



WEST VIRGINIA HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM

Multi-Year Training and Exercise Plan

2013 - 2015





WEST VIRGINIA 2013 – 2015 MULTI-YEAR TRAINING AND EXERCISE PLAN

ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is the West Virginia 2012 Multi-Year Training and Exercise Plan.
2. For more information, refer to the following points of contact (POCs):

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FOREWORD

To provide effective exercise program support and guidance, the U.S. Department of Homeland Security (DHS) developed the Homeland Security Exercise and Evaluation Program (HSEEP), which serves as a national model built for implementation at the State and local levels. DHS is committed, under HSEEP doctrine, to the implementation of a capabilities-based training and exercise program that includes a cycle, mix, and range of exercise activities of varying degrees of complexity and interaction.

The DHS Fiscal Year 2012 Emergency Management Program Grant (EMPG) Guidance, along with HSEEP, requires States receiving DHS grant funds conduct an annual Training and Exercise Planning Workshop (TEPW) to review program accomplishments to date and make necessary modifications to the Multi-Year Training and Exercise Plan (TEP) and the training and exercise schedule. An updated Multi-Year TEP and schedule must be produced from the TEPW and submitted to DHS.

The Multi-Year TEP falls into the Program Management aspect of the Homeland Security Exercise Evaluation Program (HSEEP). It is intended to be a comprehensive plan to facilitate the strategic use of limited resources to train and exercise all hazards, and are not exclusive to terrorist-related training and exercises.

DHS's mission, as described in the Homeland Security Act of 2002, is to develop and implement a national program to enhance the capacity of State and local governments to prevent and respond to weapons of mass destruction terrorism in the United States. This mission is achieved through a fully integrated program of assistance to State and local emergency responders on specialized equipment, a robust training program, technical assistance, and exercise support.

The (HSEEP) was developed to serve as a national model built for implementation at the State and local levels. Exercises will assess performance of all-hazards tasks, including homeland security tasks, under specified conditions and against objectively verifiable performance standards based on an analytical review. This will be followed by strategically and operationally applying the results. DHS has developed a set of scenarios and exercise performance measures to assist States and local jurisdictions with implementing an exercise program that meets this challenge.



The TEPW utilized the 2010 West Virginia Homeland Security Strategy as the foundation for matching the State's Goals with the National Priorities and the associated Core Capabilities. Using this foundation the TEPW was conducted to determine the regional training and exercise needs and to associate those needs with the State's goals and selected Core Capabilities. This has produced an HSEEP compliant Training and Exercise Plan that establishes the way forward for West Virginia and its jurisdictions to train and exercise over the next few years to enhance the State's emergency preparedness, response, and recovery across all levels of government.

WEST VIRGINIA TEPW FY2013 SUMMARY

West Virginia's 2013 regional Improvement Planning Workshops (IPW) was held from 9:00 a.m. to 3:00 p.m. October 2, 2012 at Morgantown, WV and October 3, 2012 at the WV State Police Academy. The TEPW was hosted by the West Virginia Homeland Security State Administrative Agency. Read ahead materials were provided to all participants to prepare them for the workshop. Jurisdictions from the six regions were invited to participate; those who received or anticipated receiving FY2012 EMPG grant funding were required to participate. This workshop was conducted under HSEEP guidelines, documented and serves as an exercise under the grant requirements.

The purpose of the TEPW was to develop the Multi-Year Training and Exercise Plan (TEP) for fiscal years 2013-2015 as a product of the workshop. The TEP is used as a complimenting document to the West Virginia State Homeland Security Strategy to provide a guide for state, regional, and local training and exercises over the next year. The plan is updated annually to adjust to the realities of the past year and forecast of future years. Particularly in the fiscally challenging times we are presently experiencing, the TEP provides a means of coordinating and collaborating local, regional, state and federal resources into consolidated training and exercise opportunities that are intentionally designed to meet all of the participants training and exercise requirements while reducing the total number of exercises and funding needed to retain West Virginia's high level of preparedness and readiness.

The 2013 TEPW agenda included a review of the WV Homeland Security Strategy, the State Training Plan, review of selected capabilities, and development of the training and exercise calendar through 2015. The participants were also provided with program updates.

Participants were seated by geographical regions. Workshop participants were focused on completing activities designed to walk them through a process which included the following:

- Review past exercise and real events to identify strengths and areas for improvement

- Identify Core Capabilities associated with regional or local training and exercise needs

- Prioritize the Core Capabilities to ensure they are in alignment with the State Strategy and National Priorities.

- Develop a Training and Exercise Calendar.

Although each region had representatives from many of their jurisdictions, not all jurisdictions, and not all disciplines were represented. Based on this, the information collected and included in the TEP reflects the work of the workshops participants and may not necessarily indicate agreement of all jurisdictions, agencies, or disciplines within the region or across the state.

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CHAPTER 1: INTRODUCTION

PURPOSE

The purpose of the TEPW was to develop the Multi-Year Training and Exercise Plan (TEP) for 2013-2015 as a product of the workshop. The TEP is used as a complimenting document to the West Virginia State Homeland Security Strategy to provide a guide for state, regional, and local training and exercises over the next year. The plan is updated annually to adjust to the realities of the past year and forecast of future years. Particularly in the fiscally challenging times we are presently experiencing, the TEP provides a means of coordinating and collaborating local, regional, state and federal resources into consolidated training and exercise opportunities that are intentionally designed to meet all of the participants training and exercise requirements while reducing the total number of exercises and funding needed to retain West Virginia's high level of preparedness and readiness.

Additionally, the TEP provides a road map for West Virginia to follow in accomplishing the priorities described in the State's Homeland Security Strategy. Each priority is linked to a corresponding National Priority then to appropriate core capabilities. This is done as a means of ensuring training and exercises are conducted to support established statewide goals.

OVERVIEW

The U.S. Department of Homeland Security (DHS) requires that every State conduct a Multi-Year Training and Exercise Plan Workshop (TEPW) annually.

West Virginia conducted regional Improvement Planning Workshops (IPW) on October 2 & 3, 2012. This Training and Exercise Plan (TEP) is used as a complementing document to accomplish the priorities described in the West Virginia Homeland Security Strategy. Through the strategy and the training and exercises West Virginia continues to maximize funding opportunities while providing equipment, training and exercises that help all jurisdictions in their all hazard preparedness, response and recovery.

The 2010 West Virginia Homeland Security Strategy was utilized as a foundation for the TEPW and subsequently for this TEP. West Virginia Strategy is a statewide document that relies on qualitative and quantitative risk assessment to guide resource decisions. It recognizes that risks and hazards vary across the state. The Strategy establishes five state goals which intersect with the National Priorities. The key to implementation of this strategy is the coordinated planning at all levels to reduce the duplication of effort and maximize investment. The table below illustrates the State's goals in relation to the National Priorities.

