

Integrated Preparedness Planning Workshop Guide

The Integrated Preparedness Planning Workshop (IPPW) Guide provides guidance to jurisdictions/organizations in conducting an Integrated Preparedness Planning Workshop that is designed to assist in identifying threats, hazards, and risks; developing preparedness priorities for addressing those risks; and utilizing the integrated preparedness cycle to build, sustain, and deliver capabilities aligned with the preparedness priorities through the use of a multi-year schedule of preparedness activities. ***The IPPW is intended to plan and synchronize all aspects of preparedness, not just training and exercises, in an effort to address capability gaps and improve overall preparedness.***

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WORKSHOP CONDUCT

Overview

The creation of an effective capabilities-based preparedness program begins with an Integrated Preparedness Plan (IPP) which establishes overall preparedness priorities and outlines a multi-year schedule of preparedness activities designed to address those priorities and validate capabilities. The Integrated Preparedness Planning Workshop (IPPW) provides an interactive forum for stakeholders to engage in the creation of the IPP. The IPPW also serves to coordinate preparedness activities across organizations in order to maximize the use of resources and prevent duplication of effort. With limited resources and budget constraints, it is acknowledged that not all prioritized activities will be able to be accomplished. As such, it is imperative that all appropriate stakeholders attend the workshop to facilitate the required coordination.

Sponsoring a successful IPPW is a team effort and should not rest solely with training and exercise personnel. Recommended integrated preparedness planning team members include personnel with knowledge of hazard analysis, risk assessment, and capabilities assessment; grants management and budgeting; planning; training and exercises; recovery and mitigation; and city management and planning. This list is not all inclusive and should be tailored to the unique structure and needs of the jurisdiction/organization.

At the end of the IPPW, program managers will have a clear understanding of specific multi-year preparedness priorities and any available information on previously planned preparedness activities that align to those priorities. Once the preparedness priorities are outlined, stakeholders develop the multi-year IPP.

This IPPW User Guide provides guidance for jurisdictions/organizations conducting an IPPW and includes sample documents and relevant reference material.

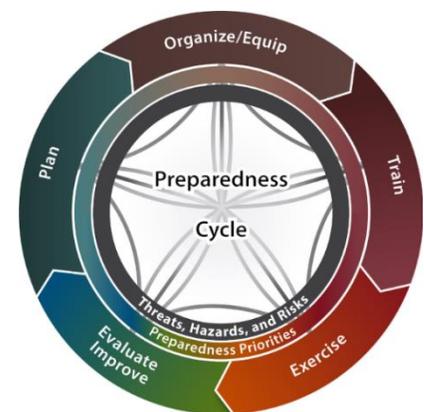
IPPW Purpose

The purpose of the IPPW is to consider the range of preparedness activities within the Integrated Preparedness Cycle and, along with the guidance provided by senior leaders, identify and set preparedness priorities and schedule preparedness activities for the multi-year IPP.

IPPW Conduct

At the IPPW, stakeholders draw on a jurisdiction's/organization's specific threats, hazards, and risks, previously identified areas for improvement, current capabilities, external sources and requirements, and accreditation standards and regulations to develop or update preparedness priorities. A list of suggested participants can be found in the "Workshop Planning" section of this document.

Once priorities have been set, workshop participants examine preparedness factors throughout each of the Integrated Preparedness Cycle elements of **plan**, **organize/equip**, **train**, **exercise**, and **evaluate/improve**, to build a comprehensive multi-year schedule of preparedness activities that will serve to build, sustain, and deliver the jurisdiction's/organization's capabilities aligned with the preparedness priorities.



Identify Preparedness Priority Factors



The cornerstone of an effective preparedness program is a thorough understanding of the threats, hazards, and risks facing a jurisdiction/organization and corresponding capabilities. When identifying preparedness priorities, a wide variety of sources should be referenced to include standing authorities and regulations, past performance in exercises and real-world events, and previously identified areas of improvement and capability gaps. With this understanding, a jurisdiction/organization can then consider other factors which may influence the program's preparedness priorities.

