



# Allegheny County

Department of Emergency Services  
*Division of Emergency Management*

## Integrated Preparedness Plan 2022 – 2024

Updated: 31 August 2021



## PREFACE

The Allegheny County Department of Emergency Services (ACES), through the Division of Emergency Management (EMA), continually works towards a safer Allegheny County. ACES emphasizes planning and preparing for potential disasters by focusing on key infrastructure, vulnerabilities, and potential hazards. Increasing disasters and emergencies across our county, state, and the globe clearly indicate the need to focus efforts on a multi-hazard approach toward emergency preparedness and response.

In its efforts to prevent, protect, mitigate against, respond to, and recover from incidents affecting its security, whether natural or human-caused, ACES-EMA identified the need to embrace a capabilities-based approach to training and exercising. In embracing this approach, ACES will coordinate training and exercises to strengthen the County's overall preparedness. These training and exercises play a crucial role in providing the County with a means of attaining, practicing, validating and improving its high-priority capabilities.

ACES-EMA has developed this Integrated Preparedness Plan (IPP) to guide the emergency management, preparedness, and response related training within the County of Allegheny. The IPP is the roadmap to accomplish the organizational priorities including the development and maintenance of the overall preparedness capabilities required to facilitate effective response to all hazards faced by Allegheny County. ACES is pursuing a coordinated preparedness strategy that combines enhanced planning, resource acquisition, innovative training, and realistic exercises to strengthen its emergency preparedness and response capabilities.

The IPP is a framework for measures taken to train upon and test the Allegheny County Emergency Operations Plan (EOP) and build the resilience of the public and private sector partners in emergency and disaster management. Utilizing the trainings and exercises outlined in this IPP, Allegheny County stakeholders will gain a better sense of preparedness to respond and recover after an emergency or disaster. Training and exercise opportunities are proposed and scheduled to support those areas identified as priorities. The purpose of specific trainings to support proposed exercises, is to ensure the strengthening of training priorities during the next three years.

ACES will use the information outlined in this IPP, to pursue a coordinated strategy to strengthen training priorities. The first step in this strategy is recognizing specific areas for improvement to focus future trainings and exercises, which was accomplished during a review of After-Action Reports and other supporting documentation.

The IPP will lay the foundation for a progressive, multi-year exercise program which enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one, until mastery is achieved. Further, by including supportive training requirements in the planning process, organizations can address and strengthen known areas of improvement prior to exercising those capabilities.

By setting forth a documented, strategic path for the strengthening of specific training priorities and Core Capabilities, the IPP will help support the mission of the Allegheny County Department of Emergency Services in providing methods of effective coordination and collaboration to create a culture of preparedness that builds and sustains a disaster resistant and resilient community in Allegheny County.

The IPP covers a three-year period beginning in 2022 through 2024. This plan outlines broad training and exercise goals that may be refined as funding and staffing resources allow. It sets priorities for the Allegheny County and its municipal-level partners for training and exercises, as well as informs our regional partners to affect a better exchange of information and shared competencies.

This document includes information that is subject to a myriad of variables. The events that happen between now and the future implementation of training and exercising may change the focus of our attention. ACES-EMA will continue to plan for tomorrow while responding to today.

The IPP is a living document, thus it is subject to amendments and revisions to include additional priorities as identified by real world events or exercises.

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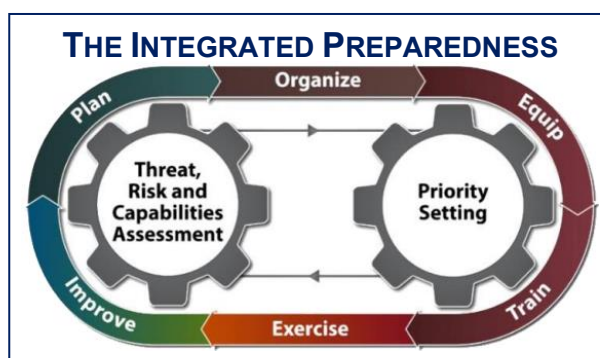


## PURPOSE

The purpose of the Allegheny County Department of Emergency Services (ACES) Integrated Preparedness Plan (IPP) – formerly known as the Multi-year Training and Exercise Plan (MYTEP) – is to document the process necessary to strengthen the core capabilities that are deemed essential in preventing, protecting against, mitigating the effects of, responding to, and recovering from threats and hazards. ACES Training and Exercise Program employs a progressive approach that combines multi-hazard planning, innovative trainings, and realistic exercises to enhance Allegheny County’s overall preparedness capabilities.

The Allegheny County Integrated Preparedness Plan contains preparedness priorities, outlining steps designed to build and sustain capabilities while tailoring them to our community’s unique needs. The plan provides our community with direction, accountability, and coordination. The plan’s priorities encompass goals and objectives that rest primarily with the county partners but include collaborative steps that recognize our shared responsibility to prepare, protect, support and assist local governments, and the whole community.

The ACES Division of Emergency Management (ACES-EMA) administers the IPP under direct coordination with the Commonwealth of Pennsylvania. All Allegheny County and corresponding jurisdiction government offices follow the IPP. In addition to emergency preparedness and responders, private sector and volunteer organizations operating within Allegheny County were invited to participate in the Integrated Preparedness Planning Workshop (IPPW) and to contribute to the development of the IPP.



This IPP lays out Allegheny County’s threats, hazards, and risks along with other internal and external factors which influence the preparedness priorities for calendar year (CY) 2022-2024. The preparedness priorities, corresponding capabilities, and rationale are included in the IPP with multi-year calendars outlining all preparedness activities. This plan promotes communication and coordination among partners in the county and reduces duplication of efforts.

The Information contained in the Allegheny County IPP is presented for general educational and information purposes to increase overall safety awareness and is subject to change. The contents contained therein are a direction and not strict policy. The Allegheny County IPP is designed to be a living document that will be updated and refined annually or as needed to inform the continuous improvement of our community’s ability to build, sustain, and deliver capabilities. The course schedule is a guideline and represents our best estimate of dates and types of training

## Maintenance

The IPP is a dynamic document. A major update to the IPP occurs annually during the Integrated Preparedness Plan Workshop (IPPW). In addition, the IPP schedule should be updated and distributed at minimum yearly to reflect any changes in scheduling and planning process. ACES-EMA is the primary agency responsible for providing direction and oversight for the Allegheny County IPP.

