**GUIDE**

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**How to Conduct a**

**Integrated Preparedness Planning Workshop (IPPW)**

**Conducting an Integrated Preparedness Planning Workshop**

**Step 1. Set a Date and Location**

**Step 2. Create the Agenda**

**Step 3. Send out Invitations – Save the Date**

**Step 4. Identify a Recorder**

**Step 5. Design Room for Effective Discussions**

**Step 6. Facilitate the IPPW**

**Step 7. Collect all Documentation**

**Step 8. Develop Multi-Year Integrated Preparedness Plan (IPP)**

**Step 1. Set a Date and Location**

**DATE**

The date chosen for the **annual** Integrated Preparedness Planning Workshop (IPPW) is determined by the jurisdiction. The date selected must be scheduled during a calendar year (e.g. January – December) to match the performance period for sub-recipients in the Emergency Management Performance Grant (EMPG).

When selecting a date, it is helpful to consider the time of year that most participants are available to attend. Having knowledge of major events already scheduled or ‘seasons’ of the year could potentially impact attendance numbers. For example, hunting season and/or holidays are typically a popular time for vacations. Try to select a date or time of the year that does not conflict with a majority of those that need to attend an IPPW.

When establishing a date to schedule an IPPW, solicit input from partners and get buy-in from them for best dates. Also, consider scheduling the IPPW around the same time each year so participants can get these on their calendars well in advance.

Trying to place the activities of an IPPW on top of another meeting, may or may not be beneficial for what the jurisdiction is trying to accomplish. Finding a time when the targeted audience is already coming together is sometimes helpful (i.e. LEPC meeting). But sometimes placing the IPPW on top of other business or activities detracts from getting the best possible outcome of the process.

**LOCATION**

The location for the IPPW may be just as important as the date. Finding a location that can comfortably seat the number of participants invited to an IPPW is crucial.

Scheduling the IPPW in a location that is commonly used can be helpful, as people are familiar with the location. But hosting an IPPW in the same location as other meetings can sometimes taint the mindset and keep participants focused on ‘typical’ discussions. Hosting the IPPW in a unique location can motivate participants into more open and strategic thinking.

**Step 2. Create the Agenda**

The agenda for your Integrated Preparedness Planning Workshop cannot only be a map or schedule of your meeting, but a tool to assist the organizer as well.

When creating an agenda, take the time to reach out to your participants before creating the final draft and use that as an opportunity to bring them to the table. This can be helpful in multiple ways. Your phone call might be the first time they have heard of the event being scheduled. The common challenge of gaining buy-in may be mitigated by personally reaching out to your participants to ask if they have any agenda items. By performing this simple task, you are letting your stakeholders know that their participation is valued.

Items listed on the IPPW agenda vary from jurisdiction to jurisdiction. Some of these items may include, but are not limited to: expectations, accomplishments gained, discussions on changing threats, hazards, and risks, areas for improvement and capability assessments, preparedness activities, jurisdictional priorities. When and where you decide to conduct your IPPW will help you determine how much time you have for your workshop and what items to place on your agenda.

If you are an EMPG funded county, at a minimum, you should at least have on the agenda:

* discussions on improvement priorities and how elements of planning, organizational structure, equipment, training and potential exercises can impact capabilities, and time to create your multi-year schedule of preparedness activities, including training and exercise plans.

These, along with the sign-in sheet, will assist with your annual grant reporting requirements.

*\*\*Sample\*\**

**Integrated Preparedness Planning Workshop**

**[Location]**

**[DATE]**

* Welcome / Introductions
* Overview of Integrated Preparedness / Preparedness Cycle
  + Progress for Improvement / Preparedness Priorities
* Local/State Initiatives – Recent Agency/Organization Accomplishments
  + Identify Preparedness Priority Factors
    - Identify current threats, hazards and risks
    - Analyze capability gaps / needs assessments
    - Identify external sources and requirements
    - Identify accreditation standards or regulations
  + Establish Preparedness Priorities
    - Prioritize areas needing improvement
    - Define elements to improve greatest risks / impacts
      * Establish planning goals & deadlines
      * Define structure changes, shortfalls, staff turnovers
      * Identify new equipment, limitations, purchases
      * Examine training needed to close gaps
      * Assess corrective actions / new changes needing validation

* + Develop a Multi-Year Schedule
    - Establish timelines for planning goals, training schedules, exercise dates
    - Create multi-year calendar of activities
* Closing Comments and Summary

**Step 3. Send Out Invitations – Save the Date**

Oftentimes events do not get the level of participation that is expected or needed. Various reasons can attribute to that fact but sometimes it can be as simple as getting a “special” invitation to an IPPW.

