



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.

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 whole community 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.

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 Integrated Preparedness Plan (IPP).

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

EXECUTIVE SUMMARY

The executive summary should generally be one to three paragraphs explaining what occurred during the IPPW along with strengths and areas of improvement. An executive summary is an overall summary of the exercise and the topics discussed.

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 cycle.

IPPW CONDUCT

At the IPPW, stakeholders draw on a jurisdiction's/organization's specific threats, hazards, previously identified areas for improvement, current capabilities, external sources and requirements and accreditation standards and regulations to develop or update preparedness priorities.

Once priorities have been set, workshop participants examine preparedness factors throughout each of the Integrated Preparedness Cycle elements of planning, organizing/equipping, training, exercising and improving in order 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. With this understanding, a jurisdiction/organization can then consider other factors which may influence the program's preparedness priorities.

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

Threats, Hazards and Risks

- National threats and hazards
- Jurisdictional/Organizational threats and hazards;
- Threat and hazard identification and risk assessment (THIRA);
- Local risk assessments; and

- Hazard vulnerability analysis.

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

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, 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 preparedness priorities that will drive preparedness activities for the multi-year Integrated Preparedness Plan (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 factors within each of the inter-related elements of the Integrated Preparedness Cycle. 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 Factors

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 factors 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 or 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 Factors

Participants should understand and discuss any new equipment or jurisdictional/organizational structure changes anticipated during this Integrated Preparedness Plan (IPP) cycle and how jurisdictional/organizational structure and equipment shortfalls and limiting factors can be mitigated through training and/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, high staff turnover, long term vacancies and other known jurisdiction/organization structure and equipment challenges projected for the upcoming IPP cycle; and
- Train: training needed to make the jurisdiction/organization and existing equipment and capabilities highly efficient and effective.

Identify Training Opportunities

Taking into consideration all previous preparedness activity factors 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;
- Training needs to close gaps (considerations from plan, organize, equip and improve);
- Training needs to be accomplished before an exercise for it to be effective; and
- Training options available.

Identify Potential Exercises

Identify potential exercises for inclusion in the multi-year schedule, including pre-planned 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. The schedule should list the proposed preparedness activities to be conducted over the ensuing multi-year cycle. For example, a three-year schedule created at the beginning of 2021 should represent activities expected to occur from January 1, 2021, to December 31, 2024. For exercises held in the first year, approximate dates should be available. For second- and third-year schedules, tentative dates may be used and updated during the years following IPPW.

CONTINUOUS IMPROVEMENT PLANNING

Identifying strengths, areas for improvement and 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 improvement planning ultimately supports the Integrated Preparedness Cycle. By continually examining the implementation of corrective actions, jurisdictions/organizations can identify capability gaps and determine what corrective actions require validation through exercises. Improvement planning activities can help shape a jurisdiction's/organization's preparedness priorities for future integrated preparedness planning and support continuous improvement in the building and sustaining of capabilities.

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, identified corrective actions and the impact on capabilities.

WORKSHOP PLANNING

ROLES AND RESPONSIBILITIES

Sponsoring and conducting an Integrated Preparedness Planning Workshop (IPPW) requires a great deal of preparation and coordination. To ensure improvement planning and the IPPW are 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. Their responsibilities are listed in the following sections.

Preparation

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

- Coordinating with key stakeholders to identify a date, time and location for the workshop;
- Developing a list of workshop invitees that includes representatives from the whole community;
- Developing and distributing the workshop invitation letter. A sample IPPW invitation letter is provided in Appendix A;
- Tracking workshop RSVPs and follow-up with any non-responsive invitees;
- Initiating a data call for stakeholders to identify and submit their jurisdiction's/organization's 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/hazard assessments, state preparedness strategies and other factors listed above;
- Preparing all documentation and meeting materials (such as 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 material prior to the workshop. Typical IPPW read-ahead material includes:
 - Description of the workshop purpose and desired outcomes;
 - Workshop agenda;

- 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, such as THIRA information, 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 workshop. 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. The jurisdiction/organization POC must submit all plans.