## Integrated Preparedness Plan Workshop (IPPW)

Each year, an Integrated Preparedness Plan Workshop (IPPW) is held to review and update the Allegheny County IPP. The IPPW provides a collaborative environment where Allegheny County jurisdictional, nonprofit, and private sector partners can meet and collaborate on the County's training and exercise plans. The review and update process for the IPP consists of the following three objectives:

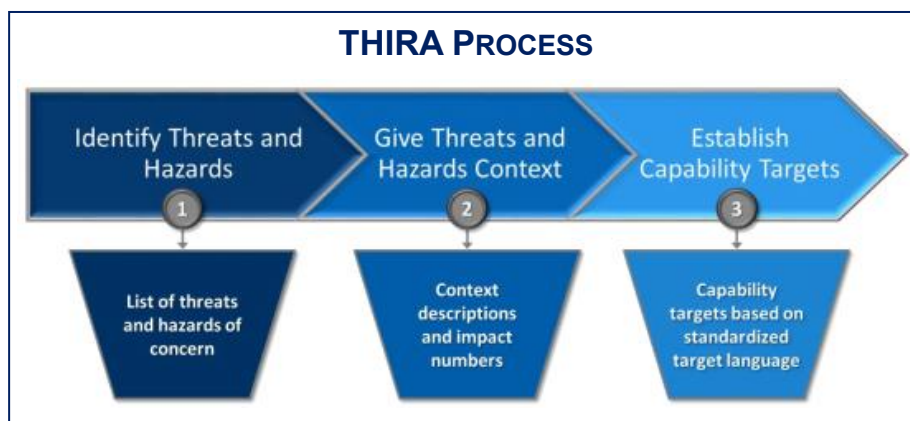
1. Identify or validate the primary threats and hazards with the potential to impact the County;
2. Identify the PEMA and FEMA designated priority areas and core capabilities essential to combatting the identified threats and hazards; and
3. Outline the cycle of training and exercise activities that will provide the most value in strengthening the identified priority areas and core capabilities.

## PREPAREDNESS ACTIVITY CONSIDERATIONS

The Allegheny County Integrated Preparedness Plan (IPP) is a foundational document to guide successful preparedness activities related to Allegheny County and its municipalities capabilities for responding to, recovering from, and mitigating the effects of the threats, hazards, and risks deemed the most applicable to the area. The IPP establishes priorities and goals that will guide the County efforts to build, improve, and sustain capabilities across a broad range of mission areas.

### Threats, Hazards, and Risks

Allegheny County utilizes the Threat and Hazard Identification and Risk Assessment (THIRA) process to identify the most likely hazards that may affect Allegheny County and the communities within the county. These are by no means the only



possible incidents that could occur in the county. The ACES-EMA conducts annual briefings on the potential hazards and vulnerable areas of the communities within the county. Modifications are made to the THIRA based on a continued assessment of risks countywide. A specific threat analysis review occurs each year. Some hazardous events occur on an almost annual basis; others may not occur within a lifetime. Additionally, not every hazardous event occurs with notable damage or loss of life. For this reason, hazards are assessed by comparing the experienced frequency of the event versus the potential impact that may result. Planning begins with events that are expected to challenge current County capabilities the most, while also considering those that occur often and have potentially high impacts on life and property, followed by those with more moderate probabilities or moderate impacts.

In 2020, as part of the Hazard Mitigation Plan update, Allegheny County carried out a Threat and Hazard Identification and Risk Assessment (THIRA) to examine:

- What threats and hazards can affect our community?
- What the impacts of those threats and hazards would be on our community?
- What capabilities should our community have based on those impacts?
- What capabilities are needed?

The threats, hazards, and risks identified in the THIRA, and through surveys as part of the IPPW, for Allegheny County and local jurisdictions as having the greatest impact or challenging capabilities the most are:

- Winter Storm
- Cyber Preparedness



- Flood, Flash Flood, Ice Jam
- Pandemic and Infectious Disease
- Utility Interruption

### Capability Assessments, Corrective Actions, and Improvement Plans

Utilizing the 2020 THIRA results, Allegheny County then performed a capabilities assessment to assess current capabilities against THIRA targets. Results from the IPPW identified key gaps for the following core capabilities:

- Screening, Search, and Detection
- Economic Recovery
- Health and Social Services
- Housing
- Forensics and Attribution

### External Sources and Requirements

FEMA, as part of the Emergency Management Performance Grant (EMPG), has designated five exercise priority areas for improvement as they relate to emergency management capabilities. It is recommended under the EMPG that training and exercise programs increase capability for high-priority core capabilities with low capability levels, validate capability levels, and maintain and/or sustain current capabilities. Below are the five designated priority areas:



**FEMA**

1. Catastrophic Disaster Housing
2. Resilient Communications
3. Disaster Financial Management
4. Evacuation Plan/Annex
5. Logistics – Distribution Management Planning

### Accreditation Standards and Regulations

Prior to COVID-19, Allegheny County was to start the process of working towards Emergency Management Accreditation Program (EMAP) accreditation. ACES-EMA shall utilize this multi-year cycle to prepare for EMAP accreditation as appropriate.








# PREPAREDNESS PRIORITIES

## Hazard-Specific Priorities

Based on the above-mentioned considerations, Allegheny County IPPW participants determined the following five hazard-specific priorities will be the focus for the multi-year cycle of preparedness for CY 2022-2024:

- Winter Storm
- Cyber Preparedness
- Flood, Flash Flood, Ice Jam
- Pandemic and Infectious Disease
- Utility Interruption

Hazard Specific Priorities	
Winter Storm	
Cyber Preparedness	
Flood, Flash Flood, Ice Jam	
Pandemic and Infectious Disease	
Utility Interruption	

## Winter Storm

A winter storm is a storm in which the main types of precipitation are snow, sleet, or freezing rain. A winter storm can range from a moderate snowfall or ice event over a period of a few hours to blizzard conditions with wind-driven snow that lasts for several days. Most deaths from winter storms are not directly related to the storm itself, but result from traffic accidents on icy roads, medical emergencies while shoveling snow, or hypothermia from prolonged exposure to cold.

### Rationale:

- The entire Allegheny County area is susceptible to winter storms. The current 30-year mean is 44.1 inches. Over the past 30 years there have been 14 years above the mean with the highest three years being 2021 (77.4”), 1993 (76.8”), and 1995 (74.5”)
- The impact of these severe storms can be significant with impassible roadways, utility failures, and health related complications.

### Supporting Training Courses:

- **AWR-331: Winter Weather Hazards: Science and Preparedness**

This eight-hour awareness-level course provides emergency managers, first responders, and community members across all sectors with a basic understanding of the latest knowledge in winter weather science, forecasting, warning, and best practices in preparedness. This course enhances the ability of state/local decision-makers to identify and describe the hazards associated with winter weather and to better prepare for and mitigate the impacts of snow, sleet, freezing rain, and dangerously low temperatures.

