

The top of the page features a blue-tinted image of the American flag on the left and a bald eagle in flight on the right, set against a dark blue background.

U.S. DEPARTMENT OF HOMELAND SECURITY

Technical Assistance: Preparedness & Program Management

Technical Assistance Catalog

National Preparedness Directorate
Capabilities Division
Technical Assistance Division



FEMA

Purpose

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

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

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

Background

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

- Technical assistance must support the National Preparedness Goal, National Priorities, and associated national strategies and doctrine that maintain homeland security
- Technical assistance must be flexible and adaptable to fully address current national threats and the present day needs of homeland security personnel
- Technical assistance must include a layered range of products ranging from guidance and templates to specialized onsite support that apply to states, regions, urban areas, counties, tribal entities, and private interests with a role in homeland security

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

- **Level 1 – Information Resources:** General information to raise awareness or enhance familiarity with best practices/protocols required within all jurisdictions
- **Level 2 – Models, Templates, and Samples:** Delivery of solution packages and performance models drawn from federal, state, and local studies, best practices, and experience that guide the implementation of various initiatives
- **Level 3 – Onsite Workshops:** Delivery of rigorous, customized solutions through direct, onsite support, including workshops, guidance, and facilitation efforts to maximize direct interaction between TA providers and TA recipients and ensure the successful implementation of the most complex initiatives

Preparedness Technical Assistance

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

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

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

Response/Recovery Technical Assistance: The response and recovery mission areas focus primarily on the following four national priorities: (1) Implement the National Incident Management System (NIMS) and National Response Plan; (2) Expanded Regional Collaboration; (3) Strengthen Interoperable Communications Capabilities; (4) Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities. The CD has partnered with the NIMS Integration Center (NIC), the Department of Energy (DOE), and others to enhance response and recovery related support to state and local jurisdictions.

Program Management Technical Assistance

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

Requesting Technical Assistance

TA Requests from State / Local Jurisdictions:

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

1. State and local jurisdictions applying for TA must submit a written request (e-mail is acceptable) to their SAA. In an attempt to streamline this process, a “Technical Assistance Request” form is located on the following page.
2. If the SAA determines the request is in-line with the State strategy goals and objectives, the SAA sends the request to the appropriate CD Preparedness Officer.

TA Requests from UASI Urban Areas:

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

1. All UASI Urban Areas applying for TA must submit a written request (e-mail is acceptable) to their Urban Area Working Group. In an attempt to streamline this process, a “Technical Assistance Request” form is located on the following page.
2. If the UAWG determines the request is in-line with the Urban Area strategy goals and objectives, the UAWG sends the request to the appropriate CD Preparedness Officer.

Technical Assistance (TA) Request Form

TA Requestor: _____ Date: _____
(State or local jurisdiction requesting TA)

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

Catalog Number of TA Service Requested:

Catalog Title of TA Service Requested:

Jurisdiction Level to Receive TA: State Local Both Regional

Additional Information:

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

Yes. If “yes,” please list the strategy goal/objective:

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

Desired Delivery Dates/Timeline:

Anticipated Number of TA Participants:

Additional Information on Specific Needs:

TA Requestor Point of Contact Information:

Name: _____ Title: _____

Phone Numbers: _____

E-mail Address: _____

_____ SAA Authorized Signature

_____ CD Preparedness Officer Signature

_____ Date

_____ Date

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Fusion Process Orientation Technical Assistance (FPO)

The *Fusion Process Orientation* is a comprehensive, onsite strategic planning session that provides jurisdictions with an overview of the fusion process and facilitates the development of a fusion process/center implementation plan. This service seeks to achieve the following objectives:

- Conduct a collaborative review of the current fusion environment within the jurisdiction
- Familiarize participants with the fusion process and its components
- Discuss approaches to establishing or enhancing the fusion process/center within the jurisdiction
- Collaboratively develop a detailed, actionable strategic plan for establishing or enhancing the fusion process/center based on the prioritized goals of the individual jurisdiction

Target Audience:

This service assists states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to refine governance processes.

Levels of Assistance:

The technical assistance service module is a two-day orientation session for fusion center leaders and all agencies involved in the fusion center operation. Each technical assistance service module is tailored to the individual needs of the requesting jurisdiction.

Day 1: An orientation program for fusion center leaders and operational agencies that explains the mission of the fusion center and begins the process of organizing components into an implementation team responsible for the establishment or enhancement of the fusion process/center

Day 2: Working session for the operational agencies identified as members of the implementation team; during the session, participants begin the development of a detailed strategic plan to establish or enhance the fusion process/center

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

Fusion Center Governance Structure and Authority (FCGSA)

The establishment of a fusion center governance structure creates a formal framework that supports the ability of the center to function and operate, assign tasks, allocate and manage resources, and develop and implement policy. Governance creates a centralized body to review and address issues affecting operations. The *Fusion Center Governance Structure and Authority* technical assistance service collaboratively facilitates the strategic planning for and development of a comprehensive fusion center governance structure, including legal foundation (statutory authority, executive order, charter/bylaws, and formal partnership agreements) and executive steering committee/subcommittee structure and authorities.

Target Audience:

This service assists states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to refine governance processes.

