



The National Preparedness Goal: HSPD-8 Implementation

NEWSLETTER

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*“...Bringing greater planning discipline to each of these risk scenarios is another dimension of our preparedness mission. And simple common sense counsels that we begin by concentrating on events with the greatest potential consequences. That is why the Department’s recently released **National Preparedness Goal** -- and additional, risk-based planning -- will form our standard in allocating future DHS grants to our State and local partners so that we build the right capabilities in the right places at the right level. Federal money should be distributed using the risk-based approach that we will apply to all preparedness activities.”*

Department of Homeland Security (DHS) Secretary Michael Chertoff, announcing the results of Second Stage Review, July 13, 2005

Target Capabilities List

HSPD-8 states that the National Preparedness Goal will establish *“measurable readiness targets... that appropriately balance the potential threat and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required to prevent, respond to, and recover from them.”*

Version 1.1 of the Target Capabilities List (TCL), issued May 23, 2005, represents a significant step forward in developing those readiness targets. It identifies 36 capabilities that the Nation needs in order to address major events that exceed the resources of any single jurisdiction. Each capability currently includes a brief description, outcome statement, associated emergency support functions and annexes from the National Response Plan (NRP), associated critical tasks from the Universal Task List (UTL), basic capability and performance measures, and considerations for capability elements (personnel, planning, organization and leadership, equipment and systems, training, and exercises, evaluation, and corrective actions).

DHS has invited Federal, State, local, tribal, and association stakeholders to participate in a series of national workshops and discipline-specific work groups over the summer to refine the target capabilities, establish target levels for the Nation as a whole, and apportion responsibility to develop and maintain those levels among groups of jurisdictions operating as regions, the States, and the Federal government. The first workshop was held on June 2-3, 2005. Over 250 representatives came to Washington, DC, to discuss the proposed capability refinement process and review past efforts to establish national target levels. The second workshop will be held

C A L E N D A R

July 22, 2005	Guidance Released on Homeland Security Strategy Updates
July 28-29, 2005	National Capabilities Workshop II, Washington, DC
August 15, 2005	Draft TCL and Final National Preparedness Goal Scheduled to be Released for 30 Day Review
August 16-17, 2005	SLGCP Regional Conference, San Francisco, CA
September 7-8, 2005	SLGCP Regional Conference, Boston, MA
September 20-21, 2005	SLGCP Regional Conference, Houston, TX
September 30, 2005	State and Urban Area Homeland Security Strategy Updates Due



on July 28-29, 2005. Representatives will reconvene in Washington, DC, to review and reconcile the products of the work groups. The products will then be integrated into a draft version 2.0 of the TCL and the Final National Preparedness Goal.

DHS will disseminate the draft TCL and Final National Preparedness Goal in August for broad national review by Federal, State, local, tribal, private sector, and non-governmental stakeholders for 30 days. Documents will be posted on the Lessons Learned Information Sharing system (www.llis.gov). Comments will be reviewed in September and the final documents will be issued in October.

National Preparedness Goal

As required in HSPD-8, the National Preparedness Goal will include measurable readiness targets, priorities, standards for preparedness assessments and strategies, and a system for assessing the Nation's overall level of preparedness. The Interim National Preparedness Goal, released on March 31, 2005, reflected the Department's progress to date to develop those elements in coordination with other entities. The Final National Preparedness Goal will supersede the Interim Goal. It will summarize the measurable readiness targets and refer to the companion TCL document for detail. The National Priorities identified in the Interim National Preparedness Goal will remain unchanged. The Final Goal will include a Letter of Instruction to Federal departments and agencies to provide detail on how their preparedness assistance programs support the National Preparedness Goal, including the National Priorities, in their annual program guidance in FY 2006. This new arrangement is intended to eliminate the need for separate National Preparedness Guidance. The Final Goal will summarize the standards for preparedness assessments and strategies, and refer to companion Information Bulletins for detail. The Final Goal will also summarize Goal management and maintenance, including the assessment system.

