatting the plan
- Plan templates and instructions
- Citation of other plans
- Stakeholder responsibilities

Module Three: Refining the Draft State/Local Government Recovery Plan
Module Three will assist State and local agencies through key planning activities that are important to the refinement and implementation of a recovery plan. This module addresses the following elements:

- Agency review of the draft plan
- Identifying and developing memorandums of agreement/memorandums of understanding (MOAs/MOUs)
- Identifying and developing operational procedures

Module Four: Validating the Draft State/Local Government Recovery Plan
Module Four will assist jurisdictions in identifying methods for validating their State or local recovery plan and the accompanying agreements and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. This module addresses the following elements:

- Exercises
- Review process

- Systems analysis
- Real world events

National Preparedness Guidelines Mapping:

Mission Areas: Recovery

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Community Preparedness and Participation; Structural Damage Assessment; Restoration of Lifelines; Economic and Community Recovery

Regional Planning – Regional Response Planning (RRP)

This technical assistance (TA) assists State and local jurisdictions in the coordination of planning and response by region. In support of the *National Preparedness Guidelines (Guidelines)*, this program assists jurisdictions with facilitation and coordination in the development of a regional response plan. Generally, capabilities are established first and then regional plans are developed and revised for approval.

Target Audience:

This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:

Level One: Information Resources

Regional Response Planning Reference CD

Level Two: Models, Templates, and Samples

Regional Emergency Operations Planning Template

Level Three: On-site Workshops

There are two modules available for on-site workshops. They can be delivered individually or together. The workshops are a combination of instruction, facilitation, and hands-on development. Each workshop is one- to two-days in length and customized to the unique planning needs of the jurisdiction.

Module One: Getting Started with Regional Response Planning Workshops

These planning workshops focus on definitions, mandates, Memorandum of Understanding/Memorandum of Agreement (MOU/MOA), capability assessments, jurisdictional and regional issues, and the State Homeland Security Assessment Strategy. These workshops address the following elements:

- Learning Regional Planning Basics
- Assessing Capabilities and Identifying Available Resources
- Identifying the Elements Needed to Utilize Capabilities as a Region

Module Two: Development of Regional Emergency Operations Plan Workshops

This series of workshops facilitates the creation of a regional operations plan by bringing together local emergency managers, first responders, and the State to transform jurisdictional capabilities into a regional capability. This enables emergency officials to efficiently coordinate regional resources in an emergency. The workshops address the following elements:

- Developing a Concept of Operations (CONOPS)
- Prioritizing the Development of Functional or Hazard-Specific Annexes
- Assessing the Operational Gaps

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Emergency Operations Center Management; On-site Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care (Sheltering, Feeding, and Related Services); Fatality Management

REGIONAL PLANNING – REGIONAL RESPONSE TEAM PLANNING

The Regional Response Team Planning technical assistance (TA) service is designed to assist State and local jurisdictions in the coordination of planning and response by Regional Response Teams (RRTs). In support of the *National Preparedness Guidelines (Guidelines)*, this program will assist jurisdictions with facilitation and coordination in the development of regional response team plans. Generally, capabilities are established first and then regional plans are developed and revised for approval.

Target Audience:

This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:

Level One: Information Resources

Regional Response Team Planning Reference CD

Level Two: Models, Templates, and Samples

Emergency Operations Plan Introductory Materials
Regional Response Team Emergency Operations Plan Template
Regional Annex Template
Emergency Procedures Template and Guidance
Memorandum of Agreement/Memorandum of Understanding Template and Guidance

Level Three: On-site Workshops

There are three modules available for on-site workshops. They can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on development. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Module One: Developing a Regional Response Team Plan

This workshop facilitates the creation of a regional response team plan by bringing together local emergency managers, first responders, and the State to transform jurisdictional capabilities into a regional capability. The workshop will assist jurisdictions in developing a draft Regional Response Team Plan. It addresses the following elements:

- Introduction to a Regional Response Team Emergency Operations Plan
- Developing a Regional Response Team Emergency Operations Plan
- Developing Regional Annexes to the RRT Emergency Operations Plan

Module Two: Refining the Draft Regional Response Team Plan

This workshop focuses on definitions, mandates, Memorandums of Agreement/Memorandums of Understanding (MOUs/MOAs), capability assessments, jurisdictional and regional issues, and the State Homeland Security Assessment Strategy. This workshop addresses the following elements:

- Reviewing the draft RRT Emergency Operations Plan
- Developing a Memorandum of Agreement/Memorandum of Understanding
- Developing Standard Operating Procedures/Standard Operating Guidelines

Module Three: Validating the Draft Regional Response Team Plan
This workshop will assist jurisdictions in identifying methods for validating their Regional Response Team Plan and the accompanying MOAs/MOUs and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. It addresses the following elements:

- Developing Drills, Tabletop Exercises, Functional Exercises and Full Scale Exercises
- Identifying a Third-Party Agency to Conduct an Independent Review
- Developing and Conducting a Systems Analysis
- Developing After Action Reviews of Real World Events

National Preparedness Guidelines Mapping:

Mission Areas: Response

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities, and Strengthening Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Emergency Operations Center Management; On-site Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care (Sheltering, Feeding, and Related Services); Fatality Management

REGIONAL PLANNING – REGIONALIZATION (REG)

The intended outcome of this technical assistance (TA) service is to provide assistance to local, tribal, territories and State jurisdictions and agencies in developing or updating their regionalization efforts and strategies. This includes the development of an effective, statewide, regionalized organization that provides a strategic confirmation of the regional collaboration. In support of regionalization, the workshop emphasis is placed on creating a cross-geographic, multi-disciplined, coordinated response to major incidents. Facilitators will support the process of creating a regional funding and resource administrative concept for organizational structure and governing guidance, as well as a governing structure that is standard across the top level but somewhat flexible at the local level to adjust to unique demographic and geographic needs.

Target Audience:

This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:

Level One: Information Resources
Regionalization Technical Assistance Program Reference CD
Regionalization Annotated Bibliography

Level Two: Models, Templates, and Samples
Regionalization Strategies Evaluation Worksheet
Regional Strategy Template
Regional Capabilities Assessment

Level Three: On-site Workshops
There are two modules available for on-site workshops. They can be delivered individually or together. The workshops are a combination of instruction, facilitation, and hands-on development. Each workshop is one- to two-days in length and customized to the unique planning needs of the jurisdiction.

Module One: Getting Started
This module is focused on preparing jurisdictions establish a planning team to implement regionalization strategies and to set the stage for how regionalization fits and why it is important. It sets the stage for gathering the right representatives down the road and ensures all involved understand the regionalization that is being pursued. Specifically, it addresses the following elements:

- Background for regionalization and Federal priority
- An understanding of how to identify the planning team
- What the planning basis is
- How to work within the statutory guidance and by utilizing current strategies

Module Two: Developing Regionalization Strategies

This module is focused on bringing together key stakeholders and enabling them to make informed decisions about how regionalization will mature in their jurisdictions. It will touch on the Federal priority of collaboration and offer considerations, potential enhancements and resources that can facilitate an effective growth of the regional concept. Specifically, it addresses the following elements:

- Clarity on the Federal priority of regionalization
- Points of consideration that affect regionalization
- Enhancements that will improve collaboration efforts
- Resources to facilitate regionalization

Module Three: Assessing Regional Priorities and Capabilities

This module builds upon regionalization concept by providing practical ways that regions can come together and expand their collaboration efforts. This occurs through discussion about internal review of efforts thus far, examining existing regional capabilities assessments or considering the importance of doing one in the future, measuring priorities regionally and developing a strategy for growth in the region. Specifically, it addresses the following elements:

- Internal review of current concepts, structure, processes
- Prioritization of region's needs based upon the Target Capability List
- Strategy document for region, including goals and objectives
- Foundation for building out the region's capabilities

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen CBRNE Detection, Response and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Emergency Operations Center Management; On-site Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care (Sheltering, Feeding, and Related Services); Fatality Management

SENIOR ELECTED OFFICIALS WORKSHOP

The intent of this workshop is to provide elected officials with an understanding of their roles and responsibilities during disaster and emergency situations including a WMD attack. The workshop includes an introduction to the National Incident Management System (NIMS) and the Incident Command System (ICS). Emphasis is placed on the principle that any disaster or emergency situation can affect more than one jurisdiction. In addition, the need for collaboration of elected officials is a key element.

Target Audience:

This technical assistance (TA) is intended for elected officials at all levels of government, including towns, cities, counties, states, and tribes.