Levels of Assistance:

This technical assistance service offering provides flexible assistance using a one-day, onsite working session with follow-up consultation provided as needed. Requesting jurisdictions can expect to receive the following from this service:

- Best practice information and examples regarding successful governance efforts from established fusion centers
- Guidance concerning successful approaches for acquiring legal authority (e.g., legislation or executive orders)
- Assistance in the creation of necessary documents such as charters and bylaws
- Guidance on the formation of a Governance Board, executive steering committee, subcommittees, working groups, and advisory committees
- Assistance in policies and procedures development for the Governance Board administrative functions
- Guidance on effective tools and techniques for strategic planning of fusion center operations and future enhancements

National Preparedness Goal Mapping:

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Fusion Center Concept of Operations Development (CONOPS)

A CONOPS is the core document that synchronizes every facet of the fusion center. An effective CONOPS enables a fusion center to coordinate current operations while planning for the success of future operations. To assist with the development of a CONOPS, DHS and the Department of Justice (DOJ) are providing technical assistance for *Fusion Center CONOPS Development*. This service provides subject-matter expertise, templates, and samples to guide and facilitate the development of a viable strategic CONOPS. This technical assistance service can be used to facilitate the development of a full CONOPS, or it can be tailored as necessary to target the development and/or review of specific portions of an existing CONOPS.

Target Audience:

This service assists states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to enhance an existing CONOPS.

Levels of Assistance:

This technical assistance service offering provides flexible assistance using a phased implementation approach. Based on the following framework, each delivery is tailored for the individual needs of the requesting jurisdiction:

- **Facilitated Planning:** Onsite support to assist the jurisdiction in rigorously outlining the content of their CONOPS
- **Independent Drafting:** Based upon the outline developed during the facilitated planning session, jurisdictions receive a resource package consisting of best practices, lessons learned, templates, and samples to assist in the CONOPS drafting process.
- **Expert Review:** Upon completion of each section or sections of the CONOPS, jurisdictions are encouraged to submit electronic copies to the TA delivery team for review. This team of subject matter experts (SMEs) provides timely comments and edits for team consideration.

This process is replicated until each section of the CONOPS is finalized. Each working session entails a one- to two-day site visit with an anticipated two to three weeks of offsite follow-up document review assistance.

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

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

Fusion Center Privacy Policy Development (FCPPD)

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

Target Audience:

This service assists states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to refine governance processes.

Levels of Assistance:

This technical assistance service offering provides guidance and support as fusion centers develop their privacy policies. All jurisdictions are encouraged to use the *Privacy Policy Development Guide and Implementation Templates* which can be accessed at: <http://it.ojp.gov/privacy206/>. In addition, supplementary, onsite support is available through a one-day working session. This session:

- Provides a detailed overview of the Privacy Policy Development Guide and Implementation Templates
- Shares best practices and lessons learned from established fusion centers with robust privacy policies
- Addresses major obstacles in the development of a coherent privacy policy

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

28 CFR Part 23 Technical Assistance

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

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

Target Audience:

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

Levels of Assistance:

This service provides flexible support using several formats:

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

Fusion Center Administration and Management (FCAM)

The Fusion Center Administration/Management TA service facilitates the design of a scalable fusion center administrative/management framework. This framework structures the management of personnel and organizes assets provided by participating and supporting organizations and agencies. It allows the fusion center to maximize and sustain the effectiveness of its operations.

Target Audience:

This service assists states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to refine governance processes.

Levels of Assistance:

This TA service offering provides flexible support using a one-day, onsite working session that consists of the following modules:

- Personnel:
 - Recruitment and retention
 - Background checks, clearances
 - Liaison personnel
 - Required training on center plans and processes
 - Professional development (e.g., analyst training)
- Equipment
 - Shredders and safes
 - Furniture and supplies
- Facilities
 - Location
 - Physical infrastructure
 - Physical security

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

Fusion Liaison Officer Program Development (FLO)

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

Target Audience:

This service assists state and urban area fusion centers in the early stages of development, as well as more mature centers.

Levels of Assistance:

This technical assistance service offering brings together fusion center management and identified multidisciplinary participants from local/regional agencies involved in information sharing and collection operations for a one-day working session. The working session guides the development of a FLOs program plan that ensures successful program implementation by providing a framework to:

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

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

State and Local Anti-Terrorism Training (SLATT)

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

Target Audience:

This service assists local, state, and tribal law enforcement and prosecution authorities.

Levels of Assistance:

This service offering provides flexible support using several formats:

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

Criminal Intelligence for the Chief Executive (CICE)

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

Target Audience:

This service assists local, state, and tribal law enforcement and prosecution authorities.

Levels of Assistance:

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

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

National Information Exchange Model (NIEM)

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

Target Audience:

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

Levels of Assistance:

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

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

Global Justice XML Data Model (GJXDM)

GJXDM is an XML standard designed specifically for criminal justice information exchanges providing law enforcement, public safety agencies, prosecutors, public defenders, and the judicial branch with a tool to effectively share data and information in a timely manner. GJXDM removes the burden from agencies to independently create exchange standards, and because of its extensibility, there is more flexibility to deal with unique agency requirements and changes.

Target Audience:

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

Levels of Assistance:

This service is offered in two formats—Executive Briefing and Practical Implementer’s Course:

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Information Sharing and Collaboration, Expanded Regional Collaboration

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

Improvised Explosive Device Technical Assistance (IED)

The CD, through a partnership with the DHS Office of Infrastructure Protection, Risk Management Division's Office for Bombing Prevention, has developed a new service focused on increasing jurisdictional IED prevention capabilities. This service, the IED Awareness Technical Assistance Workshop, seeks to bring together a multidisciplinary group of planners and homeland security personnel in order to:

- Illustrate the effects of IEDs;
- Promote understanding of IED components;
- Discuss policy, equipment, training, technology, and protective/counter measures;
- Discuss roles, responsibilities, and needs of law enforcement, public safety officials, and emergency responders with respect to bombing prevention; and
- Initiate the concept of multijurisdictional planning for bombing prevention.

The *IED Awareness Technical Assistance Workshop* enhances and reinforces participants' knowledge, skills, and abilities in relation to the basic awareness of IED prevention measures and associated planning. The workshop incorporates a scenario driven, facilitated discussion to ensure that a strategic framework for enhancing IED prevention efforts is collaboratively developed. Finally, this strategic planning effort lays the foundation for a follow-on service that will formalize the strategic planning effort through the development of an IED-related, multi-jurisdictional annex to existing Homeland Security Strategic Plans.