Table 1: Homeland Security National Priorities	Strategic Goal #1	Strategic Goal #2	Strategic Goal #3	Strategic Goal #4	Strategic Goal #5
This table indicates where each strategic goal within the <i>West Virginia Homeland Security Strategy</i> relates to the National Priorities.					
Expand Regional Collaboration				☒	☒
Implement the National Incident Management System and National Response Framework	☒				
Implement the National Infrastructure Protection Plan			☒		
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	☒	☒		☒	☒

In developing the TEP the Homeland Security Exercise Evaluation Program (HSEEP) building block approach is used. This approach recognizes a natural progression of training and exercises for individuals, disciplines, agencies, regions and the community moving from simple to more complex exercises and training as capabilities are demonstrated.

The State’s training and exercise programs are administered by the Division of Homeland Security and Emergency Management, and the Homeland Security State Administrative Agency in coordination with the local emergency response agencies, community partners and the private sector. This Plan is established for all State-level response agencies, as well as any municipal response agencies receiving State homeland security funds. It is recognized that the information collected and included in the TEP reflects the work of the workshop participants and may not necessarily indicate agreement of all jurisdictions, agencies, or disciplines within the region or across the state. Best efforts will be made to follow the plan as developed, while being sensitive to the needs of agencies and jurisdictions.

CHAPTER 2: WEST VIRGINIA PROFILE

West Virginia Profile/Description of Jurisdictions

Characteristic	Description
West Virginia Population	1.8 million
Location of State	<p>The State of West Virginia consists of approximately 233 cities and towns and is divided into 55 counties. West Virginia is approximately 24,231 square miles in size. The state is very hilly and rugged, with the highest mean altitude (1,500ft) of any state east of the Mississippi. West Virginia is the only state in the nation located entirely within the Appalachian Mountain range.</p> <p>The Eastern portion of West Virginia is a ridge and valley system which is characterized by long, even ridges, with long, continuous valleys in between. The western portion of the state is located within the Allegheny Plateau known of its many ridges, hollows, and lowland valleys. Though the term “plateau” is popularly associated with level land, here it refers to a level land that has been weathered into many ridges and valleys. Much of the plateau is drained by the Ohio River and several of its major tributaries, including the Kanawha and Monongahela rivers.</p>
Regional Structure	<p>West Virginia is subdivided numerous ways for public safety purposes. Each subdivision has been established by respective agencies based primarily on geography and specific mission. For purpose of homeland security programs with the regional breakdown follows the West Virginia State Police.</p>

REGIONS

For homeland security program purposes, West Virginia follows the regional boundaries of the six State Police regions as depicted in **Figure 5-1**. Within these regions are 55 counties (see **Figure 5-2**).

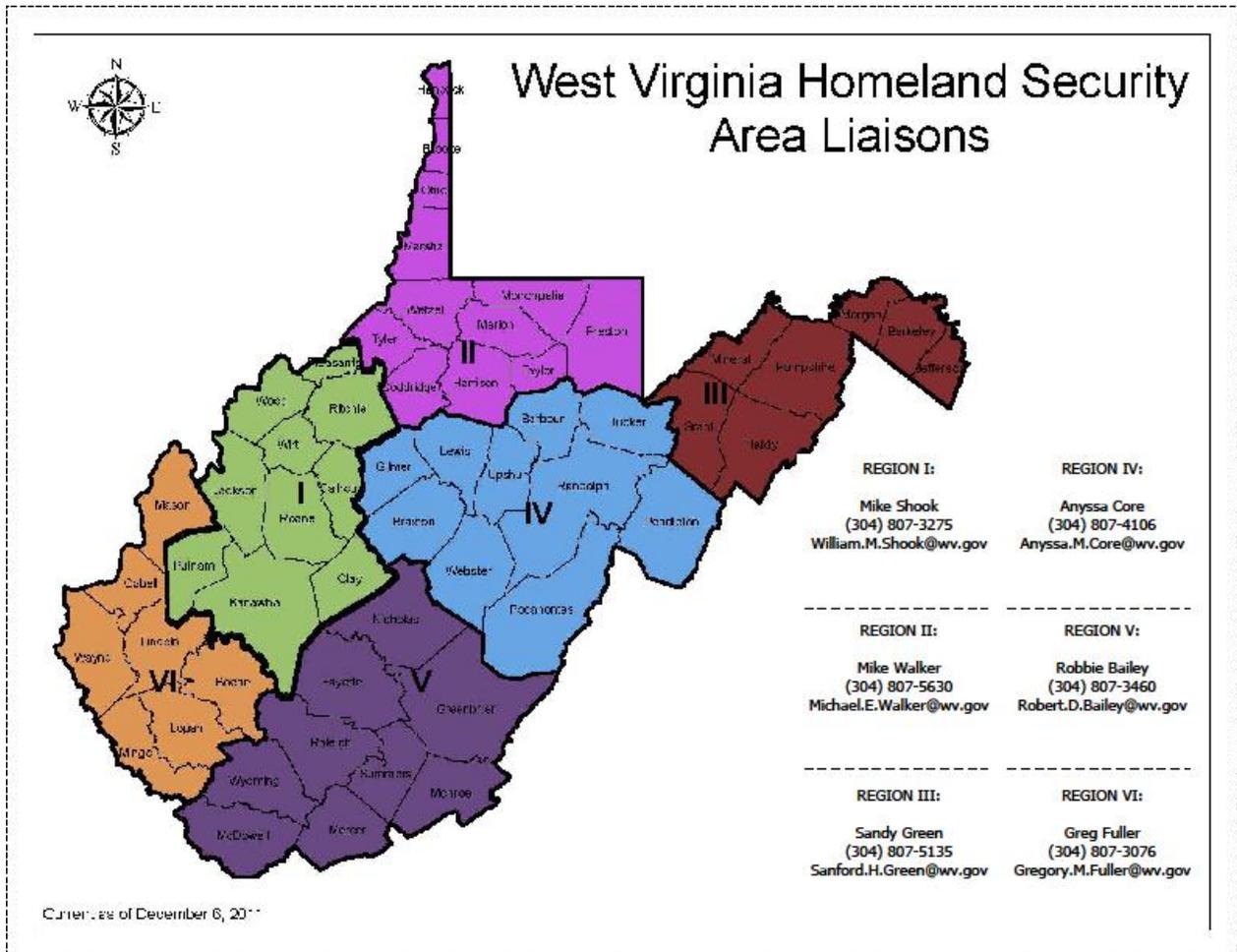


Figure 5-1. WV Homeland Security and Emergency Management Regions

Region I –

Calhoun	Pleasants	Wirt
Clay	Putnam	Wood
Jackson	Ritchie	
Kanawha	Roane	

Region II –

Brooke	Marion	Preston
Doddridge	Marshall	Taylor
Hancock	Monongalia	Tyler
Harrison	Ohio	Wetzel