- **AWR-347: Climate Adaptation Planning for Emergency Management**

This eight-hour awareness-level course will prepare participants to describe the principles of climate adaptation planning for emergency management and first response processes. This course will train participants to be able to discuss the impact of weather hazards on critical infrastructure and key resources and explain how climate change projects will affect those impacts. The processes of common weather hazards, climate variability, and climate change will be addressed alongside risk assessment paradigms.

- **G-271: Hazardous Weather and Flooding Preparedness**

This course provides training for local and state emergency managers who respond to hazardous weather events, while promoting partnership and coordination between the National Weather Service (NWS) and emergency managers. The goal of this course is to enhance emergency managers' ability to recognize potentially hazardous weather and flooding situations, so they are equipped to plan appropriately and to coordinate effective responses.

## Cyber Preparedness

Cyber Preparedness is defined as the process of ensuring that an agency, organization, or jurisdiction has developed, tested, and validated its capability to protect against, prevent, mitigate, respond to, and recover from a significant cyber incident, such as a cyber event with physical consequences to critical infrastructure.

### Rationale:

- Every organization and individual in Allegheny County rely on technology that is connected to the internet. This includes, but not limited to utilities, banking, hospitals, and governmental organizations. Attacks are usually performed by accessing personal and business computers, mobile phones, gaming systems, and other internet and Bluetooth connected devices

### Supporting Training Courses:

- **AWR-136: Essentials of Community Cyber Security**  
Essentials of Community Cybersecurity provides participants with an awareness of cyber threats and vulnerabilities. Participants will explore the interconnections and interdependencies communities have in regard to the cyber threat and are shown how this can lead to cascading impacts from a cyberattack or incident. To address what is needed at the community level the recommended “whole community response” will be used as a platform and participants will discuss some of the fundamental activities needed to develop a viable sustainable community cyber security program.
- **AWR-376: Understanding Targeted Cyber Attacks**  
Understanding Targeted Cyber Attacks provides students with specific information regarding targeted cyber-attacks, including advanced persistent threats. This information will place them in a better position to plan and prepare for, respond to, and recover from targeted cyber-attacks. This course will fill the gap in threat-specific training for cybersecurity as a community-driven course that focuses on the phases of targeted cyber-attacks and the attacker methods used during each phase. Participants will also receive valuable information on cyber-attack prevention, mitigation, and response.
- **AWR-383: Cybersecurity Risk Awareness for Officials and Senior Management**  
The Cybersecurity Awareness for Officials and Senior Management course is designed to develop awareness of cybersecurity risks so that elected officials, appointed officials, and other senior managers are better informed to properly protect the jurisdiction/organization during a cybersecurity incident. This is a non-technical course meant help officials and senior management work more effectively with their Information Technology (IT) departments to mitigate cyber threats. The training is tailored to government, critical infrastructure, and private sector personnel who have the responsibility for directing and developing policy within their organization.



- **MGT-384: Community Preparedness for Cyber Incidents**

This 12-hour, non-technical course is designed to develop community leaders and managers and stakeholders to prepare communities for cyber incidents by identifying protection, response and recovery strategies for cyber incidents that are able to be implemented in the community. The course utilizes a team approach to capitalize on the synergy of traditional emergency response organizations, local and state government, military and public and private operators of critical infrastructure, to accomplish this training.

- **MGT-385: Community Cyber Security Exercise Planning**

This is a 2-day non-technical course designed to introduce cyber to exercise planners to help them recognize the nature and reach of cyber, so they can better help their communities prevent, detect, respond to, and recover from cyber incidents. Participants will recognize how cyber can be incorporated into exercises in a meaningful way

- **MGT-452: Physical and Cybersecurity for Critical Infrastructure**

The purpose of this course is to increase collaborative efforts among and between individuals and organizations responsible for both physical and cybersecurity toward development of integrated risk management strategies that lead to enhanced capabilities necessary for the protection of our Nation's critical infrastructure. The course identifies physical and cybersecurity concerns impacting overall infrastructure security posture, examines integrated physical and cybersecurity incidents and the evolving risks and impacts they pose to critical infrastructure, and introduces key concepts and resources that can be applied to improve security within an organization, business, or government entity.

- **MGT-456: Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents**

This course is designed to assist jurisdictions with coordinating and managing response efforts between emergency response organizations and critical infrastructure information technology (IT) personnel necessary as a result of a cyber incident. The course will help to ensure that traditional emergency management personnel and IT personnel recognize the importance of working together to mitigate the effects of a cyber incident.

- **MGT-465: Recovering from Cybersecurity Incidents**

The Recovering from Cybersecurity Incidents course is designed to provide guidance to a jurisdiction on the actions necessary to effectively recover from a cybersecurity attack. It discusses the pre- and post-incident programmatic activities needed for short-term and long-term recovery. It bridges the different worlds of information technology and emergency management. This training is particularly pertinent to IT management, emergency management personnel, as well as any other government, critical infrastructure, or private sector personnel who has the responsibility for

recovering after a cyber incident. This course is intended to be delivered across the country to jurisdictions at all response levels: local, state, tribal, territorial, as well as private industry.

- **PER-257: Cyberterrorism First Responder**

Developed and delivered by the Criminal Justice Institute (CJI) and sponsored by the University of Texas at San Antonio (UTSA), CFR focuses on emergency response to a cyber-attack that has crippled or disabled critical cyber-infrastructure. CFR combines instructor led classroom lecture with hands-on computer lab applications to prepare first responders to effectively counter a cyber-attack and restore critical infrastructure as quickly and efficiently as possible. Course participants are trained to use cyberterrorism response tools against real world simulated cyber-attacks and learn the proper steps of incident response to include incident assessment, detection and analysis, and the containing, eradicating, and recovering process from a system or network-based attack.

- **PER-371: Cybersecurity Incident Response for IT Personnel**

The Cybersecurity Incident Response for IT Personnel course is designed to address the gap in specific technical skills needed for an effective cyber response. This course will also help improve the limited availability of targeted hands-on IT and security training focused on cyber-attacks. This training focuses on government and private sector technical personnel who have intermediate and advanced knowledge of network operations and/or the responsibility for network security.

## Flood, Flash Flood, Ice Jam

Flooding is the temporary condition of partial or complete inundation of normally dry land, and it is the most frequent and costly of all-natural hazards in Pennsylvania. Flash flooding is usually a result of heavy localized precipitation falling in a short time period over a given location, often along mountain streams and in urban areas where much of the ground is covered by impervious surfaces. Winter flooding can include ice jams which occur when warm temperatures and heavy rain cause snow to melt rapidly. Snow melt combined with heavy rains can cause frozen rivers to swell, which breaks the ice layer on top of a river. The ice layer often breaks into large chunks, which float downstream, piling up in narrow passages and near other obstructions such as bridges and dams.