IPPW participants should have a robust understanding of the jurisdictional/organizational preparedness factors and program requirements as listed below:

Threats, Hazards, and Risks

- Jurisdictional/Organizational threats and hazards,
- Threat and Hazard Identification and Risk Assessment (THIRA),
- Local risk assessments,
- Hazard vulnerability analysis, and
- National threats and hazards.

Areas for Improvement and Capabilities

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

External Sources and Requirements

- Industry reports,
- State or national preparedness reports,
- Homeland security strategies, and
- Grants or funding-specific requirements.

Accreditation Standards and Regulations

- Accreditation requirements, and
- Local, state, and federal regulations.

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

Establish Preparedness Priorities



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

Develop a Multi-Year Schedule



After setting preparedness priorities, the IPPW participants build a draft multi-year schedule that outlines the associated preparedness activities that will address those priorities. Combining the results from examining the preparedness priority factors and the decided upon priorities, participants should then consider each of the inter-related elements of the Integrated Preparedness Cycle. Not only does each element need to be addressed, but the entirety of the efforts and initiatives should be considered together as a comprehensive, all-inclusive structure. Utilizing this comprehensive approach to developing the multi-year schedule of preparedness activities will provide a continuous and reliable approach to support decision making and resource allocation, and for measuring progress toward building, sustaining, and delivering capabilities based on a jurisdiction's/organization's threats, hazards, and risks.

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

Planning Elements

Participants should understand and discuss what plans, policies, procedures, and checklists will be reviewed, updated, or written during this IPP cycle, and any planning goals or deadlines already established.

Also consider planning elements related to the other Integrated Preparedness Cycle elements:

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

Organization and Equipment Elements

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

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

- Improve: existing corrective actions needing to be taken related to jurisdictional/organizational structure and equipment;
- Plan: planning considerations such as budgetary considerations, grants, pending purchase approvals, pending retirements, anticipated staff turnover, long term vacancies, and other known jurisdiction/organization structure and equipment challenges projected for the upcoming IPP cycle; and
- Train: training related to strengthening the jurisdiction/organization's, current or planned equipment and organizational capabilities.

Identify Training Opportunities

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

- Current training capabilities and planned courses,
- Recurring training requirements during this cycle,
- Jurisdictional/Organizational customized training,
- Training needs to close gaps (considerations from Plan, Organize, Equip, Improve), and
- Training needs to be accomplished before an exercise.

Identify Potential Exercises

Identify potential exercises for inclusion in the multi-year schedule, including previously scheduled exercises, standing exercise requirements, and exercise activities planned at other levels such as Federal, regional, state, and local.

Based on priorities and previous preparedness activity considerations, participants should utilize the following questions to guide decisions on exercise activities for the IPP:

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

The preparedness activities identified during the IPPW, as well as the preparedness priorities, are the key components of the IPP. The IPP should reflect a progressive planning approach that improves capabilities through a series of preparedness activities that involve an increasing level of complexity over time. Once all activities have been identified, IPPW participants should work together to validate the feasibility of the activities proposed given resource constraints. The schedule should list the proposed preparedness activities to be conducted over the ensuing multi-year cycle. For example, a three-year schedule created during 2021 should represent activities expected to occur from January 1, 2022, to December 31, 2025. For exercises held in the first year, firm dates should be available. For second- and third-year schedules, tentative dates may be used and updated during the following years IPPW.

Establish Program Reporting



Identifying strengths, areas for improvement, and SMART corrective actions that result from exercises and real-world events help jurisdictions/organizations build, sustain, and deliver capabilities as part of a continuous improvement process. The conduct of program reporting ultimately supports the Integrated Preparedness Cycle. By continuously monitoring improvement actions, jurisdictions/organizations can periodically examine capabilities to ensure they are sufficient, accurate, and effective to handle the threats, hazards, and risks facing the jurisdiction/organization and can inform future Integrated Preparedness Cycle activities.

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

Program reporting should address:

- Compiling and recording areas for improvement from exercises and real-world incidents;
- Determining actions and linking capabilities needed to address identified areas for improvement and associated corrective actions;
- Prioritizing, assigning, tracking, reporting, and updating corrective actions progress; and
- Incorporating changes, completed corrective actions, identified potential best practices and lessons learned into future iterations of the Integrated Preparedness Cycle and IPP.