Region III –

Berkeley	Jefferson	
Grant	Mineral	
Hampshire	Morgan	
Hardy		

Region IV –

Barbour	Pendleton	Upshur
Braxton	Pocahontas	Webster
Gilmer	Randolph	
Lewis	Tucker	

Region V –

Fayette	Monroe	Wyoming
Greenbrier	Nicholas	
McDowell	Raleigh	
Mercer	Summers	

Region VI –

Boone	Mason	
Cabell	Mingo	
Lincoln	Wayne	
Logan		

Figure 5-2. West Virginia Counties by Region

CHAPTER 3: TRAINING AND EXERCISE METHODOLOGY

INTRODUCTION

The West Virginia Multi-Year TEP provides overall guidance for conducting and evaluating exercises to meet the goals and objectives outlined in the State Strategy

All West Virginia Homeland Security State Administrative Agency, and Division of Homeland Security and Emergency Management training coincides with the objectives outlined in the 2010 West Virginia Homeland Security State Strategy. All sponsored courses are DHS approved courses. All courses are submitted for approval of Law Enforcement In Service hours. In order to attend sponsored courses individuals must register using the DMAPS Training Database.

Additional training may be added to the list below based needs and availability of resources.

TRAINING AND EXERCISE GOALS

FY13 (First Year)

1. Develop and distribute a Multi-Year Exercise Plan.
2. Coordinate an annual TEPW.
3. Provide awareness and training of Presidential Policy Directive-8 (PPD-8), the National Preparedness Goal, Homeland Security Exercise and Evaluation Program (HSEEP), and applicable materials.

FY14 (Second Year)

1. Update the Multi-Year Exercise Plan to meet Federal, State, and local guidelines and mandates.
2. Schedule and facilitate an annual TEPW.

FY15 (Third Year)

1. Update the Multi-Year Exercise Plan to meet Federal, State, and local guidelines and mandates.

METHODOLOGY AND EVENT TRACKING

The West Virginia Homeland Security State Administrative Agency, and Division of Homeland Security and Emergency Management follow the methodology that is compliant with HSEEP guidelines. The objective is to successfully track planning, training, and exercise accomplishments across all levels of government where homeland security funding has been utilized. By doing so West Virginia is better equipped to adapt training with specific needs at the local, regional and state level, and to conduct collaborative exercises which are appropriately placed on the continuum of complexity that meets the participant's needs while conserving exercise funding dollars.

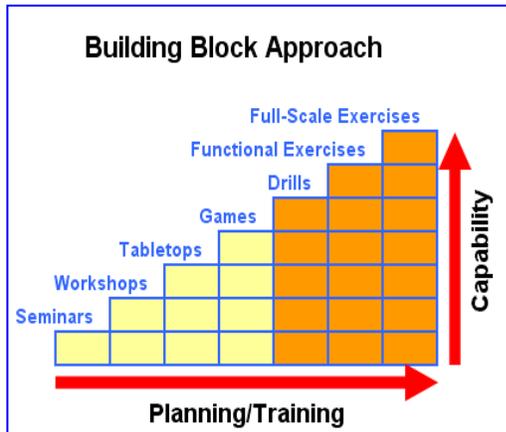
Some elements of this methodology include:

- HSEEP Building Block Approach to develop exercises with increasing levels of complexity based on the participants needs. This includes the full range of exercises. Recognizing that although a higher level was previously achieved, turnover in personnel, additions to equipment or procedures and identified areas of improvement from previous exercises may require a less complex exercise needs to be incorporated. (building-block approach, see **Figure 3-1**).
- Exercises that involve players from multiple disciplines, jurisdictions or regions and state agencies are needed to test interagency relationships, agreements and interoperable equipment.
- Exercises that are designed using the core capabilities and meet program or grant requirements.
- Utilizing the HSEEP evaluation and improvement planning for each exercise.
- Each jurisdiction's level of preparedness to assess a proper starting point in the cycle of exercises.
- Threat-based, realistic, and accurate exercise scenarios based on the selected core capabilities and exercise objectives.

Using the HSEEP methodology all exercises should begin with planning and exercise design meetings that are coordinated between the planners and trainers and participants who have exercise-specific expertise within the agency. Outside exercise contractors can and may be used to provide additional resources to agency staff.

Exercises should progress from simple to complex utilizing all of the appropriate forms of exercises within HSEEP. Full Scale Exercises (FSE) is the most costly due to real time movement of people and equipment. Planning and safety considerations and the number of participants all contribute to the high cost of these exercises. Once these planning activities have taken place, exercise planners may organize tabletop exercises (TTXs) to begin orienting participants toward the subsequent functional exercises (FEs) and full-scale exercises (FSEs). See Appendix B for the description of types of exercises. Figure 3-1 depicts a pattern, or

building-block approach, that moves from the planning/training stages to an FSE through a series of activities of increasing complexity. It also depicts the seven types of exercises defined in HSEEP. The first four of these (shown in yellow) are considered discussion-based exercises, which include planning and training, while the last three (shown in orange) are operations-based exercises.



These steps must be documented as exercises through submittal of the AARs, and IPs. By using this type of methodology, Exercise planners must ensure that the exercise scope, scale, and complexity are tailored to each specific region or jurisdiction in the State and comport to the State’s goals. This methodology will assist in maintaining a consistent statewide delivery system.

All exercises will be evaluated using one or more of the Core Capabilities. An AAR/IP will be created and posted to the DHS Corrective Action Program Web site.

Figure 3-1. Building-Block Approach

Exercise Planning Cycle

Figure 3-2 below illustrates the cycle of activities that should be followed from exercise concept through the delivery or performance of an FSE. A combination of these exercise types should fit cleanly into the state’s One-Year Cycle as illustrated in the second diagram. Seminars and workshops may be used to facilitate planning development, while TTXs and drills may assist in the training of personnel at strategic and tactical levels. The exercise phase may be achieved by using TTXs, games, drills, FEs, and/or FSEs.

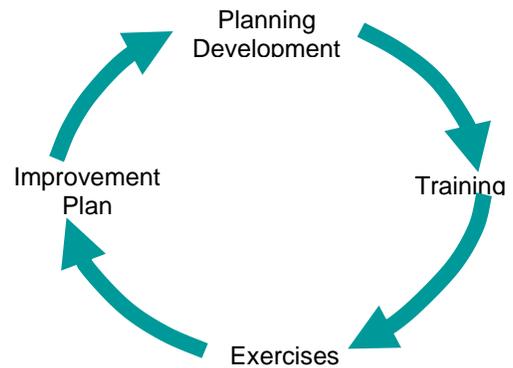


Figure 3-2. One-Year Cycle

Training

Education and training activities to support the Exercise Plan are provided to enhance the knowledge, skills, and abilities of individuals, agencies, and jurisdictions to prepare for, respond to, and recover from all hazards and emergencies. All educational and training activities are competency-based and designed based on an identified need, including AARs or IPs.