Getting an invitation can explain how their participation is important to the overall IPPW process; they are a valuable partner and their input is vital to the jurisdiction’s preparedness efforts. An invitation can also explain what the workshop is and what outcomes are being planned. Build the workshop in a way that participants will gain something from the experience.

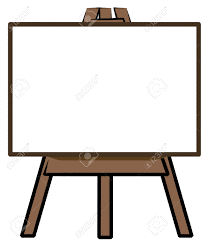
Sample Invitation

|  |
| --- |
| **You are Invited to Attend…**  **What: Annual Integrated Preparedness Planning Workshop (IPPW)**  **When: XXXXX, XX, XXXX**  *(include times)*  **Where:** *(list the location, and any specific directions if needed)*  **Who: ESF partners and other Critical Stakeholders**  **Why: Annual review of current capabilities and future priorities**  As a subject matter expert, you are invited to participate in discussions that will provide an opportunity to review our jurisdiction’s current capabilities, identify obstacles/gaps in meeting incident requirements/standards, and define the knowledge and skills needed to improve our response and recovery efforts.  The discussions during this workshop will help examine how exercises and related planning/training can impact our preparedness efforts and to frame the direction and priorities for the multi-year integrated preparedness plan.  Please take a moment to prepare a list of any planning goals, exercises and trainings you already have scheduled for 20XX – 20XX to streamline the process of completing a combined, comprehensive preparedness activities calendar.  **Your participation and input is very important**  **Looking forward to seeing you** |

**Step 4. Identify a Recorder**

The discussions that occur during an IPPW help jurisdictions review their progress and accomplishments over the previous year, and identify each discipline’s challenges and priorities. In large part, it is a time to reflect on past experiences and discuss how things could be improved upon.

While the discussions are important, it is critical to capture the information so that highlights and summaries can be documented for future reference. Identifying a person, or even multiple people, ***before*** the IPPW is necessary; getting them the right equipment and supplies, as well as instructions on what they will be doing, is what makes the documentation piece seamless.

Record-keeping can be accomplished many ways: 1) taking notes by hand, 2) taking notes on a computer, 3) taking notes on chart paper, 4) taking notes from a computer and displaying comments on a screen. Taking notes that are visibly being recorded shows participants that their comments are important and being heard correctly. It also helps a facilitator of the IPPW to refer to the notes and highlight common themes throughout the workshop.

* NEED
* ASSUME
* WANT

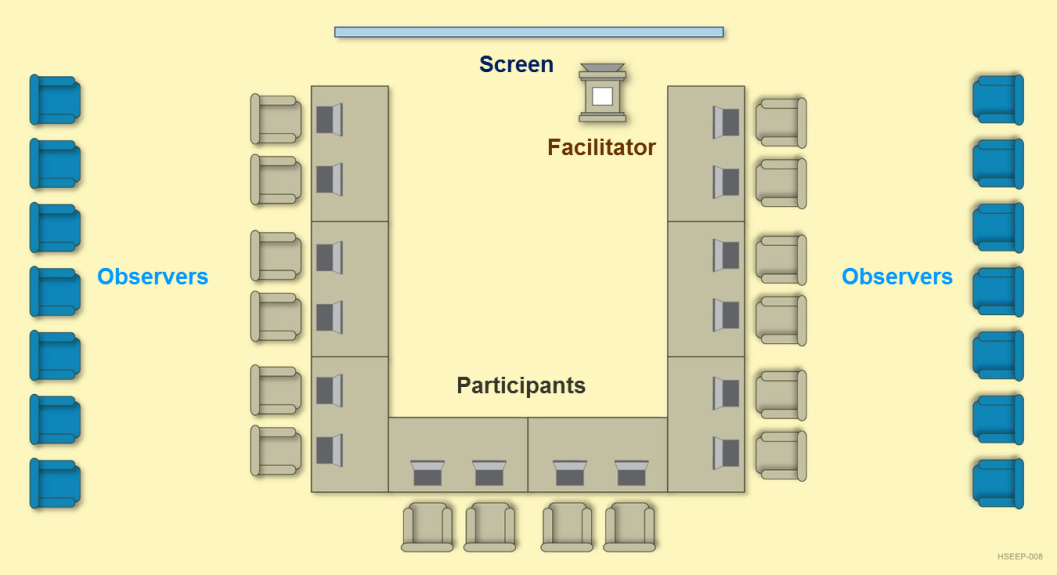
**Helpful tips for a recorder**

There are at least three (3) words that should alert a recorder to recognize something that needs to be captured: 1) we need, 2) I assume, 3) I want

Generally these words come with phases that identify areas to be improved upon [actions to be taken] or highlights things that are confusing or desired.