WORKSHOP PLANNING

Roles and Responsibilities

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

Workshop Sponsor

Sponsor jurisdiction/organization Points of Contact (POCs) are the primary planners of the IPPW. Recommended members of the core planning team for the IPPW include personnel with the knowledge of: hazard analysis, risk assessment, and capabilities assessment; grants management and budgeting; planning; training and exercises; recovery and mitigation; and city management and planning. This list is not all inclusive and should be tailored to the unique structure and needs of the jurisdiction/organization. Their responsibilities are listed in the following sections.

Preparation

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

- Creating a Planning Checklist of preparation, conduct, and follow-up tasks provided in Appendix B in the Supplemental Appendices
- Creating a list of workshop invitees to includes representatives from the Whole Community;
- Coordinating with key stakeholders to identify workshop date, time, and location;
- Scheduling the workshop for an appropriate amount of time to allow for coordination through ALL elements of the workshop;
- Developing and distributing the workshop invitation letter. A sample IPPW invitation letter is provided in Appendix C in the Supplemental Appendices;
- Consider conducting a data call for stakeholders to identify and submit their jurisdiction's/organizations' key factors for consideration in developing preparedness priorities during the workshop. This can include lessons learned and corrective actions from past exercises and real-world events, recent threat and hazard assessments, state preparedness strategies, and other factors as listed above. A sample questionnaire worksheet is provided in Appendix D in the Supplemental Appendices;
- Preparing all documentation and meeting materials (e.g., agendas, presentations, and minutes) in support of the workshop;
- Overseeing all logistical considerations for the workshop, including venue selection, room setup, audio/visual equipment, material production, etc., and;
- Developing and distributing workshop read-ahead materials prior to the workshop. Typical IPPW read-ahead material includes:
 - Description of the workshop purpose and desired outcomes,
 - Workshop Agenda provided in Appendix E in the Supplemental Appendices,
 - Previous Integrated Preparedness Plans (IPPs),
 - Summary of After-Action Reports/Improvement Plans (AAR/IP) from the previous year's real-world events and exercises, including progress made to date,
 - Overview of the current threat or hazard environment, and
 - Capabilities and/or additional reference documents.

Conduct

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

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

Follow-Up

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

- Drafting a workshop summary; distributing it to participants; and submitting it to the appropriate authority; and
- Compiling, submitting, and distributing the final IPP to the workshop participants and the appropriate authority.

Workshop Participant Invitations

The IPPW participants are preparedness stakeholders who provide input to preparedness priorities and the development of the IPP.

This group should include, but not limited to:

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

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

Workshop Participants

Preparation

In preparation for the Integrated Preparedness Planning Workshop (IPPW), participants are responsible for:

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

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

Conduct

During IPPW conduct, participants are responsible for:

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

Follow-Up

After the IPPW is concluded, participants are responsible for:

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

APPENDIX A: REFERENCES

National Preparedness Goal

The National Preparedness Goal outlines the core capabilities needed to achieve the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. The core capabilities are designed to be interdependent and require jurisdictions/organizations to use existing preparedness networks and activities, improve training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities. The Goal also identifies capability targets for each core capability; they serve as the basis for the development of performance measures to track the progress of capability execution and guide the allocation of resources in support of national preparedness.

For more information about the National Preparedness Goal, please review the National Preparedness Goal document which details the above information and can be found at the FEMA website:

<https://www.fema.gov/emergency-managers/national-preparedness/goal>.

The National Preparedness System

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

For more information about the National Preparedness System, please visit the FEMA website at:

<https://www.fema.gov/emergency-managers/national-preparedness/system>.

Homeland Security Exercise and Evaluation Program

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

For more information, please visit the FEMA site at:

<https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>.

National Exercise Program (NEP)

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

For more information, please visit the NEP section on the FEMA website:

<https://www.fema.gov/emergency-managers/national-preparedness/exercises/about>.