Applicability

The TEP will be used by the West Virginia Homeland Security Administrative Agency, and the Division of Homeland Security and Emergency Management, along with HSEEP guidelines, when designing, planning, training for, and conducting exercises. This plan must be used as guidance by all partnering and/or contracting agencies using either Federal- or State-provided funding for all preparedness exercises they may conduct in their jurisdictions.

CHAPTER 4: MULTI-YEAR TRAINING AND EXERCISE SCHEDULE

MULTI-YEAR TRAINING AND EXERCISE SCHEDULE

The participants of the West Virginia Training and Exercise Workshop identified core capabilities to be exercised within their region. Collectively the regions identified 15 core capabilities all of which are included as the identified core capabilities in the West Virginia Homeland Security Strategy. The table below shows identified core capabilities selected by the TEPW participants. Future TEPWs may adjust core capabilities to include more of those included in the State Strategy.

Table 3: Core Capabilities	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
<input checked="" type="checkbox"/> indicates one of top priorities for the region over the next three years. Based off of 2012 Improvement Planning Workshop (IPW) results.						
Common Mission Area						
Planning				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Public Information and Warning	<input checked="" type="checkbox"/>					
Operational Coordination		<input checked="" type="checkbox"/>				
Prevention Mission Area						
Forensics and Attribution						
Intelligence and Information Sharing				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Interdiction and Disruption						
Screening, Search, and Detection						
Protection Mission Area						
Access Control and Identity Verification						
Cybersecurity						
Intelligence and Information Sharing				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Interdiction and Disruption						
Physical Protective Measures						
Risk Management for Protection Programs and Activities						
Screening, Search, and Detection						
Supply Chain Integrity and Security						
Mitigation Mission Area						
Community Resilience	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Long-Term Vulnerability Reduction					<input checked="" type="checkbox"/>	
Risk and Disaster Resilience Assessment						
Threat and Hazard Identification						

Response Mission Area						
Critical Transportation						
Environmental Response Health/ and Safety						
Fatality Management Services	☒	☒				
Infrastructure Systems	☒	☒	☒		☒	
Mass Care Services	☒	☒		☒	☒	☒
Mass Search and Rescue Operations						
On-Scene Security and Protection						
Operational Communication		☒	☒	☒		
Public and Private Services and Resources						☒
Public Health and Medical Services						
Situational Assessment			☒			
Recover Mission Area						
Economic Recovery	☒					
Health and Social Services						
Housing						
Infrastructure Systems	☒	☒	☒		☒	
Natural and Cultural Resources						

The following training and exercise schedule was developed by participants of the IPW's on October 2 & 3, 2012. The exercises should reflect the all-hazards approach to include coordination with multiple disciplines, agencies, jurisdictions, and community partners. The schedule will be reviewed and updated each year at the annual West Virginia TEPW. While the focus will be on the first year schedule, it is important to plan for future years simultaneously as a means of developing progressively complex exercises as the individuals, agencies, and jurisdictions demonstrate competency in the selected capabilities. Additionally, simultaneous planning for progressive exercises may occur to save time and effort by carrying forward the planning momentum from a Table Top Exercise (TTX) into a Functional Exercise (FE) or a Full Scale Exercise (FSE).

Training and exercises are scheduled with consideration on the seasonal shift in likely hazards facing our communities.

It is important to focus attention on the target capability that will be evaluated in the exercise. This will shift the focus from the particular scenario, however, it will provide for a better evaluation of the exercise across multiple disciplines.

Jurisdictions are encouraged to coordinate their efforts with the State schedule based on potential threats, vulnerabilities, baseline levels of preparedness, and exercise needs. Exercises should support and validate previous training and plans and could range from seminars to introduce new materials, to TTXs that examine plans and disaster responses too large or time-consuming for FSEs, to an annual operations-based exercise that provides practice operating in a realistic field environment.

State Sponsored Exercise's

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013 Bluestone Dam Exercise Series	Bluestone Dam Improvement Planning	Seminar	Workshop	TTX
2014	FE	FSE	Seminar	Workshop
2015	TTX	FE	FSE	Seminar

Note: Due to the postponement of the Bluestone Dam Full Scale Exercise local jurisdictions will develop exercises based on gaps identified in the Improvement Plans generated by the Bluestone Dam Table Top and Functional exercises completed the previous Fiscal year.

Region 1

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013	Bluestone Dam Improvement Planning	Seminar	Workshop	TTX
2014 Critical Resource Logistics and Distribution	Seminar	Workshop	Table Top	Functional
2015 Mass Care – Sheltering, Feeding and Related Services	Seminar	Workshop	Table Top	Functional

Region 2

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013	Bluestone Dam Improvement Planning	Seminar	Workshop	TTX
2014 EOC Management	Lessons Learned	Seminar	Drill	Functional
2015 Communications	Workshop	Drill		Full Scale

Region 3

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013				
2014 Major Hurricane				
2015 Pandemic				

Region 4

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013	Bluestone Dam Improvement Planning	Seminar	Workshop	TTX
2014	TICP Seminar (Tactical Interoperable Communications Plan)	Drill on TICP	HazMat Decon Training/Seminar	Regional Functional Communications Seminar
2015	WMD Seminar/Training	HazMat Work Shop	HazMat Table Top	Functional HazMat Exercise

Region 5

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013	Bluestone Dam Improvement Planning	Seminar	Workshop	TTX
2014	Seminar	Workshop	Table Top	Functional/Full Scale
2015	Seminar	Workshop	Table Top	Functional/Full Scale

Region 6

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2013	Bluestone Dam Improvement Planning	Seminar	Workshop	TTX
2014 Regional Airport Exercise	Table Top for Tri-State Airport	Functional Exercise for Tri-State Airport	Workshop – After Action Report/ Improvement Plan	Workshop – Transportation and Evacuation Routes
2015 Public Transportation/ Evacuation Routes	Workshop – Public Transportation and Evacuation Routes	Seminar – Public Information	Table Top Exercise	Full Scale Exercise – Mass Evacuation

APPENDIX A: WV DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT FY 2013 TRAINING SCHEDULE

The following FY 2012 Training Schedule was provided during the TEPW on November 14, 2011. As an outcome of the TEPW adjustments to the schedule will be made and published.