### Rationale:

- The topography, numerous hills and low-lying areas carved by the four rivers of the county and their numerous tributaries, Allegheny County is very susceptible to flooding events from ice jams and significant rainfall.

### Supporting Training Courses:

- **AWR-362: Flooding Hazards: Science and Preparedness**

Flooding Hazards: Science and Preparedness is an awareness-level, eight-hour course that addresses the current science of the causes of floods (both meteorological and otherwise), flood forecasting, flood risk assessment, and best practices for preparation and mitigation for both short- and long-fuse flooding events. Modules include instruction on FEMA flood risk maps and the National Flood Insurance Program, how to read and interpret forecasts, watches, and warnings from the National Weather Service, and proper preparation for sudden flooding and long-fuse flooding. Key concepts and discussion topics will be reinforced with facilitator-lead group activities that utilize real world flood scenarios.

- **G-271: Hazardous Weather and Flooding Preparedness**

This course provides training for local and state emergency managers who respond to hazardous weather events, while promoting partnership and coordination between the National Weather Service (NWS) and emergency managers. The goal of this course is to enhance emergency managers' ability to recognize potentially hazardous weather and flooding situations, so they are equipped to plan appropriately and to coordinate effective responses.

- **G-361: Flood Fight Operations**

This course is for emergency managers, public works officials, levee district representatives, and others responsible for planning, preparing, and managing the response to a flood. Using a combination of lectures, discussions, activities, and exercises, the course will take participants through the complete process from well before the flood to clean-up afterwards. Officials from every community at risk of flooding should take this training.

- **SKYWARN® Spotter Training\***

SKYWARN® is a volunteer program of the National Weather Service with between 350,000 and 400,000 trained severe weather spotters. These volunteers help keep their local communities safe by providing timely and accurate reports of severe weather to the National Weather Service. This course provides essential information for all types of weather hazards, the focus is reporting on severe local thunderstorms.

- **ALSR: Advanced Line Systems Rescue – NFPA 1670 Technician Level\*\***

This program includes classroom and practical hands-on training. Students learn to select the appropriate line system for the situation, establish and operate the system, effect the rescue or recovery, and to tear down the system. Subjects include line and hardware equipment, knots, and advanced line systems techniques.

- **EBOR: Emergency Boat Operations & Rescue – NFPA 1670 Technician Level\*\***

Classroom and practical hands-on training in boat selection, recommended equipment, boat-handling, moving-water tactics, and boat-rescue techniques. Course meets NFPA 1670 technician level guidelines.

- **IRER: Ice Rescue & Emergency Response – NFPA 1670 Technician Level\*\***

The goal of this program is designed to familiarize the rescuer with the safest and most effective method of dealing with an ice emergency. Classroom and practical hands-on training include how to evaluate and respond to ice related emergencies; how to identify ice conditions; use of ice rescue equipment; and ice rescue techniques (self, shore, boat, and direct contact).

- **WRFR-A: Water Rescue for the First Responder Awareness Level – NFPA 1670\*\***

The program goal is to will familiarize the rescuer with the proper procedures used in water rescue. This is a classroom course is for anyone who may respond to a water emergency. Topics include scene assessment, activation of the emergency response system, evaluation of potential and existing water hazards, scene management, rescue vs recovery, and personal safety measures.

- **WRER: Water Rescue and Emergency Response – NPFA 1670 Operations Level\*\***

The program goals are to: familiarize the rescuer with the proper procedures used in basic water safety and safe boat handling; having the rescuer demonstrate a proficiency in water rescue relative to individual capabilities; and provide the rescuer with competency in dealing with on the-water emergencies.

*\*Training provided by the National Weather Service – Pittsburgh Office*

*\*\* Training provided by the Allegheny County Fire Academy*

## Pandemic and Infectious Disease

A pandemic is a global outbreak of disease that occurs when a new virus emerges in the human population, spreading easily in a sustained manner, and causing serious illness. An epidemic describes a smaller-scale infectious outbreak, within a region or population, that emerges at a disproportional rate. Infectious disease outbreaks may be widely dispersed geographically, impact large numbers of the population, and could arrive in waves lasting several months at a time.

### Rationale:

- Influenza pandemics, whether mild, moderate or severe, affect a large proportion of the population and require a multisectoral response over several months or even years. For this reason, plans must be developed describing strategies for responding to a pandemic supported by operational plans at all levels of the government. Preparing for an influenza pandemic is a continuous process of planning, exercising, revising and translating into action national and subnational pandemic preparedness and response plans.

### Supporting Training Courses:

- **AWR-118: Biological Incidents Awareness**

This awareness-level course provides a brief overview of biological incidents that have occurred in the recent past; biological agents that are naturally occurring, could be accidentally released, or could be used deliberately; the typical course of disease and how that may vary in a deliberate incident; an overview of biological agents as terrorist weapons; and methods of protection from biological agents (with an emphasis on protection using methods and equipment readily available to emergency responders and the general public). The course is designed to help participants recognize when a biological incident is underway, take steps to report it, and know how to protect themselves during a biological incident.

- **AWR-900: Framework for Healthcare Emergency Management**

The course provides the knowledge and skill required to develop, implement, maintain, and administer an emergency management program and associated plans for a healthcare facility. The course provides an overview of relevant standards, regulations and organizations; considerations for integrating with relevant agencies and stakeholders; a review of the Incident Command System; knowledge and practical skill in the conduct of a threat and hazard analysis; process and procedures for the development of emergency operations and associated plans, policies, and procedures; healthcare facility surge operations requirements and considerations; training and exercise requirements to ensure preparedness; and healthcare facility recovery following a disaster or emergency.



- **MGT-319: Medical Countermeasures: Points of Dispensing (POD), Planning and Response**

This course is a guide for local health officials and their partners to coordinate plans to provide mass distribution of medical countermeasures in response to large-scale public health incident. This course focuses on planning considerations, recommendations to achieve the Centers for Disease Control and Preventions (CDCs) 48-hour standard Mass Prophylaxis, and the local community's Mass Prophylaxis and Point of Dispensing (POD) site preparedness. The course material is applicable to pandemic influenza, bioterrorism, and other public health emergencies.

- **MGT-341: Disaster Preparedness for Healthcare Organizations within the Community Infrastructure**

This course brings together individuals from the healthcare community who are responsible for ensuring the resiliency of healthcare services during high consequence or catastrophic events within a jurisdiction. Through a focus on preparedness processes and activities, this course provides an opportunity for participants to acquire the knowledge and skills necessary to help them ensure the sustainability of their resources, facilities, and organizations during all types of disasters.