Levels of Assistance:

Level One: Information Resources
Senior Elected Officials Reference CD

Level Three: On-site Workshops
This TA is tailored for delivery to the level of knowledge and expertise of the individual jurisdiction's elected officials. It is provided in a workshop format, combining instruction, meeting facilitation, and transfer of knowledge. This workshop is designed to assist elected officials in the examination of the most effective ways to mitigate the effects of any hazard event; to implement measures to preserve life and minimize property damage; to enhance emergency responses and necessary assistance; and to establish recovery systems in order to restore a jurisdiction to it normal state of affairs.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention; Protection: Response; Recovery

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthening Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Communications; Community Preparedness and Participation; Intelligence/Information Sharing and Dissemination; Critical Infrastructure Protection; On-site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution; Public Safety and Security Response; Isolation and Quarantine; Emergency Public Information and Warning; Restoration of Lifelines; Economic and Community Recovery

SPECIAL EVENTS PLANNING (SEP)

States, regions and localities must often conduct security planning for large-scale events occurring within their jurisdiction. This technical assistance (TA) service assists jurisdictions in developing security plans and training for special events, and is complementary to the special events planning guides prepared by FEMA and the U.S. Department of Justice (DOJ). The program is offered at various levels of assistance and complexity to address the wide variety of needs across the nation.

Target Audience:

Managers and security personnel for large venues; State and local emergency management officials, other agencies as appropriate.

Levels of Assistance:

Level One: Information Resources

Security Preparations for the 1996 Centennial Olympic Games
DOJ CRA Managing Major Events Guide
FEMA IS 15A Special Events Guide
GAO Athens Olympic Security Event Report
Provision of telephone and/or e-mail support for inquiries on program description and highlights for jurisdictions considering implementing this program

Level Two: Templates, Samples, Model

The Level Two support is a 300-page planning guide developed to present options in the planning of large-scale special events. As these events often occur only once in a career, the ability to capture the lessons learned is limited. The magnitude of the planning process can overwhelm the most capable planners and responders. This guide provides a practical approach to addressing these issues, and includes a discussion of the issues that need to be addressed. Since the magnitude of each event varies, the planning process can be adapted to fit the needs of the State or jurisdiction.

Level Three: On-site Workshops

These workshops are designed to:

- Provide direct on-site assistance and facilitation of initial planning meetings
- Review/revise templates
- Provide selected direct assistance throughout the planning process

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Interoperable and Operable Communication Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Critical Infrastructure Protection; On-site Incident Management; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Mass Care (Sheltering, Feeding, and Related Services); Fire Incident Response Support

SPECIAL NEEDS PLANNING (SNP)

This technical assistance (TA) service provides recommendations and planning guidance to educate and prepare States and local communities about how to identify and provide for their special needs populations. *Special Needs Planning (SNP)* TA addresses evacuation assistance, emergency public warning, sheltering, health services, exercises and training. Each step of the planning process should actively involve persons with disabilities as well as emergency management, other affected agencies and nongovernmental organizations.

Target Audience:

Emergency Management, Social Services, Health Department, Housing and Community Development agencies, Nongovernmental Organizations, representatives of special needs communities.

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

- Reference materials
- Print publications
- Up-to-date Web or online resources
- Handbooks, resource guides, manuals, catalogs, etc.

Level Two: Templates, Samples, Model

TA at Level Two offers:

- Provide "best practice" and case studies on initiatives from national organizations, and other jurisdictions
- Offer definitions that assist in identifying the disabled/special needs populations for planning purposes, through the use of functional-based definitions
- Provide disability assessment and planning review guide for use by the State, locality or agency
- Provide information on disability issues for senior leaders
- Include planning recommendations for evacuation of disabled populations
- Develop special needs sheltering assessment and planning recommendations
- Provide recommendations on registry issues related to disabled populations
- Include recommendations for assisting special needs populations through community assistance programs
- Provide recommendations on use of community notification systems targeted to assist with needs of disabled citizens

- Provide disability planning resources for the disabled population to create their own preparedness plans, for distribution by State, local and private agencies

Level Three: On-site Workshops
This discussion-based workshop brings together the diverse participants to identify critical elements of the State or regional special needs capabilities. The focus is on what steps need to be taken and can be realistically achieved to enhance preparedness and response capabilities. This may result in a phased approach to build basic capacity and enhance that over the course of several years. Topics include public education, individual preparedness planning, identification of the target population, options for addressing transportation and sheltering needs, and staffing recommendations. The use of the special needs planning template guidance is also discussed.