Target Audience:

Multidisciplinary group of planners and homeland security personnel

Levels of Assistance:

The *IED Awareness Technical Assistance Workshop* consists of six modules:

Module 1: Introduction to IED Awareness Workshop

This module introduces participants to the workshop topics and provides background on relevant DHS policy. Instructors use this time to achieve an environment conducive to active participant involvement and information sharing.

Module 2: Current Trends and Threats

This module provides a broad overview of the history of IED use, IED trends, and common motives behind IED attacks.

Module 3: IED Components and Effects

This module assists the participant in identifying IED types, components, and materials. An overview of common explosive effects is also provided.

Module 4: Prevention Considerations

This module reinforces IED prevention activities/tasks associated with the Prevent mission area as defined by the National Preparedness Goal.

Module 5: Prevention Discussion - Multiple IED Incident Campaign Scenarios

This module presents an unfolding terrorist campaign scenario affecting the locality, providing the opportunity for facilitated audience discussion regarding IED prevention. This multidisciplinary discussion results in the collaborative development of a strategic framework for how the jurisdiction must work to increase their respective prevention posture.

Module 6: Wrap-up of IED Awareness Workshop Events

This module is a wrap-up and overview of the workshop. A summary is provided, as well as an explanation of the relationship between this workshop and the follow-on multi-jurisdictional bombing prevention plan development.

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection

National Priorities: Implement the NIPP, Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Expanding Regional Collaboration

Capabilities: Planning, CBRNE Detection; Critical Infrastructure Protection

Interoperable Communications Technical Assistance Program (ICTAP)

The Interoperable Communications Technical Assistance Program (ICTAP) enhances interoperable communications between federal, state, and local emergency responders and public safety officials, and is associated with the CD’s Urban Areas Security Initiative (UASI) Grant Program. In support of the Strengthen Interoperable Communications Capabilities National Priority presented in the National Preparedness Goal, ICTAP works with the Urban Area Working Group (UAWG) to assess the current communications infrastructure for gaps and to determine the technical requirements that can be used to design an interoperable communications system. This TA delivery promotes “robust and adaptive” collaboration among different levels of government, multiple jurisdictions, and among departments and agencies within a single jurisdiction.

Target Audience:

These workshops are intended for UAWGs and their communications designees and agencies participating in the UASI Program. The UAWG may also want to include federal and/or state representatives from the region that are involved in interoperable communications.

Levels of Assistance:

ICTAP provides ongoing on-site support using a systems engineering approach throughout the duration of the UASI program.

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Interoperable Communications Capabilities

Capabilities: Interoperable Communications; Planning; Information Sharing and Collaboration

Domestic Preparedness Equipment Technical Assistance Program (DPETAP)

The Domestic Preparedness Equipment Technical Assistance Program (DPETAP) helps emergency responders nationwide better choose, operate, and maintain their chemical, biological, radiological, nuclear, and explosive (CBRNE) detection and response equipment. TA services are provided by DPETAP Mobile TA teams at no cost to the jurisdiction. These teams provide detailed technical information and hands-on equipment operation and maintenance training to enhance the operational readiness of the jurisdiction. DPETAP currently offers 46 courses that range from 1 hour to 16 hours in length and includes 4 courses in CBRNE Detection Technologies, 30 courses in Detection Equipment Operation and Maintenance (O&M) Courses, 2 courses in Weapons of Mass Destruction (WMD) Mass Casualty Personnel Decontamination Training, 2 courses in WMD Personal Protective Equipment (PPE) Field Training, 1 course in Hospital Mass Casualty Patient Decontamination, and 7 Tabletop Practical Exercises.

Target Audience:

Members of all emergency response communities, including Hazardous Materials (HazMat), Fire, Law Enforcement, Emergency Management, Emergency Medical Services, and Environmental Health.

Levels of Assistance:

DPETAP currently offers more than 46 courses and exercises that range from 1 hour to 16 hours in length. A certificate is issued for each course completed. The training includes operation, maintenance, calibration, and equipment decontamination training, as required. The onsite workshops length is dependent on the courses requested. The scheduling is also based on the jurisdictional needs. Minimum student numbers are required.

CBRNE Detection Technologies

Four courses are currently being offered under CBRNE Detection Technologies. Three of the four courses are detection technologies courses that train “apprentice through journeyman” from beginners having no prior knowledge of CBRNE-related technologies to the veteran responders in need of refresher training. These courses are, in most cases, pre-requisites to ensure student understanding of all aspects of the detection equipment or procedure being taught. Each of these courses can be requested to supplement any of the chosen programs; however, WMD-01, WMD Detection Technologies, is a pre-requisite for all TA visits that include detection equipment or Mass Casualty Decontamination classes.

Requests for Personal Protective Equipment training must include WMD-00, Introduction to WMD-Related Hazardous Materials – Substances and Symptoms. Specifically, the courses include:

- Introduction to WMD-related Hazardous Material—Substances and Symptoms: A basic course that provides a foundation for those unfamiliar with the “WMD Delta” of hazardous materials
- Intermediate and Advanced courses: Primarily cover WMD detection technologies; the types of equipment that employ these technologies; the capabilities and limitations of these technologies; and the CBRNE material that can be detected
- Radiation Detection Survey Techniques course: Provides extensive hands-on practical experience in laying out grids, conducting surveys, and data logging

Operation and Maintenance (O&M) Courses

The 30 hands-on courses range from one to four hours in length. These courses provide in-depth instruction on the theory of operation for the various pieces of equipment to allow a higher level of evaluation in using this equipment in an actual event. The courses cover the capabilities, limitations, pre-operation, operation, preventive and corrective maintenance of CBRNE detection equipment. If applicable, the courses cover programming options for equipment as well.