Rapid Assessment Workshop, G250.7

Hawks Nest State Park
19-20 FEB

Recovery from Disaster, the Local Government Role, G270.4

North Bend State Park
26-27 MAR

G364 Multi-Hazard Planning for Schools

Twin Falls Resort
23-24 APR

Debris Management, G202

Blackwater Falls
21-23 MAY

G393, Mitigation for Emergency Managers

Cacapon State Park
17-19 JUN

G775, Emergency Operations Center (EOC) Management and Operations

Pipestem State Park
16-17 JUL

G191, Incident Command System/Emergency Operations Center Interface

Tygart Lake State Park
20-21 AUG

L371, PA Eligibility Program

Chief Logan Lodge
17-19 SEP

APPENDIX A: WEST VIRGINIA HOMELAND SECURITY STATE ADMINISTRATIVE AGENCY FY 2013 TRAINING SCHEDULE

REGION 1 TRAINING SCHEDULE

Emergency Operations Plans for Rural Jurisdictions

Date: January 30, 2013

Location: Judge Black Annex - Parkersburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Resource Inventory Management

Date: February 21, 2013

Location: Judge Black Annex - Parkersburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Dealing with the Media: A Short Course for Rural First Responders

Date: April 11, 2013

Location: Judge Black Annex - Parkersburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Social Media for Natural Disaster Response and Recovery

Date: March 12, 2013

Location: WV State Police Academy - Dunbar, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

REGION 2 TRAINING SCHEDULE

Law Enforcement Active Shooter Emergency Response

Date: May 28 - 30, 2013

Location: Moundsville Penitentiary - Moundsville, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Bioterrorism: Mass Prophylaxis Preparedness and Planning

Date: April 16-17, 2013

Location: FBI Center – Clarksburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Social Media For Natural Disaster Response And Recovery

Date: July, 2013

Location: Best Western – Bridgeport, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Public Information In An All-Hazards Incident

Date: August 28-29, 2013

Location: Cabela’s – Triadelphia, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Testing An Emergency Operations Plan In A Rural EOC

Date: June, 2013

Location: Red Cross Bldg. – Morgantown, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

REGION 3 TRAINING SCHEDULE

Disaster Management For Water And Wastewater Utilities

Date: May, 2013

Location: Jefferson Co. EOC – Martinsburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Senior Officials – Disaster Management And Wastewater

Date: June, 2013

Location: Jefferson Co. EOC – Martinsburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

**Mobilizing Faith-Based Community Organizations In Preparing For
Disaster**

Date: April, 2013

Location: Jefferson Co. EOC – Martinsburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Law Enforcement Active Shooter For Emergency Response

Date: August, 2013

Location: Martinsburg PD – Martinsburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

EOC Emergency Operations For All-Hazard Events

Date: November, 2013

Location: Jefferson Co. EOC – Martinsburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

REGION 4 TRAINING SCHEDULE

ETEAM TRAINING

REGION 5 TRAINING SCHEDULE

Social Media For Natural Disaster Response And Recovery

Date: March 13, 2013

Location: Erma Byrd Higher Education Center – Beaver, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Mobilizing Faith-Based Community Organizations In Preparing For Disaster

Date: September, 2013

Location: Erma Byrd Higher Education Center – Beaver, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

Dealing With The Media: A Short Course For Rural First Responders

Date: July, 2013

Location: FBI Center – Clarksburg, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

REGION 6 TRAINING SCHEDULE

EOC Emergency Operations For All-Hazards Events

Date: February 5-7, 2013

Location: Tri-State Fire Academy - Huntington, WV

To register go to: www.onlinelearning.wv.gov/dmapscm6

APPENDIX B: TYPES OF EXERCISES

DISCUSSION BASED EXERCISES

Discussion-based exercises are normally used as starting points in the building-block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual aid agreements (MAAs), and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic policy-oriented issues; operations-based exercises focus more on tactical response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

Seminars. Seminars are generally used to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They offer the following attributes:

- Informal discussions led by a seminar leader
- Lack of time constraints caused by real-time portrayal of events
- Low-stress environment that uses a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Proven effectiveness with both small and large groups

Workshops. Workshops represent the second tier of exercises in the Homeland Security Exercise and Evaluation Program (HSEEP) building-block approach. Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is on achieving or building a product (such as a plan or a policy). Workshops provide an ideal forum for the following:

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design such as the following:

- Determining evaluation elements and standards of performance
- Determining program or exercise objectives
- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), emergency operations plans (EOPs), MAAs, Multi-Year Training and Exercise Plans (output of the TEPW), and improvement plans (IPs). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Potential topics and goals are numerous, but all workshops share the following attributes:

- Effective with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed through different instructional techniques
- Lack of time constraint from real-time portrayal of events
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

Tabletop Exercises (TTXs). TTXs involve senior staff members, elected or appointed officials, or other key personnel in an informal setting discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decisionmaking that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises and games, TTXs can be cost-effective tools when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the facilitator, problems are discussed as a group, and resolution is generally agreed upon and summarized by the leader. In an advanced TTX, play focuses on delivery of prescribed messages to players that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. TTX attributes may include the following:

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation
- Participating in information sharing
- Practicing group problem solving
- Testing group message interpretation

OPERATIONS BASED EXERCISES

Operations-based exercises are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time.

Drills. A drill is a coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- Realistic environment

Functional Exercises (FEs). An FE, also known as a Command Post Exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS), Unified Command, and Emergency Operations Centers (EOCs). Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of an FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include the following:

- Evaluating the EOC, headquarters, and staff
- Evaluating functions
- Examining interjurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

Full-Scale Exercises (FSEs). FSEs are multiagency, multijurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the ICS or Unified Command to effectively and efficiently respond to, and recover from, an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). An FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

An FSE provides an opportunity to execute plans, procedures, and MAAs in response to a simulated live incident in a highly stressful environment. Typical FSE attributes include the following:

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memorandums of understanding (MOUs), SOPs, plans, policies, and procedures
- Assessing equipment capabilities
- Assessing interjurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Exercising public information systems
- Testing communications systems and procedures

APPENDIX C: CORE CAPABILITIES

Core Capabilities

Overview

Core capabilities are essential for the execution of each of the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery (see Table 1). To assess both our capacity and our gaps, each core capability includes capability targets for which measures will be developed. The core capabilities and capability targets are not exclusive to any single level of government or organization, but rather require the combined efforts of the whole community.

Table 1: Core Capabilities by Mission Area³

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

³ Planning, Public Information and Warning, and Operational Coordination are core capabilities common to all mission areas.

These five mission areas serve as an aid in organizing our national preparedness activities, and do not constrain or limit integration across mission areas and core capabilities, which by their nature are highly interdependent and applicable to any threat or hazard. These mission areas exist along a continuum, and there is a dynamic interplay between and among them and even some commonality in the core capabilities essential to each.