National Preparedness Guidelines Mapping:

Mission Area: Protection, Response

National Priorities: Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Emergency Triage and Pre-Hospital Treatment; Medical Surge; Emergency Public Information and Warning; Volunteer Management and Donations; Community Preparedness and Participation; Critical Resource Logistics and Distribution

SYNCHRONIZATION MATRIX (SM)

Comprehensive Preparedness Guide (CPG) 101 provides State and local jurisdictions guidance on developing emergency operations plans. It describes a planning process that emphasizes relationships between the actions of responders at all levels, while including all responding organizations and jurisdictions. Part of that process is game planning a response to determine potential courses of action, resource requirements, and information needs. Using an innovative software tool, the *Synchronization Matrix (SM)* technical assistance (TA) supports emergency plan development by helping planners organize, visualize, and analyze the flow of response actions within and across response jurisdictions through the game planning process. The software also serves as a collaborative workspace, allowing the planning team to work individually or as a team, as appropriate. It also provides a record of planning processes for later use in orienting new staff, informing elected leaders, guiding a response, or completing after-action analyses.

Target Audience:

This TA is for any Federal, State, and local agency seeking emergency planning support and assistance.

Levels of Assistance:

Level Two: Models, Templates, and Samples
Synchronization Matrix Software

Level Three: On-site Workshops
Planning Workshops

The provider delivers the SM TA through a series of on-site consultations that occur during a three to six month period. A typical delivery starts with an initial assessment meeting, followed by four to six facilitated planning workshops where instruction and game planning occur. The provider tailors each delivery to the requesting location's or organization's specific needs. The TA goals are to:

- Train participants on the game planning process and SM software,
- Develop a plan for a single threat response scenario, and
- Develop the location's ability to use game planning in future planning efforts. Locations may use this TA in conjunction with other planning technical assistance offerings.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF) Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communication Capabilities; Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Communications; Community Preparedness and Participation; Planning; Citizen Evacuation and Shelter-In-Place; Critical Resource Logistics and Distribution; Emergency Public Information and Warning; Explosive Device Response Operations; Fatality Management; Fire Incident Response Support; Mass Care (Sheltering, Feeding, and Related Services); Mass Prophylaxis; Medical Supplies Management and Distribution; Medical Surge; On-site Incident Management; Emergency Public Safety and Security Response; Emergency Triage and Pre-Hospital Treatment; Search and Rescue; Volunteer Management and Donations; WMD/Hazardous Materials Response and Decontamination

TERRORISM INCIDENT ANNEX (TIA) PLANNING

This program provides an enhanced level of support to develop a robust Terrorism Incident Annex (TIA) for existing emergency operations plans. The intended outcome of this session is to assist State and local jurisdictions in building a multidisciplinary emergency response planning team that is able to develop or revise an effective TIA that guides the jurisdiction's preparation for and response to an incident. Emphasis is placed on a regional approach that allows jurisdictions to understand how outlying jurisdictions respond and what resources they have available that may be of assistance.

Target Audience:

This program is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:

Level One: Information Resources
Terrorism Incident Annex Planning Reference CD

Level Two: Models, Templates, and Samples
Credible Threat Scenario Development Template and Guidance
Terrorism Vulnerability Assessment for Facilities with Guidance
Terrorism Vulnerability Assessment for Jurisdictions with Guidance
Terrorism WMD Threat Analysis Template and Guidance
Capability Assessment Checklist
Terrorism Incident Annex Template
Terrorism Incident Annex Appendix 1: Chemical Incidents
Terrorism Incident Annex Appendix 2: Biological Incidents
Terrorism Incident Annex Appendix 3: Radiological Incidents
Terrorism Incident Annex Appendix 4: Nuclear Incidents
Terrorism Incident Annex Appendix 5: Explosive Incidents
Terrorism Incident Annex Appendix 6: Cyber Terrorism Incidents
Terrorism Incident Annex Appendix 7: Definitions
Emergency Procedures Template
Memorandum of Agreement/Memorandum of Understanding Template

Level Three: On-site Workshops
There are four modules available for on-site workshops. They can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on development. Workshop Module Two has a two to three week period between each of the one-day sessions allowing jurisdictions to continue the plan development process and then refine it at the second session. Each workshop is one- to two-days in length and customized to the unique planning needs of the jurisdiction.