These courses provide an opportunity for the student to understand how the equipment functions and some of the means by which it can be deployed. The courses include follow-on resources to reinforce how this equipment will be used for incidents of weapons of mass destruction or in the day-to-day routine of the first responder.

Response Equipment Courses

The five, one- to two-day, exercise-based courses cover the practical use of personal protective equipment, mass casualty personnel decontamination, and hospital mass casualty patient decontamination to include safety, principles, criteria, equipment, and considerations. All of these courses (with the exception of the one-day personal protective equipment course) conclude with a scenario-based exercise to allow the students and jurisdictions to identify areas requiring further attention and consideration.

Hospital Mass Casualty Patient Decontamination

This 8-hour Technical Assistance Visit presents a study of the principles and procedures for mass casualty patient decontamination and the associated equipment in a hospital environment. Training involves a high-energy drill exercise and practical application to reinforce the objectives. Students undergo a rigorous analysis of many issues including hospital decontamination for WMD threats to the use of personal protective equipment. Finally, students perform decontamination in a contaminated [simulated] environment.

Tabletop Practical Exercises

There are currently eight exercise scenarios available through DPETAP. These 45-minute tabletop exercises cover a variety of potential CBRNE event scenarios that require teams to evaluate the conditions, identify effective technologies detection equipment to be used in each situation, describe how they would use the equipment, and present their findings to the entire class. These scenarios are presented to check for student understanding of the previously presented materials and to allow the student to demonstrate the proper use of the technologies presented. A “hot wash” and group discussions follow student team

presentations. These discussions allow the jurisdictions to become more fully aware of the areas that require improvement within their local organizations.

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

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

Capabilities: Planning, WMD Hazardous Incident Response and Decontamination; Explosive Device Response Operations; Public Safety and Security Response; Firefighting Operations/Support; Isolation and Quarantine; Mass Prophylaxis

Basic Emergency Operations Planning (EOP)

State and local jurisdictions have been requested to increase their emergency preparedness efforts by developing a new or improved Emergency Operations Plan (EOP). EOPs provide a framework for response to the multiple hazards that cities, counties, and states may face. While states generally have the resources to update and maintain their EOPs, most local jurisdictions do not. Many local communities only have part-time managers with small budgets to maintain emergency management plans. This TA service aids State and local jurisdictions in preparing, reviewing, or developing EOPs that are compliant with the National Incident Management System (NIMS) and integrate the National Response Plan.

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

Emergency Operations Planning Reference CD

Level Two: Models, Templates, and Samples

Emergency Operations Plan Template with Guidance

Level Three: On-site Workshops

EOP Planning Workshops

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

National Preparedness Goal Mapping:

Mission Areas: Protection, Response

National Priorities: Implement NIMS and NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration; Strengthen Interoperable Communications; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Food and Agriculture Safety and Defense; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Protection; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

Continuity of Operations Planning (COOP)

This TA program provides assistance to state and local jurisdictions in developing or updating their Continuity of Operations Plan (COOP). This program improves existing COOP plans or develops new COOP plans for jurisdictions and agencies. Comprehensive COOP planning enhances a jurisdiction's or agency's ability to continue essential functions without interruption. This planning also helps ensure that key leadership is in place with the appropriate authority to manage emergency operations. This also ensures that the needs of the public can still be met and that the government can respond appropriately to disasters and emergency situations.

Target Audience:

This TA is intended for executive/senior leadership and key personnel from critical government departments and/or agencies; IT personnel; Emergency Management; and other agencies as appropriate. Eligibility is established through the State Administrative Agency.

Levels of Assistance:

Level One: Information Resources

COOP Reference CD

Level Two: Models, Templates, and Samples

Sample COOP Template

COOP Planning Worksheets

COOP Request for Proposal (RFP) Checklist

Level Three: On-site Workshops

Each of the following modules covers specific COOP topics and is designed to be done in sequence. The workshops can be customized to the unique planning needs of the jurisdiction.

Module 1: Executive Overview

The Executive Overview is a two-hour event that engages executive political and agency leadership as the “champions” of the COOP program design and planning process. Customarily, the Executive Overview is conducted at least four weeks prior to workshop delivery.

Module 2: COOP Pre-Workshop Design Process

After the Executive Overview has been conducted and the workshop participants have been identified, it is important to ascertain the maturation level of COOP planning for each county/jurisdiction. Participants are given a COOP Assessment Tool that will be used to aid the facilitators in the development and/or customization of the COOP Workshop.

Module 3: COOP/COG Planning Workshop and Plan Development

At the onset of the two-day workshop, participants engage in a discussion that serves to delineate the differences, as well as the collaborative relationship, between emergency management planning and COOP planning, the evolution of COOP, the business benefits of COOP, the objectives of COOP, the planning assumptions associated with COOP, and some real world examples that elucidate the importance of COOP planning.

Then, the key process components of COOP planning are presented to ensure a thorough understanding of principles and concepts that drive the COOP program design and plan development. Key processes addressed within the framework of the workshop include the following:

- Continuity of Government (COG)
 - Orders of Succession
 - Delegation of Authority
 - Devolution
- Business Impact Analysis
 - Defining Essential Functions, Staffing Levels, and Employees
 - Risk Assessment
 - Vulnerability Assessment
 - Cost of Failure
- Human Capital Management
- Vital Records
- Alternate Facilities
- Interoperable Communications
- Resumption
- Testing, Training, and Exercising (TT&E)
- Plan Maintenance

Module 4: Post-Workshop One-on-One Sessions

At the conclusion of the instructional portion of the workshop, participants are given the opportunity to sign up for one-on-one assistance. At this time, COOP strategies can be discussed, plans can be reviewed, questions can be answered, and concerns can be addressed.