These core capabilities represent an evolution from the Target Capabilities List.⁴ The transition to core capabilities expands the focus to include Mitigation and allows greater focus on Prevention and Protection activities based on experience since the release of Homeland Security Presidential Directive 8 (HSPD-8). The capability targets associated with these core capabilities are ambitious. *These are not targets for any single jurisdiction or agency; achieving these targets will require a national effort involving the whole community.* Each mission area relies on the whole community to ensure success. This includes children,⁵ individuals with disabilities and others with access and functional needs, diverse communities, and people with limited English proficiency.

Three core capabilities span all five mission areas: Planning, Public Information and Warning, and Operational Coordination. These common core capabilities serve to unify the mission areas and, in many ways, are necessary for the success of the remaining core capabilities. Additionally, a number of core capabilities directly involve more than one mission area and are listed in each mission area as appropriate.

Core capabilities and targets, like the risks we face, are not static. They will be vetted and refined, taking into consideration the risk and resource requirements, during the planning process established through PPD-8.

Risk and the Core Capabilities

Understanding the greatest risks to the Nation's security and resilience is a critical step in identifying the core capabilities and capability targets. All levels of government and the whole community should present and assess risk in a similar manner to provide a common understanding of the threats and hazards confronting our Nation. The information gathered during a risk assessment also enables a prioritization of preparedness efforts and an ability to identify our capability requirements across the whole community.

In accordance with PPD-8, and in coordination with Federal departments and agencies, a Strategic National Risk Assessment was conducted.⁶ The results of the assessment indicate that a wide range of threats and hazards pose a significant risk to the Nation, affirming the need for an all-hazards, capability-based approach to preparedness planning. Key findings include:

- Natural hazards, including hurricanes, earthquakes, tornados, wildfires, and floods, presents a significant and varied risk across the country.

⁴ For a crosswalk of the Target Capabilities List against the core capabilities, see <http://www.fema.gov/ppd8>.

⁵ Children require a unique set of considerations across the core capabilities and capability targets contained within this document. It is strongly encouraged that this be taken into consideration as part of any integrated planning effort.

⁶ The complete results of the Strategic National Risk Assessment are classified. For an unclassified summary, see <http://www.fema.gov/ppd8>.

- A virulent strain of pandemic influenza could kill hundreds of thousands of Americans, affect millions more, and result in economic loss. Additional human and animal infectious diseases, including those previously undiscovered, may present significant risks.
- Technological and accidental hazards, such as dam failures or chemical substance spills or releases, have the potential to cause extensive fatalities and severe economic impacts, and the likelihood of occurrence may increase due to aging infrastructure.
- Terrorist organizations or affiliates may seek to acquire, build, and use weapons of mass destruction (WMD). Conventional terrorist attacks, including those by “lone actors” employing explosives and armed attacks, present a continued risk to the Nation.
- Cyber attacks can have their own catastrophic consequences and can also initiate other hazards, such as power grid failures or financial system failures, which magnify the potential impact of cyber incidents.

These findings supported the development of the core capabilities, as well as the establishment of capability targets for the Goal. Additionally, the Response and Recovery mission areas go one step further by focusing on a set of core capabilities based on the impact of a no-notice, cascading incident. Such an incident would likely stress the abilities of our Nation. A set of planning factors, drawing across three hazards identified by the Strategic National Risk Assessment (i.e., a large-scale earthquake, a major hurricane, and a WMD attack), were developed to mimic this cascading incident and identify the necessary core capabilities. The specific findings and the planning factors for the cascading incident results will be revisited as part of the recurring update of the Strategic National Risk Assessment.

Mission Area: Prevention

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.⁷ It is focused on ensuring we are optimally prepared to prevent an imminent terrorist attack within the United States.

Preventing an *imminent* terrorist threat to the homeland will require Prevention core capabilities. In addition, it will trigger a robust and collaborative investigative process.⁸ Prevention also includes the intelligence, law enforcement, and homeland defense activities conducted in the event of an act of terrorism in the homeland to determine if follow-on attacks are planned and to thwart and/or apprehend the adversary.

The terrorist threat is dynamic and complex and combating it is not the sole responsibility of a single entity or community. Ensuring the security of the homeland requires the execution of terrorism prevention through extensive collaboration with government and nongovernmental entities, international partners, and the private sector. We will foster a rapid, coordinated, all-of-Nation, effective terrorism prevention effort that reflects the full range of capabilities critical to avoid, prevent, or stop a threatened or actual act of terrorism in the homeland.

⁷ Unlike other mission areas which are all-hazards by design, PPD-8 specifically focuses Prevention-related activities on an imminent terrorist threat.

⁸ An investigative process is the systematic collection and analysis of information pertaining to factors suspected of being, contributing to, or having caused a terrorism threat or a terrorism incident. A well-conducted process will routinely leverage multiple core capabilities to accomplish its purpose in a holistic, all-of-Nation approach.

Table 2: Prevention Mission Area Capabilities and Preliminary Targets⁹

Prevention Mission Area Capabilities and Preliminary Targets	
Planning	<p>Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.</p> <ol style="list-style-type: none"> 1. Identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the time frame contemplated within the plan using available resources for prevention-related plans. 2. Develop and execute appropriate courses of action in coordination with Federal, state, local, and private sector entities in order to prevent an imminent terrorist attack within the United States.
Public Information and Warning	<p>Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.</p> <ol style="list-style-type: none"> 1. Share prompt and actionable messages, to include National Terrorism Advisory System alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks, consistent with the timelines specified by existing processes and protocols. 2. Provide public awareness information to inform the general public on how to identify and provide terrorism-related information to the appropriate law enforcement authorities, thereby enabling the public to act as a force multiplier in the prevention of imminent or follow-on acts of terrorism.
Operational Coordination	<p>Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p> <ol style="list-style-type: none"> 1. Execute operations with functional and integrated communications among appropriate entities to prevent initial or follow-on terrorist attacks within the United States in accordance with established protocols.
Forensics and Attribution	<p>Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.</p> <ol style="list-style-type: none"> 1. Prioritize physical evidence collection and analysis to assist in preventing initial or follow-on terrorist acts. 2. Prioritize chemical, biological, radiological, nuclear, and explosive (CBRNE) material (bulk and trace) collection and analysis to assist in preventing initial or follow-on terrorist acts. 3. Prioritize biometric collection and analysis to assist in preventing initial or follow-on terrorist acts. 4. Prioritize digital media and network exploitation to assist in preventing initial or follow-on terrorist acts.

⁹ The capability targets serve as strategic targets and will be vetted and refined, taking into consideration risk information and resource requirements, during the planning process established through PPD-8.

Prevention Mission Area Capabilities and Preliminary Targets

Intelligence and Information Sharing

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

1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle.
2. Share relevant, timely, and actionable information and analysis with Federal, state, local, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.
3. Ensure Federal, state, local, and private sector partners possess or have access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.