National Planning Scenarios

The draft National Planning Scenarios (full version) have been through a DHS security review. They have been marked FOR OFFICIAL USE ONLY and posted to LLIS.gov and the ODP Secure Portal. The scenarios will remain draft until a final interagency review is completed

later this summer; major changes are not expected. The draft document is being provided at this time as a tool to support Capabilities-Based Planning. Use of specific scenarios, when final, in Federally-funded activities will be addressed in program guidance.

Communications and Outreach

On July 12, 2005, DHS sent a letter to the Governors announcing the Mobile Implementation Training Teams (MITTs). The MITTs will provide executive-level briefings on HSPD-8 and the Interim National Preparedness Goal to Governors or members of their staff, along with key Cabinet officials. The MITTs will also facilitate discussions on issues, concerns, and recommendations concerning these issues. MITTs are contacting the Homeland Security Advisors to schedule the sessions through the end of October 2005.

FOR MORE INFORMATION

HSPD-8 information page:

<http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm>

Lessons Learned Information Sharing system:

(userid and password required) <http://www.llis.gov>

ODP Secure Portal (userid and password required):

<https://odp.esportals.com>

Questions and Feedback on the UTL and TCL:

utl@dhs.gov

Questions and Feedback on other HSPD-8 issues:

hspd8@dhs.gov

Program Implementation

On July 22, 2005, DHS, in coordination with the Department of Health and Human Services (HHS), provided guidance for use by States and Urban Areas to update their existing Homeland Security Strategies to ensure that they support the National Preparedness Goal and reflect the National Priorities. DHS also collaborated with State and local stakeholders representing State Administrative Agencies (SAAs) and Urban Areas in Colorado, Florida, Iowa, Massachusetts, and Oklahoma to develop the guidance.



DHS will host three regional conferences this summer and early fall. The conferences will include several breakout sessions related to implementation of the National Preparedness Goal. The first conference will be held in San Francisco, California, on August 16th and 17th. The second conference will be held in Boston, Massachusetts, on September 7th and 8th. The third and final conference will be held in Houston, Texas, on September 20th and 21st. The conferences will bring together SAAs, Homeland Security Advisors, Urban Area Working Group representatives, Citizen Corps coordinators, public health/medical officials, and port and transit security personnel. These inter-disciplinary conferences will encourage collaboration across homeland security preparedness programs and promote an inclusive regional approach to program development and implementation.

DHS will convene a stakeholders meeting in August to solicit input and feedback on the FY 2006 Homeland Security Grant Program Guidance. A cross-section of State and local representatives have been invited.

DHS continues to seek feedback and input on HSPD-8 implementation through hspd8@dhs.gov. States are encouraged to contact their assigned Preparedness Officer with any comments, questions, or concerns.

Training

In order to effectively conduct training in the context of the National Preparedness Goal, the Nation must be able to answer the questions of who requires training, on what tasks, and to what extent. To support HSPD-8 implementation and the evolution of the Office for Domestic Preparedness (ODP) Training Strategy, DHS and its training partners are conducting a review of training elements for each of twelve capabilities from the TCL that support the National Priorities identified in the Interim National Preparedness Goal. For each capability, the review consists of:

- Identifying the personnel disciplines required to perform the associated critical tasks and subtasks, and
- Identifying the training required (Federal, State, local, and tribal) to successfully achieve the stated outcome, considering tasks from an overall perspective (how performance of a group of tasks contributes to an overall capability), as well as from an individual and

technical perspective (how performance of one task could be objectively measured).

DHS and its training partners are also currently engaged in an effort to map ODP training courses to the TCL. The learning objectives of each course are being compared to the associated critical tasks and expected performance measures/objectives for each capability. The results of this effort will be used to provide a training “toolbox” that will array training against target capabilities. The toolbox will enable Federal, State, local, and tribal entities to rapidly identify training that relates to capabilities for which they have identified needs in their homeland security strategies, after action reports, and improvement plans. This will strengthen the linkage between strategies, training, exercises, and evaluation.