National Preparedness Goal Mapping:

Mission Areas: Protection, Response, Recovery

National Priorities: Implement NIMS and NRP; Expand Regional Collaboration; Implement the Interim NIPP; Strengthen Information Sharing and Collaboration; Strengthen Interoperable Communications; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities, Strengthen Emergency Operations Planning and Citizen Protection Capabilities

Capabilities: Planning; Communications; Risk Management; Critical Infrastructure Protection; Onsite Incident Management; Restoration of Lifelines; Economic & Community Recovery

Emergency Operations Center Design and Management (EOC)

This TA service aids state and local jurisdictions in activities related to planning, building, and equipping an Emergency Operations Center (EOC). This TA also covers: assessing and implementing core capabilities and technologies, developing procedures, and developing work plans that ensure EOC readiness through regular equipment maintenance and document reviews.

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

EOC Siting Criteria Guidance

Annotated Bibliography of EOC Information Resources

NIMS Compliance Issues in Developing EOC Standard Operating Procedures (SOPs)

Level Two: Models, Templates, and Samples

EOC Sample Floor Plans

EOC Assessment Checklist

Templates for EOC Standard Operating Procedures

EOC Best Practices Template and Automated Work Plan Tool

Process Template for Implementing EOC Technologies

Level Three: On-site Workshops

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

Basic EOC Training

This training focuses on developing a greater level of proficiency in emergency response and recovery operations for potential EOC personnel who are new to their responsibilities. The training addresses basic operational principles; the role of the EOC in multi-jurisdictional, multi-agency environments; and provides an orientation on the Incident Command System (ICS).

Interoperability Training

Interoperability training is an extension of the basic EOC training TA. It focuses on inter-jurisdictional coordination issues and how to overcome them using common automation systems, standardized briefings, and reporting mechanisms. Participants emerge with a list of coordination and interoperability issues and a draft action plan to address them.

SOP Development and Integration

This TA includes assistance to jurisdictions that have general emergency operations plans but have not yet developed written procedures to implement them. On-site support consists of up to three on-site meetings with emergency management officials and planners. The number of SOPs developed varies, but an average number is between 15 and 25.

Adapting SOPs to Local Operations

This TA involves assistance to jurisdictions that have existing EOC SOPs that need to be updated to meet local needs based on changes to operations, facilities, or equipment. The duration of this TA varies depending on the level and type of support requested. Generally, no more than two on-site visits are required.

Tabletop Development and Facilitation

This one-day tabletop exercise improves internal communication and coordination and clarifies roles within the EOC command and control structure.

EOC Development Training

This training addresses quality assurance/quality control of construction, systemization, and initial operating capability testing of the EOC. Training is targeted at senior emergency management officials who wish to apply a more objective systems approach to emergency operations.

EOC Design Requirements Analysis

This on-site requirement analysis ensures that newly built or renovated EOCs are appropriate for the challenges they can be expected to meet.

Evaluation of “As-Built” EOC Facility, Infrastructure, and Operation

This TA provides concrete recommendations to improve existing or planned EOCs. This TA applies to jurisdictions that have applied or plan to apply for funding to renovate their EOCs. The on-site data collection effort takes place over two or three days.

National Preparedness Goal Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration; Strengthen Interoperable Communications; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

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

Evacuation Planning (EP)

This TA Program assists state and local jurisdictions in preparing and planning for evacuation support in the event of emergencies, terrorism-related events, and WMD attacks in particular. In support of the National Preparedness Goal, this TA program assists jurisdictions in developing and conducting limited validation of basic evacuation plans for fixed sites or geographic locations.

Target Audience:

This TA is intended for any federal, state, and local agency seeking evacuation planning support and assistance.

Levels of Assistance:

Level One: Information Resources

Public Outreach and Education Resources to Support Evacuation

Level Two: Models, Templates, and Samples

Evacuation Plan Template and Guidance

Evacuation Plan Checklist

Level Three: On-site Workshops

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

Evacuation Time Estimates (ETE) or Other Traffic Analyses

ETEs are measures of effectiveness (MOE) that estimate the usefulness of an evacuation plan. Traffic modeling and software applications provide an estimate of different MOEs during hypothetical incident scenarios. They provide a detailed, quantitative analysis of an area evacuation, and they also give response personnel the criteria on which to base protective action recommendations.

Delivery methods include on-site review of evacuation or traffic management plans, data gathering for the existing road network, and confirmation of assumptions to support modeling or analysis. Modeling is done off-site at TA providers' offices, and results are presented at an on-site meeting. The length of the delivery varies from three to six months based on data availability and the size of the network.

Development of General Evacuation Plans

General evacuation plans for a building (e.g., industrial, commercial, residential), an isolated area, a city, and a region provide guidelines and direction for orderly and coordinated evacuation of a jurisdiction's population under emergency conditions.

This TA delivery includes a review of existing plans and procedures. The TA provider develops several, if not all, of the subsections necessary in an evacuation plan (e.g., purpose and scope, situation and assumptions, concept of operations, organization and

responsibilities, direction and control, incident-specific appendices, and supplementary appendices). The TA provider ensures the plan is consistent with the National Incident Management System (NIMS) and National Response Plan (NRP) standards and guidelines. This service is provided on-site, and varies from four to six months in length based on the jurisdiction's current preparedness status, needs, and requirements.

Specific Evacuation Plans for Special Needs Populations or Special Events

These plans are important for reducing the risk of loss of life when evacuating elderly and disabled persons, schoolchildren, prison populations, and participants in any large, planned activity.

The delivery method includes a review of any existing plans and procedures for such an evacuation. This TA involves developing several or all of the subsections necessary for specific evacuation (e.g., needs and requirements, location of special needs populations and events, customized instructions for each category of population, and supervision of special needs population during evacuation). This TA involves ensuring that the plan is consistent with NIMS and NRP standards and guidelines. This service is provided on-site, and varies from four to six months in length based on the jurisdiction's current preparedness status, needs, and requirements.