Interdiction and Disruption

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

1. Maximize our ability to interdict specific conveyances, cargo, and persons associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry into the United States or to prevent an incident from occurring in the Nation.
2. Conduct operations to render safe and dispose of CBRNE hazards in multiple locations and in all environments, consistent with established protocols.
3. Prevent terrorism financial/material support from reaching its target, consistent with established protocols.
4. Prevent terrorist acquisition of and the transfer of CBRNE materials, precursors, and related technology, consistent with established protocols.
5. Conduct tactical counterterrorism operations in multiple locations and in all environments, consistent with established protocols.

Screening, Search, and Detection

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

1. Maximize the screening of targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat or act using technical, non-technical, intrusive, or non-intrusive means.
2. Initiate operations immediately to locate persons and networks associated with an imminent terrorist threat or act.
3. Conduct CBRNE search/detection operations in multiple locations and in all environments, consistent with established protocols.

Mission Area: Protection

Protection includes capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It is focused on actions to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our interests, aspirations, and way of life to thrive. We will create conditions for a safer,

more secure, and more resilient Nation by enhancing Protection through cooperation and collaboration with all sectors of society.

The Protection capabilities are achieved through specific mission activities.¹⁰ These include, but are not limited to, critical infrastructure protection,¹¹ cybersecurity,¹² border security, immigration security, protection of key leadership and events, maritime security, transportation security, defense of agriculture and food, defense against WMD threats, and health security.

Table 3: Protection Mission Area Capabilities and Preliminary Targets¹³

Protection Mission Area Capabilities and Preliminary Targets	
Planning	<p>Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.</p> <ol style="list-style-type: none"> 1. Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the time frame contemplated within the plan using available resources for protection-related plans. 2. Implement, exercise, and maintain plans to ensure continuity of operations.
Public Information and Warning	<p>Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.</p> <ol style="list-style-type: none"> 1. Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).
Operational Coordination	<p>Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p> <ol style="list-style-type: none"> 1. Establish and maintain partnership structures among Protection elements to support networking, planning, and coordination.
Access Control and Identity Verification	<p>Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.</p> <ol style="list-style-type: none"> 1. Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.

¹⁰ We will describe how the capabilities support our efforts to achieve the mission activities in future products.

¹¹ See Critical Infrastructure in Appendix A for a full explanation.

¹² See Cybersecurity in Appendix A for an explanation of cybersecurity as both a mission activity and a core capability.

¹³ The capability targets serve as strategic targets and will be vetted and refined, taking into consideration risk information and resource requirements, during the planning process established through PPD-8.

Protection Mission Area Capabilities and Preliminary Targets

Cybersecurity

Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).

1. Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.
2. Implement and maintain procedures to detect malicious activity and to conduct technical and investigative-based countermeasures, mitigations, and operations against malicious actors to counter existing and emerging cyber-based threats, consistent with established protocols.

Intelligence and Information Sharing

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

1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle.
2. Share relevant, timely, and actionable information and analysis with Federal, state, local, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.
3. Provide Federal, state, local, and private sector partners with or access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.

Interdiction and Disruption

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

1. Deter, detect, interdict, and protect against domestic and transnational criminal and terrorist activities that threaten the security of the homeland across key operational activities and critical infrastructure sectors.
2. Intercept the malicious movement and acquisition/transfer of CBRNE materials and related technologies.

Physical Protective Measures

Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.

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

Protection Mission Area Capabilities and Preliminary Targets

Risk Management for Protection Programs and Activities

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

1. Ensure critical infrastructure sectors and Protection elements have and maintain risk assessment processes to identify and prioritize assets, systems, networks, and functions.
2. Ensure operational activities and critical infrastructure sectors have and maintain appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.

Screening, Search, and Detection

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

1. Screen cargo, conveyances, mail, baggage, and people using information-based and physical screening technology and processes.
2. Detect WMD, traditional, and emerging threats and hazards of concern using:
 - a. A laboratory diagnostic capability and the capacity for food, agricultural (plant/animal), environmental, medical products, and clinical samples
 - b. Bio-surveillance systems
 - c. CBRNE detection systems
 - d. Trained healthcare, emergency medical, veterinary, and environmental laboratory professionals.

Supply Chain Integrity and Security

Strengthen the security and resilience of the supply chain.

1. Secure and make resilient key nodes, methods of transport between nodes, and materials in transit.

Mission Area: Mitigation

Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private sector, communities, critical infrastructure, and the Nation as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

Given the draining impact of disasters and catastrophic incidents on the Nation, Mitigation stands as a critical linchpin to reduce or eliminate the long-term risks to life, property, and well-being. Without a change in our long-term planning, the Nation's risks and associated consequences will continue to escalate. Spanning across community planning, critical infrastructure, public health, and future land use, Mitigation requires an understanding of the threats and hazards that, in turn, feed into the assessment of risk and disaster resilience in the community. The whole community, therefore, has a role in risk reduction, by recognizing, understanding, communicating, and planning for a community's future resilience. Mitigation links the long-term activities of the whole community to reduce or eliminate the risk of threats and hazards developing into disasters and the impacts of the disasters that occur.

Although Mitigation is the responsibility of the whole community, a great deal of mitigation activity occurs at the local level. The assessment of risk and resilience must therefore begin at the community level and serve to inform our state, regional, and national planning. For risk information to result in specific risk reduction actions, leaders—whether elected in a jurisdiction, appointed in a given department, a nongovernmental director, a sector official, or in business or communities—must have the ability to recognize, understand, communicate, and plan for a community’s future resilience. The establishment of trusted relationships among leaders in a community prior to a disaster can greatly reduce the risks to life, property, the natural environment, and well-being. When these leaders are prepared, the whole community matures and becomes better prepared to reduce the risks over the long term.

Table 4: Mitigation Mission Area Capabilities and Preliminary Targets¹⁴

Mitigation Mission Area Capabilities and Preliminary Targets	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
	1. Develop approved hazard mitigation plans that address all relevant threats/hazards in accordance with the results of their risk assessment within all states and territories.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
	1. Communicate appropriate information, in an accessible manner, on the risks faced within a community after the conduct of a risk assessment.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
	1. Establish protocols to integrate mitigation data elements in support of operations within all states and territories and in coordination with Federal agencies.
Community Resilience	Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.
	1. Maximize the coverage of the U.S. population that has a localized, risk-informed mitigation plan developed through partnerships across the entire community.

¹⁴ The capability targets serve as strategic targets and will be vetted and refined, taking into consideration risk information and resource requirements, during the planning process established through PPD-8.

Mitigation Mission Area Capabilities and Preliminary Targets

Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
	1. Achieve a measurable decrease in the long-term vulnerability of the Nation against current baselines amid a growing population base and expanding infrastructure base.
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
	1. Ensure that states, territories, and the top 100 Metropolitan Statistical Areas (MSAs) complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.
Threats and Hazard Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
	1. Identify the threats and hazards within and across the states, territories, and the top 100 MSAs, in collaboration with the whole community, against a national standard based on sound science.