Exercises

DHS is also taking several steps to incorporate HSPD-8 into the National Exercise Program and its supporting policy, the Homeland Security Exercise and Evaluation Program (HSEEP). Specific activities include:

- Updating HSEEP Volumes I-III to describe how Capabilities-Based Planning, the TCL, and the UTL will influence exercise program management, scheduling, planning, and evaluation.
- Revising the Exercise Evaluation Guides (EEGs) to map them to the capabilities outlined in the TCL and associated critical tasks. The EEGs are also being redesigned to make them more user-friendly and intuitive.
- Updating the current After Action Report / Improvement Plan (AAR/IP) template to capture observations and recommendations associated with the TCL and UTL.
- Revising the process for scheduling exercises so that the Multi-year Exercise Plan supports Capabilities-Based Planning.
- Developing an HSEEP Mobile Training Course that will teach exercise managers, planners and evaluators how to incorporate Capabilities-Based Planning into their exercise programs.



- Developing guidance to help States and Urban Areas meet the improvised explosive device (IED) exercise requirement in the HSPD-8 Implementation section of the FY 2005 Homeland Security Grant Program (HSGP) and Urban Areas Security Initiative (UASI) grants.

Frequently Asked Question

“I do not fully understand the relationship between the National Response Plan, the Universal Task List, and the Target Capabilities List. How are they connected to each other and how do they affect my local department?”

The National Response Plan (NRP) describes how we as a Nation will organize to conduct operations for threats or incidents of national significance. Local jurisdictions are expected to modify their existing incident management and emergency operations plans (EOPs) to ensure proper alignment with NRP coordinating structures, processes, and protocols. The NRP provides a national concept of operations; it does not detail every task that needs to be performed at every level of government in every situation. Local jurisdictions have EOPs that align with State EOPs that align with the NRP. Plans are supported by standard operating procedures (SOPs). Your department has SOPs; those SOPs need to be consistent with the NRP concept of operations and with the guidelines, standards, and protocols for the National Incident Management System (NIMS).

The Universal Task List (UTL) is a tool that supports planning, training, and exercises. It describes tasks that need to be performed to prevent, protect against, respond to and recover from incidents of national significance as defined in the NRP. Planners determine which tasks their organizations are expected to perform based on their assigned roles and missions in their EOPs and SOPs. Some of those tasks may need to be performed by your department. Whether the incident scene is in your jurisdiction, across State, or across the country, you need to be able to describe a task using common terminology with other personnel from fire services or other disciplines. Tasks provide an important source for learning objectives to develop task proficiency through training and exercises. Work is underway with subject matter experts to define conditions and standards for each task. The task-condition-standard combination provides a basis for evaluating how well tasks are performed. Many tasks found in the UTL are cross-referenced to the NRP. The

first version of the UTL was issued in July 2004 (before the NRP); subsequent versions will align more closely to the NRP.

The Target Capabilities List (TCL) is a planning tool that, along with the UTL, supports the Interim National Preparedness Goal. The TCL describes the capabilities that are needed in order to perform tasks that are critical to achieving successful outcomes in prevention, protection, response, and recovery for incidents of national significance as defined in the NRP. Work is underway with subject matter experts to define target levels of capability in terms of performance measures, metrics, and recommended combinations of resources that the Nation as a whole would need to have available in order to have a reasonable assurance of success against a range of potential incidents of national significance that would tax that capability. The National Planning Scenarios illustrate a range of incidents of national significance and provide a common frame of reference in terms of scope, magnitude, and complexity. The target level of capability is then reviewed to determine if the metrics (and recommended resource combinations) should be constant across the country, or if they should vary depending on differences in risk factors such as total population, population density, or critical infrastructure. The idea is to distribute capability across groups of jurisdictions (or regions) and levels of government so that the Nation can assemble an effective combination of resources for a given scenario.

The TCL is a yardstick that measures whether we as a Nation, drawing upon all available sources (Federal, State, local, tribal, private sector, and non-governmental), are prepared for a range of incidents of national significance (illustrated by the National Planning Scenarios), to perform tasks (consistent with the NRP and NIMS), well enough to meet nationally-accepted standards for preparedness (described in the TCL). While DHS does not expect first responders on the street to be intimately familiar with these documents, DHS does expect departments at every level of government to have policies and procedures in place that are consistent with the NRP, UTL, and TCL. Your department will have a role in assessing your jurisdiction’s level of preparedness, as a partner in expanded regional collaboration, which is one of the National Priorities for the Interim National Preparedness Goal.

Please send questions or comments about this newsletter to hspd8@dhs.gov.