## Utility Interruption

Utility interruption hazards are hazards that impair the functioning of important utilities in the energy, telecommunications, public works, and information network sectors.

### Rationale:

- All hazards, natural and human-induced, can result in disruption of services delivered by utilities and supply chains providing basic human needs. Utilities and elements of the national critical infrastructure are intertwined and interdependent, thus failure of one sector can affect one, multiple, or all sectors. This would have a crippling effect on Allegheny County.

### Supporting Training Courses:

- **AWR-213: Critical Infrastructure Security and Resilience Awareness**

This course introduces participants to the key terms, policy, guidance, and preparedness efforts required to safeguard the Nation's critical infrastructure. Participants will review applicable policy and guidance, discuss the risk management framework, review Sector Risk Snapshots, identify critical infrastructure in their jurisdiction, and identify Sector specific jurisdictional threats and hazards of significant concern. In addition, participants will identify Sector specific First-Order Dependencies and Interdependencies and the impacts of cascading sector failures.

- **AWR-302: Pipeline Security**

The purpose of this 8.0 hour, awareness level, instructor led course is to bring together rural pipeline security stakeholders including public safety, oil and gas pipeline representatives (large and small), local emergency planners, pertinent federal agencies, and other community stakeholders to recognize pipeline security threats and identify mitigation strategies within their jurisdictions to ensure that the rural pipeline sector is secure, resilient.

- **AWR-318: REP Disaster Initiated Review**

The purpose of this course is to determine the capability of offsite emergency response infrastructure following an extended plant shutdown, or shutdown caused by electric grid blackouts, malevolent act, pandemic or natural disaster (e.g., hurricane, tornado, flood, storm, earthquake) in the vicinity of commercial nuclear power plants. This course is designed to provide the student with fundamental knowledge of the Disaster Initiated Review (DIR) Standard Operating Procedure and Post Disaster Assessment of Offsite Capabilities Checklists.

- **MGT-310: Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review**

This course introduces the six-step THIRA/SPR process which includes identifying threats and hazards that stress a community's capabilities, giving context to those

threats and hazards and identifying associated impacts consistent with specific factors, identifying community-specific capability targets, assessing current levels of capability in comparison to those targets, identifying capability gaps and subsequent strategies to close those gaps using the POETE (Planning, Organization, Equipment, Training, and Exercises) areas, and assessing and describing the impact of funding sources on building or sustaining capabilities in a community.

- **MGT-315: Critical Asset Risk Management**

The purpose of this course is to help prevent, reduce, or mitigate the potential consequences of a domestic terrorist attack, natural catastrophe, or other emergency using all-hazards scenarios to determine site-specific consequences and their impacts to a jurisdiction. The course will assist local emergency responders and stakeholders in identifying critical infrastructure sectors that may be at risk in their jurisdiction and aid them in the development of mitigation strategies that can lessen the jurisdictional impacts.

- **MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities**

This course is designed to provide a strategic overview of disaster management for water and wastewater professionals and presents information regarding preparing for and responding to natural or human-caused disasters that threaten water and wastewater facilities and systems. The course also covers planning for and responding to disasters that affect drinking water and wastewater systems. Participants are guided through portions of the Environmental Protection Agency's (EPA) Response Protocol Toolbox (RPTB) to identify steps in the response and recovery processes and are given the opportunity to practice developing a disaster response plan for a water and wastewater related disaster.

- **MGT-343: Disaster Management for Water and Wastewater Utilities**

The Disaster Management for Water and Wastewater Utilities course is designed to provide training to water and wastewater professionals on issues concerning preparing for, responding to, and recovering from natural or human-caused disasters that threaten water and wastewater facilities and systems.

- **MGT-345: Disaster Management for Electric Power Systems**

The Disaster Management for Electric Power Systems course is designed to provide training to electric systems managers and employees to prepare for, protect against, respond to, recover from, and mitigate against natural disasters, technological disasters, and human-caused incidents that affect or threaten electric power facilities and systems.

- **MGT-414: Advanced Critical Infrastructure Protection**

The purpose of this management level course is to extend the knowledge, skills, and abilities developed in the awareness level course (AWR-213) and to formulate

considerations for the resilience of jurisdictional assets leveraging cross-sector partnerships. These considerations as part of a resilience action plan will enhance the whole community's ability to manage the risk associated with critical infrastructure protection efforts.

- **Emergency Responders and Electricity\***

This course provides instruction on how to deal emergencies involving “live” electrical wires and/or equipment. It will also provide the fire fighter with knowledge of the proper ways to handle electrical emergencies.

- **Natural Gas Emergencies\***

This 8-hour program will start with four (4) hours of classroom training at the ACFA, followed by four (4) hours of practical fire suppression training at Columbia Gas' Training Facility in Ellwood City, PA. Students will be shown the dangers of natural gas, and techniques on how to control these incidents.

- **Working with Your Water Company\***






This 3-hour program will present information on the different hydrants within the West View Water Authority's system along with their operating procedures and the effect they can have on the water system and fire department. The Authority's policy on the use of their hydrants, maintenance program, and how the fire department is part of the West View Water Authority's maintenance program

*\* Training provided by the Allegheny County Fire Academy*

### Core Capability Priorities

Based on the above-mentioned considerations, Allegheny County IPPW participants determined the following five capability priorities will be the focus for the multi-year cycle of preparedness for CY 2022-2024:

- Screening, Search, and Detection
- Economic Recovery
- Health and Social Services
- Housing
- Operational Coordination

Core Capability Priorities	
Screening, Search, and Detection	
Economic Recovery	
Health and Social Services	
Housing	
Operational Coordination	



## Screening, Search, and Detection

Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.

### Supporting Training Courses:

- **AWR-219: Site Protection through Observational Techniques (SPOT)**

This course helps public safety personnel improve their observational techniques by using a four-step ongoing screening process, assessing, identifying, evaluating, and acting. Participants will examine each step of the process and apply the concepts to fictional scenarios, photographs, and videos. At the end of this course, participants will be able to better recognize, communicate, and act upon suspicious behaviors that could indicate a terrorist attack.

- **MGT-355: Event Security Planning for Public Safety Officials**

This 16-hour, classroom-based course is designed to provide planning and management-level skills to public and private sector event security planners who have a lead or supporting responsibility for event security planning. The audience for this course includes local and state law enforcement personnel who are often assigned responsibility for coordinating security for planned events, as well as other planners representing emergency management, emergency medical service (EMS), fire service, and public health. Participants will be provided with the essential skills and knowledge to understand the importance of and the need for planning and managing security for special events, and to identify guiding principles and components associated with event security.