Mission Area: Response

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

Communities regularly deal with emergencies and disasters that have fewer impacts than those considered to be the greatest risk to the Nation. In addition, communities may have resident capacities to deal with the public's needs locally for many of these lesser incidents. Catastrophic incidents will require a much broader set of atypical partners to accomplish the capability targets for the Response core capabilities than those routinely addressed. Community involvement, therefore, is a vital link to providing additional support to response personnel and may often be the primary source of manpower in the first hours and days after a catastrophic incident. Because of this, community members should be encouraged to train, exercise, and partner with emergency management officials.

Given the scope and magnitude of a catastrophic incident involving cascading events, legal, policy, and regulatory waivers/exemptions/exceptions will be required to achieve many of the targets. These challenges should be identified during pre-incident planning to ensure they are accounted for during an incident.

Table 5: Response Mission Area Capabilities and Preliminary Targets¹⁵

Response Mission Area Capabilities and Preliminary Targets	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
	<ol style="list-style-type: none"> 1. Develop operational plans at the Federal level, and in the states and territories, which adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
	<ol style="list-style-type: none"> 1. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions. 2. Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
	<ol style="list-style-type: none"> 1. Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident. 2. Enhance and maintain National Incident Management System (NIMS)-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
	<ol style="list-style-type: none"> 1. Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors. 2. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

¹⁵ The capability targets serve as strategic targets and will be vetted and refined, taking into consideration risk information and resource requirements, during the planning process established through PPD-8.

Response Mission Area Capabilities and Preliminary Targets

Environmental Response/Health and Safety	Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
<ol style="list-style-type: none"> 1. Conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population. 2. Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery. 	
Fatality Management Services	Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
<ol style="list-style-type: none"> 1. Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area. 	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
<ol style="list-style-type: none"> 1. Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services. 2. Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery. 	
Mass Care Services	Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
<ol style="list-style-type: none"> 1. Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered to be at-risk. 2. Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population. 3. Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes. 	

Response Mission Area Capabilities and Preliminary Targets

Mass Search and Rescue Operations

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

1. Conduct search and rescue operations to locate and rescue persons in distress, based on the requirements of state and local authorities.
2. Initiate community-based search and rescue support operations across a wide geographically dispersed area.
3. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.

On-scene Security and Protection

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

1. Establish a safe and secure environment in an affected area.
2. Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

Operational Communications

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

1. Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, state, and local first responders.
2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

Public and Private Services and Resources

Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

1. Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2. Enhance public and private resource and services support for an affected area.

Response Mission Area Capabilities and Preliminary Targets

Public Health and Medical Services

Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

1. Deliver medical countermeasures to exposed populations.
2. Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries.
3. Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Situational Assessment

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

1. Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2. Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Mission Area: Recovery

Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

The ability of a community to accelerate the recovery process begins with its efforts in pre-disaster preparedness, including mitigation and planning for and building capacity for disaster recovery. These efforts result in a resilient community with an improved ability to withstand, respond to, and recover from disasters, which can significantly reduce recovery time and costs.

After an incident, recovery encompasses more than the restoration of a community's physical structures. Of equal importance is providing a continuum of care to support individuals in maintaining or restoring health, safety, and independence, and in meeting the needs of survivors and response and recovery personnel who experienced financial, emotional, and physical hardships while positioning the community to meet the needs of the future. Strengthening the health and social services, social fabric, accessibility, infrastructure, educational and child care systems, environmental sustainability, historic and cultural resources, and economic vitality serves to meet these needs and enhance the resiliency of the entire community as recovery progresses.

Successful recovery requires informed and coordinated leadership throughout the whole community during all phases of the recovery process. It also acknowledges the linkages between the recovery of individuals, families, and communities and addresses the full range of physical,

programmatic, communications, psychological, and emotional needs of the community, including response and recovery personnel.

Partnerships and inclusiveness are vital for ensuring that all voices are heard and that available resources are coordinated in advance of a disaster, if possible, and contributed when needed. Everyone must have equal opportunity to participate in community recovery efforts in a meaningful way. Clear, consistent, accessible (including for those with limited English proficiency and individuals with disabilities), culturally appropriate, and effective communication initiatives are critical.

State and local governments play the lead role in planning for and managing all aspects of their jurisdiction’s recovery and ensuring that key community organizations and individuals in community leadership roles are included. A successful recovery process requires unity of effort among resource providers and recovery managers, respecting the authority and expertise of each participating organization while coordinating the support of common recovery objectives.

Table 6: Recovery Mission Area Capabilities and Preliminary Targets¹⁶

Recovery Mission Area Capabilities and Preliminary Targets	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
<ol style="list-style-type: none"> 1. Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning. 2. Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations, which will be implemented in accordance with the timeline contained in the plan. 	
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
<ol style="list-style-type: none"> 1. Reach all populations within the community with effective recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency, protect the health and safety of the affected population, help manage expectations, and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities. 2. Support affected populations and stakeholders with a system that provides appropriate, current information about any continued assistance, steady state resources for long-term impacts, and monitoring programs in an effective and accessible manner. 	

¹⁶ The capability targets serve as strategic targets and will be vetted and refined, taking into consideration risk information and resource requirements, during the planning process established through PPD-8.

Recovery Mission Area Capabilities and Preliminary Targets

Operational Coordination

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

1. Establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.
2. Define the path and timeline for recovery leadership to achieve the jurisdiction's objectives that effectively coordinates and uses appropriate Federal, state, and local assistance, as well as nongovernmental and private sector resources. This plan is to be implemented within the established timeline.

Economic Recovery

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

1. Conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities.
2. Ensure the community recovery and mitigation plan(s) incorporates economic revitalization and removes governmental inhibitors to post-disaster economic sustainability, while maintaining the civil rights of citizens.
3. Return affected areas to a sustainable economy within the specified time frame in the recovery plan.

Health and Social Services

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

1. Restore basic health and social services functions. Identify critical areas of need for health and social services, as well as key partners and at-risk individuals (such as children, those with disabilities and others who have access and functional needs, and populations with limited English proficiency) in short-term, intermediate, and long-term recovery.
2. Complete an assessment of community health and social service needs and develop a comprehensive recovery timeline.
3. Restore and improve the resilience and sustainability of the health and social services networks to meet the needs of and promote the independence and well-being of community members in accordance with the specified recovery timeline.

Housing

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

1. Assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing.
2. Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.
3. Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing within the specified time frame in the recovery plan.

Recovery Mission Area Capabilities and Preliminary Targets

Infrastructure Systems

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

1. Restore and sustain essential services (public and private) to maintain community functionality.
2. Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.
3. Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.

Natural and Cultural Resources

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

1. Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.
2. Mitigate the impacts to and stabilize the natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.
3. Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.
4. Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team in accordance with the specified timeline in the recovery plan.