Having multiple recorders identified provides an opportunity to capture things from different perspectives. It also helps to ensure what is said is captured correctly or fills in any gaps. Placing recorders in different parts of the room helps to capture things that may not have been heard, depending on the size of the room and the locations participants are seated.

**Step 5. Design Room for Effective Discussions**

The room layout for an IPPW is an integral piece of creating an atmosphere of open dialogue. When people are seated in an arrangement where they can see each other and can hear what each person is saying helps to build good rapport and cohesion. While setting up a room takes some time, the benefits outweigh the work.

Examples for setting up a room for an IPPW is similar to what is expected during a tabletop exercise. The illustration shown here is an example of how set the room to create an opportunity for open dialogue.

Ensure that recorders have designated areas pre-established and have the appropriate supplies and resources available.

Seating arrangements of IPPW participants also needs to be considered. The decision needs to be made on whether to let participants sit wherever they want or is it better to arrange them close or across from people they will be conversing with the most. There are advantages and disadvantages for both, but that is totally dependent on knowing the audience and their needs. If assigned seating is the recommendation, table tents need to be made.

**Step 6. Facilitate the IPPW**

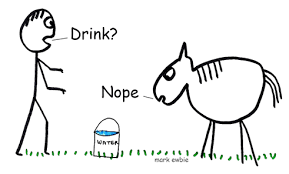
According to Merriam-Webster, the definition of facilitate is “to make easier” or to “help bring about” (Facilitate." *Merriam-Webster.com*. Merriam-Webster, n.d. Web. 12 Sept. 2017).

As the facilitator, your job is to “help bring about” information from your stakeholders regarding planning, training and exercise needs by guiding conversations throughout the workshop. Sounds easy, right? It can be, if you prepare properly and know your audience.

Your role as the facilitator can be made easier by taking the time to gather some basic information prior to holding your IPPW. No one expects you to have all of the answers, as long as you know where to find them. Utilize the resources around you to develop key questions you need answered prior to your IPPW. Write them down in the order you want conversations to occur. This is list is referred to as a “facilitator’s guide”. This will help ensure your group discusses questions needing to be answered first, in order to build upon those decisions throughout the workshop. By placing your questions in a proper order, the conversations will flow naturally from topic to topic without as much interaction from you or your facilitator(s).

Goals of a facilitator:

* Be more about starting group discussions than about having an “ask and answer” environment.
* Make sure there is only one conversation occurring at a time (unless you have multiple groups).
  + Side conversations are extremely distractive and makes it difficult for the recorder(s) to capture important information.
* Always remain neutral, objective, and fair.

There are many different strategies for facilitation. Use your knowledge of the subject and of your audience to determine what strategy works best for you. Your soft skills and personality can be a huge asset to you when facilitating these types of workshops, especially if you know how to apply them.

**Step 7. Collect all Documentation**

Discussions generate the documentation necessary to have a successful IPPW. What makes an IPPW successful?

There are multiple answers to that question and are generally tied to each specific jurisdiction. Getting partners together to discuss strategy and direction always leads to a positive outcome. When partners learn about new initiatives being taken and some of the challenges everyone is facing, this tends to help build relationships, especially when there are common issues and concerns. Some say that the only way to move forward is to know where you’ve been. Documentation aids in building a community’s story.

**Identify where you’ve been**

What challenges has your jurisdiction faced? What issues have been identified? Where are the gaps that need to be addressed before the next big event strikes?

These are some of the questions that each jurisdiction needs to answer in order to identify any improvement actions. Each jurisdiction has areas to improve upon, but it involves strong leadership to push it forward.

**Where you are currently**

Over the years investments have been made to improve local and state capabilities in many different areas. Determining what is needed has a great deal to do with what is currently in place. Accomplishments gained over the previous year helps to show progress and validates the importance of what is being done. Can we do what we say we can do?