## Economic Recovery

Return economic and business activities (including food and agriculture) to a healthy state, and develop new business and employment opportunities that result in an economically viable community

### Supporting Training Courses:

- **MGT-415: Disaster Recovery in Rural Communities**

This course teaches community leaders and emergency managers in rural communities how to plan for and execute disaster recovery efforts. Upon implementation, this course will assist rural communities with expediting disaster recovery efforts and facilitating the long-term economic success of their communities. Examples from Hurricane Katrina and towns devastated by tornadoes will be used as case studies to examine why communities were successful or unsuccessful in their recovery efforts. Additionally, students will actively engage in a fictional disaster recovery scenario.

- **MGT-416: Continuity of Government Operations Planning for Rural Communities**

This eight-hour course is designed to help government officials and emergency responders from rural communities in the development of plans that will ensure the continuity of essential government functions across a spectrum of emergencies. History demonstrates that disasters and emergencies often interrupt, degrade, or destroy local government's ability to perform essential functions. This is especially true in rural communities where resources are typically limited under the best of circumstances. These jurisdictions must develop plans that address succession planning, redundant communications, and alternate site needs for their communities to face increasingly frequent threats.

- **MGT-381: Business Continuity Planning**

This eight-hour management-level course is designed to prepare small and large business to effectively plan for emergencies of all types. The course was developed by the NorthWest Arkansas Community College's Institute of Corporate and Public Safety in partnership with Wal-Mart Stores, Inc., Tyson Foods, Inc., and J.B. Hunt Transport Services, Inc., as well as with public sector first responders. This course strives to teach executive-level managers and small business owners how to develop a comprehensive and effective business continuity program from start to finish.

- **PER-385: Improving Business' Financial Literacy and Management to Support Post-Disaster Economic Recovery**

This instructor-based training will present information on how communities can plan for economic recovery after a disaster. The course will introduce lessons learned from recent disasters and will provide an overview of currently available resources and tools for disaster planning. The workshop will provide training consisting of planning tools and resources for the community to conduct disaster financial planning for pre-and post-disaster financial recovery. The curriculum will include opportunities to develop stronger partnerships between community actors, provide checklist-based resources

for use in a pre- and post-disaster environment, and best practices for utilizing available resources.

- **PER-387: Improving Individual and Households' Financial Literacy and Management to Support Post-Disaster**

This instructor-based training will present information on how communities can plan for economic recovery after a disaster. The course will introduce lessons learned from recent disasters and will provide an overview of currently available resources and tools for disaster planning. The workshop will provide a training consisting of planning tools and resources for the community to conduct disaster financial planning for pre-and post-disaster financial recovery. The curriculum will include opportunities to develop stronger partnerships between community actors, provide checklist-based resources for use in a pre- and post-disaster environment, and best practices for utilizing available resources.

## Health and Social Services

Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

### Supporting Training Courses:

- **G-205: Recovery from Disaster: The Local Community Role**

This course covers foundational concepts in disaster recovery and the latest guidance on recovery planning. Participants will either assess their own recovery plan or a sample against this national planning guidance. Following that, participants will discuss how a disaster recovery effort can be organized, managed, and led along with the types of challenges faced by recovery managers. Scenario activities throughout the course give participants the opportunity to target information strategies and address local capabilities and challenges.

## Housing

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience

### Supporting Training Courses:

- **MGT-405 Mobilizing Faith-Based Community Organizations in Preparing for Disasters**

This 8-hour, planning and management-level course trains faith-based community organization (FBCO) representatives, management-level emergency managers, and first responders from small and rural communities to strategically mobilize and engage members of FBCOs, including religious charities, nonprofits such as the Salvation Army, the American Red Cross, churches (both affiliated and unaffiliated), temples, synagogues, mosques, and NGOs etc., in a reciprocal approach to disaster planning that is integrated into current local and statewide emergency management efforts. This course emphasizes grassroots mobilization and coordination efforts as a means of engaging all faith communities, thereby reaching those marginalized communities most vulnerable to disaster, most frequently excluded from the planning process, and ultimately, most difficult to aid in recovery. This course introduces vital emergency management concepts to FBCO leaders, many of whom will have had no prior experience with emergency management and also seeks to educate emergency managers and first responders about the critical role FBCOs can play in strengthening preparedness..

- **MGT-464: Addressing Gaps in Housing Disaster Recovery: A Training Program for the Whole Community**

This training consists of planning tools and resources for the community to conduct disaster housing planning and damage assessments. The curriculum includes opportunities to develop stronger partnerships between the public and private sectors, provide checklist-based resources for use in a pre- and post-disaster environment, and best practices for enhancing community mitigation and disaster resilience. The course is driven by a scenario-based curriculum designed to apply knowledge, skills, and abilities on housing recovery, with a focus on the whole community approach to emergency management.

- **MGT-472: Planning for Transitional and Long-Term Housing After Major Disasters**

This instructor-led course will provide learners with information on the importance of pre-planning for housing recovery to accelerate recovery after a disaster occurs. The course will provide lessons on the basics of disaster housing planning and best practices of housing planning. The course will address the development of a housing strategy and implementation plan that meets the requirements of the Disaster Recovery Reform Act (DRRA) and FEMA's State-Managed Direct Housing Grant Guidance. The course will also cover best practices for incorporating direct temporary housing and permanent housing construction into an integrated approach. The course will also demonstrate the process of coordinating agreements and processes



regarding the collection, sharing and handling of sensitive, personally identifiable information from federal and non-federal sources.

## Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

### Supporting Training Courses:

- **AWR-356: Community Planning for Disaster Recovery**

This awareness-level, instructor-led course will provide facilitated discussions on the key concepts for disaster recovery planning, including the benefits of pre-disaster planning, the whole community approach to planning, key elements of recovery plans, and the plan development process. The focus of the course will be the application of these topics to long-term community recovery through the use of case studies and reviews of sample disaster recovery plans from cities and counties in the U.S. This course will prepare participants to initiate disaster recovery plans and participate in the long-term recovery planning process in their own communities.

- **MGT-346: EOC Operations for All-Hazards Events**

This course provides personnel, who could be assigned or work in an Emergency Operations Center (EOC), the skills necessary to effectively plan for and manage a large-scale incident by applying and implementing an all-hazards, multi-disciplinary, management team approach as described in the National Incident Management System (NIMS), with specific emphasis on the planning, resource, and information management processes. The course culminates with a scenario-based, simulation-supported exercise designed to provide practical experience with emergency management processes and decision-making skills necessary to effectively manage an EOC.

- **MGT-360: Incident Command: Capabilities, Planning, and Response Actions for All Hazards**

The course prepares participants to serve as a member of an incident management team. The course provides participants with the ability to evaluate the threat to the jurisdiction, identify and prioritize probable targets, measure required capabilities, and execute the incident response planning and incident action planning processes. The course culminates with participants engaging in a real-time, scenario-driven tabletop exercise to plan for and manage emergency response resources.