Module One: Getting Started

This module assists jurisdictions in organizing the planning group and establishing or updating the planning basis for TIA development. It addresses the following elements:

- Identifying and Organizing a Planning Group
- Establishing and/or Reviewing the Planning Basis
- Terrorism/WMD Threat Analysis Process
- Vulnerability Assessments
- Credible Threat Scenarios
- Review of Existing Plans, Planning Guidance, and Legal Authorities

Module Two: Developing the Draft Terrorism Incident Annex
This module assists jurisdictions in developing an initial TIA or updating an existing TIA. It addresses the following elements:

- Terrorism Basics
- Assessment of Capabilities and Identification of Available Resources
- Completing the Draft TIA and Accompanying EOP Revisions

Module Three: Refining the Draft Terrorism Incident Annex
This module assists jurisdictions through key planning activities important to implementation of their TIA. It addresses the following elements:

- Agency review of the Draft TIA
- Identifying and Developing Memorandums of Agreement/Memorandoms of Understanding (MOAs/MOUs)
- Identifying and Developing Procedures to Support Implementation of the TIA

Module Four: Validating the Draft Terrorism Incident Annex
This module assists jurisdictions in identifying methods for validating their TIA and the accompanying MOU/MOAs and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. It addresses the following elements:

- Exercises
- Review Process
- Systems Analysis
- Real World Events

National Preparedness Guidelines Mapping:

Mission Area: Response **National Priorities:** Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities **Capabilities:** Planning; On-site Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Emergency Public Safety and Security Response; Explosive Device Response Operations; WMD/Hazardous Materials Response and Decontamination; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care (Sheltering, Feeding, and Related Services); Fatality Management

Volunteer and Donations Management Planning

When a disaster occurs, emergency management personnel and agencies must be prepared to coordinate the registration and management of organized volunteer agencies, as well as unaffiliated volunteers and unsolicited donations in support of domestic incident response. The volunteer and donations management plan can be used by States, territories, local jurisdictions, or other organizations to guide their planning efforts. The plan can assist emergency managers in identifying volunteer and donations management-related considerations for each of the following phases of emergency management: mitigation, preparedness, response, and recovery. After identifying such considerations, emergency planners can develop a management scheme that clearly states the duties and responsibilities of each agency, organization, or individual volunteer, as well as the management of unsolicited goods and donations.

Target Audience:

This technical assistance (TA) service is intended for State, regional, and local emergency management agencies that need to add volunteer and donations management plans or appendices to existing plans. Volunteer organizations will also benefit by understanding the plan protocols.

Levels of Assistance:

Level One: Information Resources

Volunteer and Donations Management Annotated Bibliography

Level Two: Models, Templates, and Samples

Volunteer and Donations Management Capabilities Assessment
Volunteer and Donations Management Annex Template
Volunteer and Donations Management Appendix 1 Volunteer Management Template
Volunteer and Donations Management Appendix 2 Donations Management Template
Volunteer and Donations Management Appendix 3 Facility Management
Volunteer and Donations Management Appendix 4 Communications Template
Emergency Procedures Template
Memorandums of Agreement / Memorandums of Understanding Template

Level Three: On-site Workshops

These workshops will demonstrate how to apply key volunteer and donation management principles and methodologies. The workshops will use a combination of instructor/facilitator presentations, large and small group discussions, and structured activities. Discussions and activities will focus on strategic planning and analysis to achieve a viable volunteer and donations management plan. By the end of the workshop, participants should be able to develop and write customized department/agency volunteer and donations management plans.

There are four progressive sections available for on-site workshops. They can be delivered individually or in combination. Workshops 2 and 3 are ideally separated by a two to three week period, allowing jurisdictions to continue the plan development process after the second session and then refine the plan at the third session. Each workshop is designed to be one- to two-days in length and can be customized to the unique planning needs of the jurisdiction.

Workshop One: Getting Started
Workshop One provides an initial overview that will assist participants in preparing to write their volunteer and donations management annex. This module will discuss organizing a planning group, setting the group's focus through goals, objectives and courses of action, and assisting jurisdictions with assessing their volunteer and donations management operational needs. Specifically, this module addresses the following elements:

- Identifying and organizing a planning team
- Conducting research and analyzing information
- Determining goals and objectives
- Developing and analyzing courses of action and available resources
- Understanding the planning principles
- Reviewing the planning process
- Assessing capabilities

Workshop Two: Developing the Volunteer and Donations Management Annex
Workshop Two will assist jurisdictions in developing a volunteer and donations management annex to support their emergency operations plan. Each element of the annex and associated appendices is discussed in detail. Specifically, this module addresses the following elements:

- Elements of the Volunteer and Donations Management Annex Template
- Elements of the Supporting Appendices
- Developing the draft Volunteer and Donations Management Annex

Workshop Three: Refining the Volunteer and Donations Management Annex
Workshop Three will assist jurisdictions through key planning activities that are important to the refinement and implementation of a volunteer and donations management annex. This module addresses the following elements:

- Agency review of the draft Annex
- Identifying and developing Memorandums of Agreement/Memorandums of Understanding (MOAs/MOUs)
- Identifying and developing operational procedures

Workshop Four: Validating the Volunteer and Donations Management Annex
Workshop Four will assist jurisdictions in identifying methods for validating their volunteer and donations management annex and the accompanying agreements and

procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. This module addresses the following elements:

- Exercises
- Review process
- Systems analysis
- Real-world events

National Preparedness Guidelines Mapping

Mission Areas: Response

National Priorities: Expanded Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF); Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthening Planning and Citizen Preparedness Capabilities

Capabilities: Planning; Communications; Community Preparedness and Participation; On-site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations

GRANTS MANAGEMENT TECHNICAL ASSISTANCE (GMTA)

The *Grants Management Technical Assistance (GMTA)* includes the Enhancing Grants Management (EGM) Technical Assistance Program. The main objective of the EGM TA service is to provide basic and advanced grant management principles and practices to State, regional, local, and Tribal jurisdictions.

Target Audience:

State Administrative Agency (SAA), Urban Area Working Group (UAWG), or sub recipients' personnel responsible for managing all Federal Emergency Management Agency (FEMA) Grant Programs Directorate (GPD) funded Grant Programs.

Levels of Assistance:

Level One: Information Resources

Delivery of information; existing resources and publications; networking and referral via telephonic or electronic assistance.

Examples:

- Provide electronic copies of standardized policies and procedures which have been documented as promising practices to an individual requesting guidance on this issue.
- Using information in the Compendium to connect an SAA requestor who is seeking promising practices in grants management to a peer who has developed and maintains a grant management policy or procedure for their Homeland Security grants.

Level Two: Templates, Models, Samples

Development of models, templates and samples, as well as other specific needs/issues requested by States for delivery to the field.

Examples:

- Jurisdiction-specific Power Point presentation on Successful Grants Administration Policies, Procedures and Practices which can be delivered by and/or in coordination with the TA requestor and TA Provider
- Develop a curriculum on strategic planning for sub grantees
- Develop an SAA Deskbook reference guide for newly hired SAA, SAA Point of Contact (POC), and staff

Level Three: On-site Workshops

Meeting facilitation; direct guidance and consultation; intensive, short-term, site-specific workshops (multistate, host-site, peer subject matter presentations). The duration of the TA delivery varies depending upon the TA requestor's needs.

Examples:

- Convene a multistate workshop reaching attendees from the State and local jurisdictions keynoting best managing practices in specific topic areas, assessing skill levels of attendees to determine follow-up TA, and providing documentation for attendees that may be used to guide effective grants management practices in the future
- Direct delivery of successful Grants Management principles tailored to the identified grant management needs of the requesting jurisdiction

National Preparedness Guidelines Mapping:

Mission Areas: N/A

National Priorities: N/A

Capabilities: N/A

GRANTS REPORTING TECHNICAL ASSISTANCE (GRTA)

Grants Reporting Technical Assistance (GRTA) is an all encompassing approach to aid States and territories in allocating their Federal Emergency Management Agency (FEMA) Grant Programs Directorate (GPD) grant award funds through project plans and completing and submitting their relevant update reports to GPD. This technical assistance (TA) aids the State in connecting individual projects to the State's own Homeland Security Strategy (and Urban Area Strategy, if applicable) and accurately allocating funding to these projects per the guidelines set in place by GPD. The objective of the GRTA is to instruct States in the correct completion of their Initial Strategy Implementation Plan (ISIP) / Biannual Strategy Implementation Report (BSIR) and in the final submission of these reports to GPD, thus fulfilling the GPD data report requirements.

Target Audience:

This TA is designed for Homeland Security Grant Managers and Administrators and monitoring staff at the State, Urban Area and local level. However, TA deliveries can only be requested at the State level.

Levels of Assistance:

Level One: Information Resources

GRT User's Guide

The Grants Reporting Tool (GRT) User's Guide is a detailed document describing the purpose for and use of the GRT. The guide targets users from the local level to State administrators. Screenshots and step-by-step instructions are provided for each module of the GRT.