**Where you need to be**

Each jurisdiction needs to conduct a thorough capability assessment to find out what capability requirements still exist. Addressing these three topics begins to frame the strategy for moving jurisdictions in a positive direction.

There are several ways to capture information that will help jurisdictions identify and prioritize where they should focus their improvement efforts.

***EXAMPLE (Helpful Job Aid)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| List Accomplishments Made in Past Year(s) | Planning | Organization | Equipment | Training | Exercise |
| Purchased new equipment for the EOC from grant. | **X** |  | **X** | **X** |  |
| Purchased new radio system in 25 years. | **X** |  | **X** | **X** |  |
| Got to meet new organizations that we never knew existed. | **X** | **X** |  |  |  |
| We are learning more about Cyber Security and how it can affect our Jurisdiction. | **X** |  |  | **X** |  |
| Got to work with organizations that we haven’t been able to for many years. |  | **X** |  | **X** |  |
| Discussing on putting an exercise together with stakeholder to test new plans. |  | **X** |  |  | **X** |
| COOP locations were pre-setup just in case they were needed. | **X** | **X** | **X** | **X** |  |
| We now have a better understanding on what to plan for in the future for COOP situations of this magnitude. | **X** | **X** | **X** | **X** | **X** |
| Local fire services capabilities have been identified and we have started planning ways to budget for appropriate equipment, gear, and training within the next 3 years. | **X** | **X** | **X** | **X** |  |

**Example *(Helpful Job Aid)***

|  |  |
| --- | --- |
| **Program Priorities:**  Linked to which Core Capability(ies)  *(defined after discussions)* | **Areas of Action/Improvements Items:**  List what challenges / issues your jurisdiction is facing? What gaps need to be addressed before the next big event strikes? |
| Civil Unrest | Didn’t have enough specialized equipment or proper training to deal with the shear amount protesters/rioters |
| Communications | Were unable to communicate by radio during flood in certain areas of the county / and with surrounding counties |
| COVID-19 | Didn’t have distribution system in place for mass resources and how to support supply chain challenges; didn’t have a good handle on public information messaging; issues with extended mass dispensing capabilities |
| Wildfires | Local fire services have limited capabilities in fighting wildfires and the knowledge of incident management system |
| Cybersecurity | New threat; limited knowledge of intel systems and stakeholders |
| FAD | Have not focused on threats of foreign animal disease in 5 yrs |
| EOC Management | Haven’t activated/tested EOC capabilities for several years; acquired new equipment that needs tested; need new protocols |
| COOP planning | Pandemic highlighted needs to revisit COOP plans |
| Social media | Don’t have a system in place to monitor or handle rumors |

***Example (Helpful Job Aid)***

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  | | --- | | **Areas of Performance (Capability Gaps) we need to focus on** | | | | | | | | | |
| x | Planning |  |  |  | Operational Coordination | | |  |
|  | Public Information & Warning |  |  |  |  | | |  |
|  |  | | |  |  |  |  |  |
|  | Intelligence & Info Sharing |  |  |  | Access Control & Identify Verification | | |  |
|  | Interdiction & Disruption | | |  | Cybersecurity | | |  |
|  |  | | |  | Physical Protective Measures | |  |  |
|  | Screening, Search & Detection | | |  | Risk Management for Protection Programs and Activities | | |  |
|  | Forensics & Attribution | | |  |  |  |  |  |
|  |  |  |  |  | Infrastructure Systems | | |  |
|  | Supply Chain Integrity & Security | | |  | Critical Transportation | | |  |
|  |  |  |  |  | Environmental Response/Health & Safety | | |  |
|  | Community Resilience |  |  |  |  |  |  |  |
|  | Long-term Vulnerability Reduction | | |  | Fatality Management Services | | |  |
|  | Risk & Disaster Resilience Assessment | | | x | Fire Management/Suppression |  |  |  |
|  | Threats & Hazards Identification | | | x | Logistics & Supply Chain Management | | |  |
|  |  |  |  |  |  |  |  |  |
|  | Mass Care Services | | |  | On-scene Security, Protection, and Law Enforcement |  |  |  |
|  | Mass Search & Rescue Operations | | | x | Operational Communications | | |  |
|  | Situational Assessment | | |  |  |  |  |  |
|  | Economic Recovery | | |  | Public Health, Healthcare, and Emergency Medical Services | |  |  |
|  | Health & Social Services | | |  |  | | | |
|  | Housing | | |  |  | |  |  |
|  | Natural & Cultural Resources | | |  |  | | |  |
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***EXAMPLE (To be Filled Out)***