Workshop Participants

The Integrated Preparedness Planning Workshop (IPPW) participants are whole community stakeholders who provide input to preparedness priorities and the development of the IPP. This group should include, but is 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 IPPW, participants are responsible for:

- Responding to the data call requesting jurisdictions/organizations factors to consider informing preparedness priority development;
- Reviewing the previous IPP;
- Reviewing their jurisdiction's/organization's improvement plans from exercises and real-world events and 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 the 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 the newly developed IPP provided by the sponsor.
- 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: SAMPLE MATERIAL

SAMPLE INVITATION LETTER

To: [Jurisdiction/Organization Representative]

From: [Jurisdiction/Organization Representative]

Date: [Date]

Subject: Integrated Preparedness Planning Workshop (IPPW)

[Sponsor Jurisdiction/Organization] invites you to attend the Integrated Preparedness Planning Workshop (IPPW) on [date] at [location]. The workshop will begin at [time] and conclude at [time]; attendee registration will begin at [time].

An IPPW provides the opportunity to collaboratively establish preparedness priorities and develop or update the Integrated Preparedness Plan (IPP). Coordination of preparedness activities is important for us to prevent duplication of efforts, ensure resources are not overextended and maximize the efficacy of preparedness activity appropriations. Moreover, scheduled collaboration presents opportunities for jurisdictions/organizations to fulfill multiple preparedness requirements with a single activity.

Participants should be prepared to provide input to the preparedness priorities and development of the IPP. In order to facilitate productive discussions at the IPPW, participants should submit the following information to [POC] by [date]:

- Summary of jurisdictional/organizational threat and hazard information;
- Corrective actions and/or areas for improvement from exercises and real-world incidents;
- External sources and requirements, such as homeland security strategies, preparedness reports or industry reports; and
- Accreditation standards and regulations.

Participants should also review the following read-ahead material:

- Previous year's IPP; and
- [Capabilities or other references, as appropriate].

Because of the importance of preparedness planning decisions, we ask that any requests for additional attendees or alternate representatives be made through [Sponsor Jurisdiction/Organization]. We look forward to your participation in this workshop.

Attachments:

- Registration Form,
- Agenda; and

- [Other read ahead material, as appropriate].

SAMPLE IPPW AGENDA

Time	Activity
8:30 a.m.	Registration
9:00 a.m.	Welcome and Introductions
9:15 a.m.	IPPW Overview
9:30 a.m.	Identify Preparedness Priority Factors
11:00 a.m.	Establish Preparedness Priorities
12:00 p.m.	Lunch
1:00 p.m.	Develop Multi-Year Schedule
2:30 p.m.	Improvement Planning and Tracking Methodology
4:45 p.m.	Hot Wash
5:00 p.m.	Adjourn

SAMPLE PLANNING CHECKLIST

PREPARATION

- Identify date, time and location for workshop,
- Develop invite list,
- Develop and distribute workshop invitation letter, including an RSVP deadline,
- Track workshop RSVPs and follow-up with non-responsive invitees,
- Issue data call for jurisdictions/organizations factors to consider during workshop discussion,
- Develop and distribute workshop read-ahead material, including:
 - Description of the workshop purpose and desired outcomes;
 - Workshop agenda;
 - IPP from previous year;
 - Summary of after-action reports/improvement plans (AAR/IP) from the previous year's exercises and real-world incidents, including progress made to date;
 - Overview of the current threat or hazard environment, such as Threat and Hazard Identification and Risk Assessment (THIRA) information; and
 - Capabilities and/or additional reference documents.
 - Complete workshop logistical arrangements, including venue selection, room setup, audio/visual equipment, material production, etc.

CONDUCT

- Conduct final arrangement checks with venue (including walkthrough with hotel/workshop manager),
- Register all IPPW attendees,
- Select designated workshop facilitator (if one is not provided) and breakout group facilitators as required, and
- Designate note-taker to record workshop discussion.

FOLLOW-UP

- Draft IPPW summary,
- Distribute IPPW summary to participants and submit to appropriate authority; and
- Submit final IPP to participants and appropriate authority.

APPENDIX B: 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 and 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 on FEMA's website: <https://www.fema.gov/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 FEMA's website at: http://www.fema.gov/pdf/prepared/nps_description.pdf.

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 FEMA's website at: <https://www.fema.gov/HSEEP>.

NATIONAL EXERCISE PROGRAM

The National Exercise Program (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 FEMA's website:

<http://www.fema.gov/national-exercise-program>.