What's New

This document provides a detailed dialogue, along with "screen shots" and red call-outs (if applicable) on the changed functionality between releases. This document is meant to reflect the latest features and functionality of the current application.

Frequently Asked Questions

This resource contains answers to the questions most frequently asked by users and administrators of the GRT.

Level Two: Models, Templates, and Samples

BSIR Subgrantee Worksheets

These Excel worksheets provide a template for use in preparing a GRT reporting period for a subgrantee. Submission of these worksheets is not required; it is provided as a convenient template that can be used electronically or in paper form by the State and/or subgrantee.

GRT Technical Assistance Guidebook

The GRT Technical Assistance Guidebook is the document used by TA providers in preparing for and during delivery of an ISIP/BSIR TA. The guidebook describes the required components of an ISIP/BSIR TA, and provides a general outline for how to deliver the TA and a list of best practices for TA delivery.

GRT Technical Assistance PowerPoint
A PowerPoint file is used by the TA providers as an introduction and walkthrough of the GRT to be presented during an on-site workshop.

Level Three: On-site Workshops
ISIP/BSIR Instructional Technical Assistance
The ISIP/BSIR Instructional Technical Assistance is an on-site TA delivery designed to train new staff and refresh existing staff on the purpose, use and administration of the GRT to file an ISIP or BSIR. The course covers how to: register, approve users, create and manage subgrantee organizations, award funds, create projects, allocate funds to project solution area subcategories and disciplines, select strategic goals and objectives, answer project metrics, submit projects and subgrantees to the State, approve subgrantees and submit to GPD.

If so desired, the audience participants may begin ISIP / BSIR data entry while on-site at the TA delivery and ask questions of the TA providers as part of a facilitated data entry.

The standard format for this TA involves two personnel from the TA provider delivering a two-day instructional TA course. The audience size is not limited, and the roster makeup is left to the determination of the State TA requestor.

This TA is not designed as a data entry TA, nor is it intended to supplant State or local personnel in the data entry and submission of an ISIP or BSIR.

GPD covers the TA providers' room and board for the delivery. It is the responsibility of the requestor to provide meeting space, a broadband internet connection, an LCD projector, projection screen or other suitable digital presentation equipment (Smart Board™, other interactive whiteboard, etc). In addition, if the requestor desires that the audience participants be able to work on the GRT during the course of the TA delivery, the requestor must also provide a computer for each participant, or designated group of participants.

National Preparedness Guidelines Mapping:

Mission Areas: N/A

National Priorities: N/A

Capabilities: N/A

HOMELAND SECURITY STRATEGY TECHNICAL ASSISTANCE

Homeland Security Strategy Technical Assistance is administered by the DHS, Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD). The purpose of Homeland Security Strategy TA is to assist States and Urban Areas in developing and implementing a strategy for the enhancement of jurisdictional preparedness to respond to terrorism, natural disasters, and other man made disasters. The program's goal is to enhance the State or Urban Area's ability to develop a comprehensive homeland security strategy.

Target Audience:

This TA service is best suited for persons within the State Administrative Agency (SAA) and /or Urban Area Working Group (UAWG), involved in developing a Homeland Security Strategy, including:

- Managers and staff in the SAA and/or State Homeland Security Office
- Program and project managers at the Urban Area and jurisdiction level
- Discipline-specific homeland security managers throughout the State
- Any individuals who may be new to the office and/or homeland security program management

Levels of Assistance:

Level Three: On-Site Workshops

The Homeland Security Strategy TA is provided as a two-day on-site workshop for assessment and planning support for the development and/or revision of the jurisdictions homeland security strategy. This service will assist States in developing the strategy by:

- Developing a vision
- Developing a strategic focus
- Developing goals and objectives
- Prioritizing objectives

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management

INVESTMENT PLANNING (IP)

The *Investment Planning (IP)* technical assistance (TA) workshop highlights five building blocks that each manager should consider when working through the investment planning process. Each building block is a key factor in developing healthy, value-added investments for States and local jurisdictions.

Through exercises and discussions, participants receive guidance on: (1) more efficiently managing limited resources in order to achieve homeland security goals, (2) developing a proactive approach to planning for the implementation of investments through development of sound business cases, and (3) preparing for potential obstacles in executing an investment that could negatively impact its chances for success.