Training on Evacuation Plan Development

Training for a successful implementation of an evacuation plan raises awareness and provide a generic overview of the concepts in the plan. Training on the evacuation plan development identifies essential elements of a plan and defines the plan's development process.

The delivery method includes a review of current preparedness status of response officials to develop an evacuation plan. The TA provider provides on-site training to develop an evacuation plan. Some of the components of the training are threat and hazard assessment, conditions requiring evacuation, control strategies, roles and responsibilities of response personnel, alert, notification, warning and communication procedures, coordination among response personnel and agencies, and NIMS/NRP compliance of a plan. This TA assists Emergency Management agencies with operations centers that integrate with jurisdictional EOCs (e.g., traffic management centers or transit authorities).

National Preparedness Goal Mapping:

<p>Mission Area: Response</p> <p>National Priorities: Planning; Implement NIMS and NRP; Expand Regional Collaboration; Strengthen Medical Surge and Mass Prophylaxis Capabilities</p> <p>Capabilities: Planning; Critical Resource Logistics and Distribution; Citizen Protection; Emergency Public Information and Warning; Mass Prophylaxis; Mass Care</p>

Incident Analysis Planning (IAP)

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

Target Audience:

Emergency management personnel serving in the planning function; Emergency Management Agencies; Other agencies as appropriate with a particular emphasis on governmental agencies with cooperating roles in emergency management.

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

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

Level Two: Templates, Samples, Model

TA at Level Two provides:

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

Level Three: On-site Workshops

A one-day seminar is being piloted to provide training on incident analysis concepts, including scenario based training to enhance capabilities.

National Preparedness Goal Mapping:

Mission Areas: Response, Recovery

National Priorities: Support the National Preparedness Goal, the eight National Priorities, and NIMS

Capabilities: Strengthen Command Operations, Command Facilities, Resource Management, and Command Staffing

9-1-1 Communications Center Technical Assistance (CCTA)

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

Target Audience:

9-1-1 Center Supervisors and Personnel, Emergency Mangers, Public Information Officers

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

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

Level Two: Templates, Samples, Model

TA at Level Two provides:

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

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

Level Three: On-site Workshops

Level Three Technical Assistance is not currently available.

National Preparedness Goal Mapping:

Mission Areas: Protection, Response, Recovery

National Priorities: Implement NIMS and NRP, Strengthen Information Sharing and Collaboration; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Medical Surge; Resource Management; Command Staffing

Logistics and Resource Management (LRM)

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

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

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

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

Level Two: Templates, Samples, Model

TA at Level Two provides:

- *Catastrophic Logistics Planning Self-Assessment Tool*. This guide enables jurisdictions to identify and quantify its available resources, identify Coordinating and Cooperating agencies, identify planning gaps and enhance catastrophic logistics planning capabilities.
- *Distribution Point (DP) Diagrams*. These diagram templates provide a schematic of the square footage area and traffic control measures needed for distribution of

emergency relief supplies. This also contains a list of equipment and staff requirements scaled to various sized DPs (10K, 20K 50K persons daily.)

- *Sample Job Descriptions/Action Sheets.* These provide sample documents to be used to select and assign positions prior to an incident or to use for “Just in Time Training” for Volunteers.
- *Draft Jurisdictional Catastrophic Logistics Annex.* This serves as a “fill in the blank” template so a jurisdiction can begin basic planning for Resource Management and Catastrophic Logistics.

Level Three: On-site Workshops

Catastrophic Logistics and Resource Management Planning Workshop. This level conducts onsite workshops for assessment and planning support for the development and/or revision of catastrophic logistics plans and resource management annexes or appendices. Level 3 On-Site Workshop and Training—one or two days specific to the needs of the agency/jurisdiction(s) requesting assistance.

National Preparedness Goal Mapping:

Mission Areas: Response, Recovery

National Priorities: Support overarching National Priorities of “*Implementing the National Incident Management System and National Response Plan*” as the delivery of the Workshops will focus on “*Expanded Regional Collaboration*”. The proposed products will also support the Capability –Specific Priority of “*Strengthen Information Sharing and Collaboration Capabilities*” through the regional delivery of the products and the opportunities for collaboration and mutual aid that such a process will foster.

Capabilities: Critical Resource Logistic and Distribution Management; Volunteer and Donations Management; Mass Care; Restorations of Lifelines

Public Information Planning (PIP)

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

Target Audience:

Public Information Officers; Emergency Management Agencies; Other agencies operating in the Joint Information System and JIC.

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

- U.S. DHS Incident Communications Emergency Reference
- Incident Communications Emergency Reference – forms for use during an incident
- U.S. Health and Human Services Reference Guide
- DHS First 48 hours checklist

Level Two: Templates, Samples, Model

TA at Level Two provides:

- Emergency Public Information Planning Guide
- Emergency Public Information Plan Template
- Proposed Joint Information Center Operating Guidelines
- Emergency Public Information Assessment
- Joint Information Center Proposed Equipment List
- Draft Prescribed Messages

Level Three: On-site Workshops

Subject matter experts are sent to the state or jurisdiction to conduct an Emergency Public Information assessment and assist with developing plans, JIC operating guidelines, JIC position checklists, training, and basic exercising for JIC staff.

National Preparedness Goal Mapping:

Mission Areas: Protect; Response, Recovery

National Priorities: Implement NIMS and NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

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

Regional Planning – Regionalization (REG)

This TA program provides assistance to state and local jurisdictions in regionalization strategies. In support of regionalization, workshop emphasis is placed on creating a cross-geographic, multidisciplinary, coordinated response to major incidents. This TA can serve as a launching pad for statewide coordination by strategically designing regions and by identifying governance, capability, and structure.