For the Priorities/Core Capabilities selected to Exercise or Train upon, list what skills [capability targets] need to be discussed / demonstrated.

|  |
| --- |
| Example:  Core Capability Public Information and Warning   1. Rumor control 2. Monitoring social media sites to stay consistent with current situation 3. Setting up (activating) JIC in a timely fashion 4. Preparing / getting approval from policy on press releases 5. Communication flow between JIC and EOC |

Core Capability \_On Scene Security, Protection, and Law Enforcement

1. Purchase specialized equipment

2. Training on managing protester/rioters

3. Training on maintaining civil order

Core Capability \_Operational Communications\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Locate and fix radio dead spots in a timely manner

2. Identify additional means to communicate

3. Test all identified means of communication

Core Capability \_Logistics and Supply Chain Management\_\_\_\_\_\_\_\_\_

1. Locate additional distribution companies

2. Setup COOP contracts with additional distribution companies

3. Review contracts and needs annually

Core Capability \_\_Public Information and Sharing\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Rumor control

2. Monitoring social media sites to stay consistent with current situation

3. Prepare getting approval from policy on press releases

*(Continue, for each core capability identified)*

|  |  |  |
| --- | --- | --- |
| **Program Priorities** | **Areas of Action / Improvements Items** | **Core Capability** |
| Civil Unrest | Didn’t have enough specialized equipment or proper training to deal with the shear amount protesters/rioters | |  |  | | --- | --- | |  | On-scene Security, Protection, and Law Enforcement | |
| Communications | Were unable to communicate by radio during flood in certain areas of the county / and with surrounding counties | Operational Communications |
| COVID-19 | Didn’t have distribution system in place for mass resources and how to support supply chain challenges; didn’t have a good handle on public information messaging; issues with extended mass dispensing capabilities | Logistics and Supply Chain Management  Public Information and Sharing |
| Wildfires | Local fire services have limited capabilities in fighting wildfires and the knowledge of incident management system | Fire Management and Suppression |
| Cybersecurity | New threat; limited knowledge of intel systems and stakeholders | Cybersecurity |
| FAD | Have not focused on threats of foreign animal disease in 5 yrs. | Infrastructure Systems |
| EOC Management | Haven’t activated/tested EOC capabilities for several years; acquired new equipment that needs tested; need new protocols | Operational Coordination |
| COOP planning | Pandemic highlighted needs to revisit COOP plans | Planning |
| Social media | Don’t have a system in place to monitor or handle rumors | Public Information and Sharing |

***EXAMPLE (To be Filled Out)***

**Step 8. Develop Multi-Year Integrated Preparedness Plan**

The IPPW is a forum for developing, reviewing, and updating a Multi-Year Integrated Preparedness Plan, to include defined preparedness priorities, leading into a strategy and structure for an exercise program. This should be conducted annually, and should be scheduled sometime during the calendar year (January – December).

It is an opportunity for states and/or locals to discuss their improvement priorities and develop a plan to increase preparedness through planning, training and exercises.

It allows whole community partners to translate goals and priorities into specific objectives and exercises, coordinate exercise activities that will work across various disciplines, and track improvement plan actions against current capabilities, training, and exercises.

During Step 7, participants discussed and identified:

* Accomplishments made in past year(s)
* Challenges / Gaps that need addressed
* Capabilities to address those gaps
* Capabilities that Exercises & Training can impact

These discussions now become an excellent opportunity for participants to develop a list of proposed training and exercises to be conducted over the ensuing 3 years. These exercises and trainings should be planned in a way that can tie to addressing identified gaps, and ultimately increase readiness.

An IPPW template for recording these exercises and trainings can be found on the Kansas Exercise Tracking System (KETS) website at <https://www.kdemexercises.com/login> under Forms & Templates.