Target Audience:

The IP TA is recommended for those involved in the investment planning and funding decision-making process at the State and Urban Area level, including:

- Senior leaders and staff in the State Administrative Agency (SAA) and/or Homeland Security Office who are key decision makers in the Investment Planning process
- Individuals involved in Investment Planning committees or working groups, prioritization, and funding allocation process based on investments submitted and funded through the Homeland Seecurity Grant Program (HSGP)
- Project managers responsible for planning for or implementing investments

Levels of Assistance:

Level Three: On-Site Workshops

The IP TA modules include the following building blocks for effective investment planning:

Evaluate existing plans and reviews

- Align investments with existing plans

Prioritization

- Employ a rational process for making investment decisions

Investment Planning — Fundamentals

- Develop measures to track progress
- Analyze viable alternatives to meet goals

Investment Planning — Mapping the Details

- Develop a detailed funding and staffing plan to manage and monitor the different components of an investment

Investment Planning — Preparing for Uncertainty

- Manage risk by preparing for potential obstacles that could negatively impact the investment's success

National Preparedness Guidelines Mapping:

Mission Areas: Response; Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management

PROGRAM MANAGEMENT (PM)

The *Program Management (PM)* technical assistance (TA) service provides guidance on how to plan, manage, and evaluate programs in the context of the *National Preparedness Guidelines (Guidelines)*. This TA service is designed to bring together planners and homeland security managers from many jurisdictions and disciplines throughout each State. Although the content and delivery of the PM TA can be customized to incorporate each State's homeland security program needs, we encourage regional deliveries whenever possible. States and/or regional areas may request specific modules, although a delivery including all modules is recommended.

Target Audience:

This TA service, covering the foundations of program management, is best suited for persons involved in day-to-day program management within the State Administrative Agency (SAA), including:

- Managers and staff in the SAA and/or State Homeland Security Office
- Program and project managers at the Urban Area and jurisdiction level
- Discipline-specific homeland security managers throughout the State
- Any individuals who may be new to the office and/or homeland security program management

Levels of Assistance:

Level Three: On-Site Workshops

Topics addressed in the Program Management TA modules include the following elements of effective program management:

Program Definition

- Align existing plans with homeland security goals
- Identify and coordinate with stakeholders

Program Review

- Use ongoing assessment of program capabilities
- Develop planning steps that effectively use limited resources

Resource Allocation

- Develop a budget plan based on prioritization
- Identify and manage staffing gaps

Evaluation

- Evaluate program and performance gaps
- Recognize and mitigate program challenges

The TA incorporates the existing *DHS Program Management Handbook*, a resource to help administrators manage programs that span across agencies, jurisdictions and disciplines, including the private sector. Program managers also receive guidance on how to enhance their existing State and Urban Area Homeland Security Strategies and Enhancement Plans.

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management

PUBLIC SAFETY INTEROPERABLE COMMUNICATIONS (PSIC) ASSISTANCE PROGRAM

The *Public Safety Interoperable Communications (PSIC) Assistance Program* provides program management, technical, and National Environmental Policy Act (NEPA) support to PSIC grantees in their efforts to successfully implement their Investments, meet PSIC program goals, and comply with statutory and programmatic requirements within the period of performance (ending September 30, 2010). A team of subject matter experts with extensive knowledge of PSIC requirements and Investments provides this assistance.

Target Audience:

This assistance is intended for the PSIC State Administrative Agencies (SAA), PSIC Investment Managers, and additional sub-grantees involved in managing PSIC activities.

Levels of Assistance:

The *PSIC Assistance Program* provides ongoing support through the coordinated components (detailed below) for the duration of the PSIC Grant Program. The program components comprise a number of support areas and service offerings:

Project Management Templates and Best Practices

- Timeline development and tracking
- Budgeting
- Project and financial tracking
- Implementing Investments – change management
- Purchasing and outsourcing

Understanding Grant Requirements

- Matching funds
- Allowed expenses
- Reporting requirements

NEPA Review

- Environmental requirements compliance

System Engineering Support

- Land Mobile Radio (LMR) system analysis
- LMR system migration
- Radio frequency drive test measurements
- Project 25 (P25) information sharing
- P25 LMR workshops
- Microwave design analysis
- Gateway information and training

Planning and Operations Workshops

- Standard Operating Procedures
- Memoranda of Understanding
- Training and exercises

In addition to these support areas, other assistance is available which can be customized to meet the needs of SAAs and PSIC Investment Managers.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Interoperable and Operable Communications Capabilities

Capabilities: Interoperable Communications; Planning; Information Sharing and Collaboration