Target Audience:

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

Levels of Assistance:

Level Three: On-site Workshops

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

Module 1: Regional Planning Strategy Development Workshop

This workshop provides expertise and guidance on regionalization. Strategies are identified by those agencies involved in the development of the regions and identifying those resources and capabilities within individual jurisdictions and across the state.

Module 2: Regional Governance Strategies and Considerations Workshops

This series of workshops provides state and local emergency managers with the guidance necessary to establish regional governance. These workshops address the issues surrounding hazard and vulnerability assessments, the state Homeland Security Assessment and Strategy, and funding streams that assist in the development of a regional strategy.

National Preparedness Goal Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration; Strengthen Interoperable Communications Capabilities

Capabilities: Planning; Emergency Operations Center Management; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Protection; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

Regional Planning – Regional Response Planning (RRP)

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

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

Regional Response Planning Reference CD

Level Two: Models, Templates, and Samples

Regional Emergency Operations Planning Template

Level Three: On-site Workshops

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

Module 1: Getting Started with Regional Response Planning Workshops

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

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

Module 2: Development of Regional Emergency Operations Plan Workshops

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

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

National Preparedness Goal Mapping:

Mission Area: Response

National Priorities: Implement NIMS, NIPP, NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable Communications Capabilities; Strengthen Emergency Operations Planning and Citizen Protection Capabilities

Capabilities: Planning; Emergency Operations Center Management; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Protection; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

Special Events Planning (SEP)

States, regions and localities often must conduct security planning for large-scale events occurring within their jurisdiction. This program assists jurisdictions to develop security plans and train for special events, and is complimentary to the special events planning guides prepared by FEMA and the U.S. Department of Justice. The program is offered at various levels of assistance and complexity to address the wide variety of needs across the nation.

Target Audience:

Managers and security Personnel for large venues; state and local emergency management officials, other agencies as appropriate

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

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

Level Two: Templates, Samples, Model

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

Level Three: On-site Workshops

These workshops are designed to:

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

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

Capabilities: Critical Infrastructure Protection; Onsite Incident Management; Citizen Protection; Isolation & Quarantine; Mass Care; Firefighting Operations/Support

Special Needs Planning (SNP)

This TA program provides recommendations and planning guidance to educate and prepare states and local communities about how to identify and provide for their special needs populations. Special needs plans address evacuation assistance, emergency public warning, sheltering, health services, exercises and training. Each step of the planning process should actively involve persons with disabilities as well as emergency management, other affected agencies and nongovernmental organizations.

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

TA at Level One provides:

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

Level Two: Templates, Samples, Model

TA at Level Two offers:

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

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

Level Three: On-site Workshops

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

National Preparedness Goal Mapping:

Mission Area: Protection, Response

National Priorities: Implement NIMS and NRP; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Sheltering and Evacuation Planning

Capabilities: Triage; Medical Surge; Emergency Public Information and Warning; Volunteer Management and Donations; Citizen Preparedness and Participation; Critical Resource Logistics and Distribution

Terrorism Incident Annex Planning (TIA)

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

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

TIA Reference CD

Level Two: Models, Templates, and Samples

TIA Planning Coordination Checklists

TIA Capability Assessment Checklist

TIA Template and Guidance

Incident-Specific Appendices Template and Guidance

Terrorism/WMD Threat Analysis Template and Guidance

Credible Threat Scenario Development Template and Guidance

Jurisdiction and Facility Terrorism/WMD Vulnerability Assessment Templates and Guidance

MOA/MOU Samples, Templates and Guidance

Emergency Procedure Samples, Templates, and Guidance

Level Three: On-site Workshops

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

Module 1: Getting Started

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

- Identifying and Organizing a Planning Group
- Establishing and/or Reviewing Planning Basics
- Reviewing the Existing Planning Strategy

Module 2: Developing the Draft TIA

This module assists jurisdictions in developing an initial TIA or updating an existing TIA. It addresses the following elements:

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

Module 3: Refining the Draft TIA

This module assists jurisdictions through key planning activities important to implementation of their TIA. It addresses the following elements:

- Agency review of the Draft TIA
- Identifying and Developing MOAs/MOUs
- Identifying and Developing Procedures to Support Implementation of the TIA

Module 4: Validating the TIA

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

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

National Preparedness Goal Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration; Strengthen CBRNE Detection, Response and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Public Safety and Security Response; Explosive Device Response Operations; WMD/Hazardous Materials Response and Decontamination; Citizen Protection; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

Port and Mass Transit Assessment and Strategy Program (P/MT)

This TA assists Mass Transit agencies in getting the information and tools they need to develop an effective and robust Basic Emergency Operations Plan (EOP), Terrorism Incident Annex (TIA), and associated plans and procedures. To strengthen relationships and enhance effective response operations, these planning documents follow traditional formats from the emergency management and first response community.

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

Mass Transit Emergency Planning Reference CD

Level Two: Models, Templates, and Samples

Mass Transit Basic Emergency Operations Plan Template and Guidance

Mass Transit Terrorism Incident Annex Template and Guidance

Mass Transit Terrorism Incident-Specific Appendices Templates and Guidance

Mass Transit EOC SOP Template and Guidance

Mass Transit Operations Center SOP Template and Guidance

Mass Transit Facility Emergency Response Plan Template with Guidance

Level Three: On-Site Workshops

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

Module 1: Mass Transit Basic Emergency Operations Plan Development

This module assists Mass Transit agencies in the development of their Basic EOP. It addresses the following elements:

- Introduction to Emergency Operations Plans and Procedures
- Introductory Materials
- Basic Plan

Module 2: Mass Transit TIA Development

This module assists Mass Transit agencies in the development of their TIA. It addresses the following elements:

- Terrorism Basics
- Terrorism Incident Annex
- Incident-Specific Appendices

Module 3: Refining Draft Mass Transit Plans

This module assists Mass Transit agencies through key planning activities important to the approval and implementation of their EOP. It addresses the following elements:

- Agency Review of the Draft EOP
- Identifying and Developing MOU/MOAs
- Identifying and Developing Procedures to Support Implementation of the EOP

Module 4: Validating the Mass Transit EOP

This module assists jurisdictions in identifying methods for validating their EOP and the accompanying MOU/MOAs and procedures. The strengths and weaknesses of each approach and the considerations for implementing them are also covered. It addresses the following elements:

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

National Preparedness Goal Mapping:

Mission Area: Response

National Priorities: Implement NIMS, NIPP, NRP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Emergency Operations Planning and Citizen Protection Capabilities

Capabilities: Planning; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donation; Citizen Protection; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

Program Management (PM)

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

Target Audience:

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

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

Levels of Assistance:

Level Three: On-Site Workshops

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

Program Definition

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

Program Review

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

Resource Allocation

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

Evaluation

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

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management, Information Sharing and Dissemination

Investment Planning (IP)

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

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

Target Audience:

The Investment Planning TA is recommended for those involved in the investment planning and funding decision-making process at the State and urban area level, including:

- Senior leaders and staff in the State Administrative Agency (SAA) and/or Homeland Security Office who are key decision makers in the Investment Planning process
- Individuals involved in Investment Planning committees or working groups, prioritization, and funding allocation process based on Investments submitted and funded through the FY 06 HSGP
- Project managers responsible for planning for or implementing investments

Levels of Assistance:

Level Three: On-Site Workshops

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

Evaluate existing plans and reviews

- Align investments with existing plans

Prioritization

- Employ a rational process for making investment decisions

Investment Planning — Fundamentals

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

Investment Planning — Mapping the Details

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

Investment Planning — Preparing for Uncertainty

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

National Preparedness Goal Mapping:

Mission Areas: Prevent; Protect; Response; Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management, Information Sharing and Dissemination

Grants Reporting Technical Assistance (GRTA)

The Initial Strategy Implementation Plan (ISIP) / Biannual Strategy Implementation Report (BSIR) Technical Assistance is an all encompassing approach to aid states and territories in allocating their CD grant award funds through project plans and completing and submitting their relevant update reports to the CD. This TA aids the state in connecting individual projects to the state's own Homeland Security Strategy (and Urban Area Strategy, if applicable) and accurately allocating funding to these projects per the guidelines set in place by the CD. The objective of the ISIP / BSIR TA is to instruct states in the correct completion of their ISIPs / BSIRs and in the final submission of these reports to the CD, thus fulfilling the CD data report requirements.

Target Audience:

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

Levels of Assistance:

Level One: Information Resources

GRT User's Guide

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

What's New in 2.2

This document provides a detailed dialogue, along with "screen shots" and red call-outs (if applicable) on the changed functionality between GRT v2.1 & GRT v2.2. This document is meant to reflect the latest features and functionality of the current application.

Frequently Asked Questions

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

Level Two: Models, Templates, and Samples

2004 BSIR (June 06) Subgrantee Worksheet

This Excel worksheet provides a template for use in preparing a GRT reporting period for a subgrantee. Submission of this worksheet is not required; it is provided as a convenient template that can be used electronically or in paper form within the state and/or subgrantee. This worksheet applies to the 2004 BSIR (June 06) reporting period only.

2005 BSIR (June 06) Subgrantee Worksheet

This Excel worksheet provides a template for use in preparing a GRT reporting period for a subgrantee. Submission of this worksheet is not required; it is provided as a convenient

template that can be used electronically or in paper form within the state and/or subgrantee. This worksheet applies to the 2005 BSIR (June 06) reporting period only.

GRT Technical Assistance Guidebook

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

GRT Technical Assistance PowerPoint

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

Level Three: On-site Workshops

ISIP/BSIR Instructional Technical Assistance

The ISIP/BSIR Instructional Technical Assistance is an on-site TA delivery designed to train new staff and refresh existing staff on the purpose for, use and administration of the Grants Reporting Tool (GRT) to file an Initial Strategy Implementation Plan (ISIP) or Bi-annual Strategy Implementation Report (BSIR). The course covers how to: register, approve users, create and manage subgrantee organizations, award funds, create projects, allocate funds to project solution area subcategories and disciplines, select strategic goals and objectives, answer project metrics, submit projects and subgrantees to the state, approve subgrantees and submit to G&T.

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

The standard format for this TA involves two (2) personnel from the TA provider delivering a two (2) day instructional TA course. The audience size is not limited, and the roster makeup is left to the determination of the state TA requestor.

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

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

National Preparedness Goal Mapping:

Mission Areas: Prevention, Protection, Response, and Recovery

National Priorities: All

Capabilities: All

Grants Management Technical Assistance (GMTA)

The Enhancing Grants Management Capacities (EGMC) of State Administrative Agencies (SAAs) Technical Assistance is designed to improve the ability of SAAs and their sub recipients' to administer grant funding programs awarded by the Office of Grants and Training (G&T). These grant funding programs provide significant support to state and local jurisdictions to achieve the National Preparedness Goal. Therefore, improving the ability of SAAs to effectively manage these programs directly impacts the ability of state and local jurisdictions to achieve the National Preparedness Goal.

Target Audience:

SAA, UASI, or sub recipients' personnel responsible for managing all CD funded Grant Programs.

Levels of Assistance:

Level One: Information Resources

Delivery of information; existing resources and Publications; networking and referral via telephonic or electronic assistance; build and maintain Compendium of Promising Grants Management Practices.

Examples:

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

Level Two: Templates, Models, Samples

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

Examples:

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

Level Three: On-site Workshops

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

Examples:

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

National Preparedness Goal Mapping:

Mission Areas: N/A

National Priorities: All

Capabilities: Planning