There are specific documentation requirements for utilizing an Integrated Preparedness Planning Workshop (IPPW) for EMPG exercise credit. EMPG-funded county exercise coordinators need to upload into the KETS system:

* IPPW sign-in sheet, showing the individuals participating
* List at least 3 priority core capabilities, displaying those areas of focus for coming years
* The 3-year calendar of exercises and training to be conducted
* Core Capability Breakdown (pg. 17)
* Areas of Action/ Improvement Items (pg. 18)
* POETE Breakdown by year (pg. 20,21, & 22)

*(summaries of all the notes taken during the IPPW can be uploaded into KETS under Other*

***[Year 1] EXAMPLE (To be Filled Out)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Priority*** | ***Planning*** | ***Organization*** | ***Equipment*** | ***Training*** | ***Exercise*** |
| **COOP plans** | 1. Examine MEF’s 2. Create advisory committee | 1. Illustrate delegation of authorities |  | Promote independent study courses available | Conduct beginners TTX |
| **EOC Management** | Formalize protocols |  | Assess equipment needs in EOC |  | Activate physical EOC site test |
| **Social Media** | 1. Formulate monitoring system  2. Rumor control  3. Examine local translation services | Recruit more personnel to support JIC |  | Research social media training options |  |
| **VOAD partnerships** | Examine ESF 6 & 7 plans | Coordinate quarterly mtgs. |  |  |  |
| **Mass Dispensing** | 1. Review ESF 7 2. Update mass dispensing SOG |  | Identify any equipment & resource access needs | Provide partner support training / security issues |  |

***[Year 2] EXAMPLE (To be Filled Out)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Priority*** | ***Planning*** | ***Organization*** | ***Equipment*** | ***Training*** | ***Exercise*** |
| **JIC Operations** |  |  | Identify any equipment needs | 1. Promote IS courses & other options w/ partners |  |
| **Mass Dispensing** | Examine public info messaging |  |  |  | Conduct clinic operation |
| **Cybersecurity** | Examine Plans - ESF 2 & 5 | Form SME advisory committee |  | Research training opportunities |  |
| **Communications** | Review protocols / SOPs for alternate communications |  |  |  | Test Alternate communications systems |
| **Civil Unrest** | 1. Examine Plans – ESF 13  2. Review mutual aid resources |  | Assess equipment needs |  | Test ESF 13 Plan in EOP |

***[Year 3] EXAMPLE (To be Filled Out)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Priority*** | ***Planning*** | ***Organization*** | ***Equipment*** | ***Training*** | ***Exercise*** |
| **JIC Operations** | Review protocols for activation |  |  |  | Activate JIC ops |
| **Foreign Animal Disease** | Review ESF 11 and food & agriculture annex – consult key stakeholders |  | Examine equipment needs & availability |  | Conduct TTX to examine roles & responsibilities |
| **Wildfires** | Review mutual aid agreements / water resources |  | Assess any equipment needs | Request/host G300 |  |
| **Civil Unrest** |  |  |  | Support training needs | Conduct TTX/FE to activate resources |
| **Critical Infrastructure** | Engage LEPC to conduct needs assessment(s) | Examine responder support capabilities |  |  |  |

*This form was developed to help the user work through identifying Priorities and how to fix them.*

*Step 1. Identify user’s top 5 threats/priorities and reasoning of why they are such a priority.*

*Step 2. Identify what Core Capability can help identify and test that threat/ priority and to what extent of the Core Capabilities Target.*

*Step 3. Identify the Priorities, what part of POETE can help fix the selected priorities, and how that specific action will help fix that certain problem.*

*(This worksheet can be found on the KETS website, under Forms and Templates.)*

***(Helpful Job Aid)***



Sign-In Sheet ***(To be Filled Out)***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Name | Organization | Title | Phone # | Email | Signature |
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|  | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **Jun** | **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2021** |  |  |  |  |  |  |  |  |  |  |  |  | **Exercise** |
|  |  |  |  |  |  |  |  |  |  |  |  | **Training** |
|  |  |  |  |  |  |  |  |  |  |  |  | **IPPW/Other** |
| **2022** |  |  |  |  |  |  |  |  |  |  |  |  | **Exercise** |
|  |  |  |  |  |  |  |  |  |  |  |  | **Training** |
|  |  |  |  |  |  |  |  |  |  |  |  | **IPPW/Other** |
| **2023** |  |  |  |  |  |  |  |  |  |  |  |  | **Exercise** |
|  |  |  |  |  |  |  |  |  |  |  |  | **Training** |
|  |  |  |  |  |  |  |  |  |  |  |  | **IPPW/Other** |

***(To be Filled Out. Other calendars are also optional but must be uploaded into KETS with the IPPW Packet)***