- **G-364: Multi-Hazard Emergency Planning for Schools**

This field course provides schools with the knowledge, skills, and tools needed to refine or develop an all-hazards school emergency plan (EOP) and to identify who to train and exercise to the school EOP. This course follows the guidance set forth in the FEMA Comprehensive Preparedness Guide, CPG-101, for developing an emergency operations plan and explains how to utilize the National Incident Management System (NIMS) as the foundation for planning and building partnerships with outside agencies such as Law Enforcement, Fire, and Emergency Management.

- **G-402: Overview of the Incident Command System for Senior Officials and Executives**

The purpose of this course is to familiarize Senior Officials (executives, elected and appointed officials, city/county managers, agency administrators, etc.) with their role in supporting incident management within the National Incident Management System (NIMS). This course has been customized to be Pennsylvania and Allegheny specific. The course will provide an overview of the municipal requirements, as per PA Title 35, in regard to emergency management and the role and responsibilities of the municipal emergency management coordinator.
- **G-2300: Intermediate Emergency Operations Center Functions**

The G-2300 Intermediate Emergency Operations Center Functions is a three-day course with the goal of assisting individuals and jurisdictions who desire to develop or improve their Emergency Operation Centers (EOC). By the end of the course, students will be able to demonstrate, through activities and a Final Exam, the managerial and operational roles of the modern-day EOC as a NIMS Command and Coordination functional group operating within a Multiagency Coordination System (MACS).
- **ICS-100: Introduction to the Incident Command System**

ICS 100, Introduction to the Incident Command System, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).
- **ICS-200: Basic Incident Command System for Initial Response**

IS200, Basic Incident Command System for Initial Response, reviews the Incident Command System (ICS), provides the context for ICS within initial response, and supports higher level ICS training. This course provides training on, and resources for, personnel who are likely to assume a supervisory position within ICS.
- **ICS-300: Intermediate Incident Command System for Expanding Incidents**

This course provides training for personnel who require advanced application of the Incident Command System (ICS). This course expands upon information covered in the ICS 100 and ICS 200 courses.
- **P-369: Parent-Student Reunification**

The Parent-Student Reunification Course is designed to provide participants the ability to identify appropriate sites for the purpose of reuniting school students with their families in the event of a school closing or evacuation. Activities are provided to gain an understanding on how the characteristics of the hazard and its magnitude, intensity, speed of onset, and anticipated duration are all significant factors. These factors will determine the number of people to be reunited, the need for reunification facilities, internal/external communications and the extent of traffic control and security requirements.

- **PER-294: Testing an Emergency Operations Plan in a Rural EOC**

This eight-hour performance-level course has been designed with a proactive approach to testing rural communities' Emergency Operations Plans (EOPs) in an Emergency Operations Center (EOC) environment. In the process, the course provides relevant and valuable training to elected officials, EOC personnel, and rural community leaders representing both public and private sector entities. Throughout the training session, participants are provided with opportunities to exchange perceptions and best practices while interacting with participants from responder organizations, public and private sectors organizations, as well as with other EOC personnel working at regional and state levels. The emphasis of this course is a performance-oriented exercise which allows course participants to replicate the roles of various EOC personnel in an effort to test their community's EOP. In the event that the community receiving the training does not have a written EOP, participants will be provided with a model EOP written for a rural county in the fictitious state of Columbia.

## SUPPORTING EXERCISES

### Discussion-Based Exercises

Discussion-based exercises are normally used as a starting point in the building block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual aid agreements, and procedures. Thus, they are exceptional tools or familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues, and operations-based exercises tend to focus more on tactical response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

### Operations-Based Exercises

Operations-based exercises represent the next iteration of the exercise cycle; they are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time.



## PROGRAM REPORTING

By continuously monitoring improvement actions, Allegheny County shall utilize a semi-annual reporting cycle to periodically examine capabilities to ensure they are sufficient, accurate, and effective to handle the threats, hazards, and risks facing the jurisdiction/organization and can inform future Integrated Preparedness Cycle activities.

Program reporting should address:

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

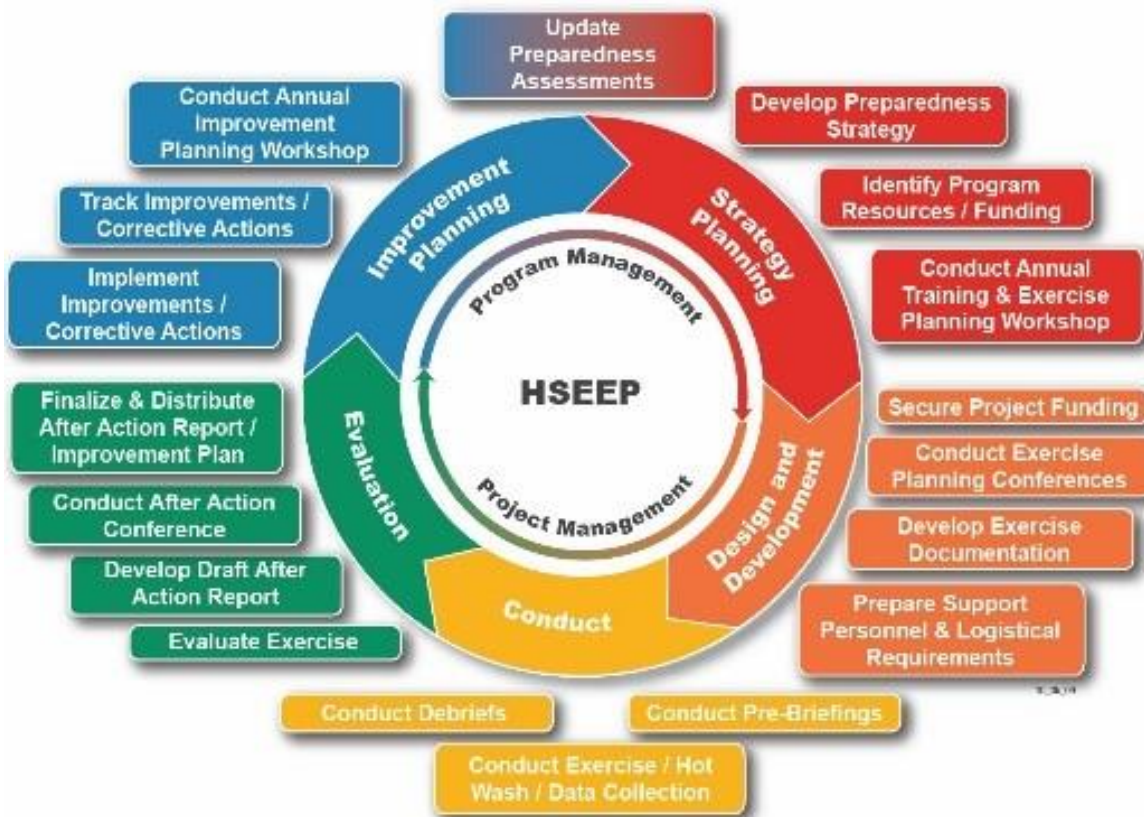
Allegheny County departments and jurisdictions should use the following action as part of program reporting procedures:

- Allegheny County Emergency Management Corrective Action Program, overseen by the ACES-EMA Training and Exercise Coordinator, will compile and record areas for improvement, lessons learned, and potential best practices identified from exercises and real-world incidents;
- Identify which actions are needed to address areas for improvement using the following questions:
  - What changes need to be made to plans and procedures?
  - What changes need to be made to organizational structures?
  - What changes to equipment or resources are needed?
  - What training can be leveraged to increase knowledge?
- Align actions to capabilities to allow for the measurement of the effect on corresponding capabilities;
- Prioritize and assign SMART corrective actions to one primary stakeholder to the greatest extent possible; and
- All corrective actions will be tracked and reported on in a summary report provided to Allegheny County senior leaders and applicable stakeholders on a semi-annual basis.

### Methodology and Tracking

All training and exercises adhere to the current guidelines and regulations of the Emergency Management Performance Grant (EMPG). In addition, this training and exercise program seeks to be within the doctrine of the Homeland Security Exercise and Evaluation Program (HSEEP) to ensure a consistent approach to planning, conducting, and evaluating the training and exercise activities as well as implementing improvement planning. According to HSEEP, exercises priorities and objectives should be designed with an increasing level of complexity over time. The figure below demonstrates the HSEEP progressive approach.





### Training and Exercises Requirements

ACES is a recipient of EMPG funding via PEMA. Each jurisdiction receiving EMPG funds must adhere to the following minimum requirements:

1. Conduct and evaluate as many or as few exercises, both discussion-based and operations based, to address any three core capabilities that fall under the EMPG designated priorities areas.
2. Conduct and evaluate a full-scale exercise at least once every three years, addressing at a minimum two priority area core capabilities and two other core capabilities for a total of four.
3. All local elected officials or their designee who is identified, must complete the NIMS training courses as outlined in the Commonwealth of Pennsylvania NIMS Implementation Strategy.



# MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES

## Integrated Preparedness Schedule Y1 2022

### Hazard-Specific Priorities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Winter Storm</b>				AWR-331: Winter Weather Hazards: Science and Preparedness
<b>Cyber Preparedness</b>	AWR-136: Essentials of Community Cyber Security MGT-384: Community Preparedness for Cyber Incidents		AWR-376: Understanding Targeted Cyber Attacks	
<b>Flood, Flash Flood, Ice Jam</b>	SKYWARN® Spotter Training IRER: Ice Rescue & Emergency Response*	AWR-362: Flooding Hazards: Science and Preparedness WRFR-A: Water Rescue for the First Responder Awareness Level* WRER: Water Rescue and Emergency Response*	EBOR: Emergency Boat Operations & Rescue	ALSR: Advanced Line Systems Rescue*
<b>Pandemic and Infectious Disease</b>	AWR-118: Biological Incidents Awareness			
<b>Utility Interruption</b>	Working with Your Water Company* Natural Gas Emergencies* Emergency Responders and Electricity*	AWR-213: Critical Infrastructure Security and Resilience Awareness		MGT-310: THIRA & SPR

\* Delivered by the Allegheny County Fire Academy

Core Capability Priorities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Economic Recovery</b>			PER-385: Improving Business' Financial Literacy and Management to Support Post-Disaster Economic Recovery	
<b>Health and Social Services</b>		G-205: Recovery from Disaster: The Local Community Role		
<b>Operational Coordination</b>	G-402: Overview of the Incident Command System for Senior Officials and Executives ICS-100: Introduction to ICS ICS-200: ICS for Single Resources and Initial Action Incidents	G2300: Intermediate Emergency Operations Center Functions	G-402: Overview of the Incident Command System for Senior Officials and Executives G-364: Multi-Hazard Emergency Planning for Schools P-369: Parent-Student Reunification	ICS-300: Intermediate Incident Command System for Expanding Incidents

Supporting Exercises

1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
	PEMA Spring Exercise BVPS EOC Exercise BVPS Out-of-Sequence Exercise	ACES EMA EOC TTX	Annual County HazMat FE PEMA Fall Exercise

Integrated Preparedness Schedule Y2 2023

Hazard-Specific Priorities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Winter Storm</b>				AWR-347: Climate Adaptation Planning for Emergency Management
<b>Cyber Preparedness</b>			MGT-465: Recovering from Cybersecurity Incidents	
<b>Flood, Flash Flood, Ice Jam</b>	IRER: Ice Rescue & Emergency Response*	G-361: Flood Fight Operations WRFR-A: Water Rescue for the First Responder Awareness Level WRER: Water Rescue and Emergency Response*	EBOR: Emergency Boat Operations & Rescue*	ALSR: Advanced Line Systems Rescue*
<b>Pandemic and Infectious Disease</b>	AWR-900: Framework for Healthcare Emergency Management		MGT-319: Medical Countermeasures: Points of Dispensing (POD), Planning and Response	
<b>Utility Interruption</b>	Working with Your Water Company* Natural Gas Emergencies* Emergency Responders and Electricity*	MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities		MGT-343: Disaster Management for Water and Wastewater Utilities

\* Delivered by the Allegheny County Fire Academy

Core Capability Priorities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Economic Recovery</b>	PER-387: Improving Individual and Households' Financial Literacy and Management to Support Post-Disaster			MGT-415: Disaster Recovery in Rural Communities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Housing</b>			MGT-464: Addressing Gaps in Housing Disaster Recovery: A Training Program for the Whole Community	
<b>Operational Coordination</b>	G-402: Overview of the Incident Command System for Senior Officials and Executives	G2300: Intermediate Emergency Operations Center Functions G-364: Multi-Hazard Emergency Planning for Schools	G-402: Overview of the Incident Command System for Senior Officials and Executives ICS-100: Introduction to ICS ICS-200: ICS for Single Resources and Initial Action Incidents	MGT-360: Incident Command: Capabilities, Planning, and Response Actions for All Hazards

Supporting Exercises

1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
	PEMA Spring Exercise VA FCC FSE	ACES EMA EOC FE	Annual County HazMat FE PEMA Fall Exercise

Integrated Preparedness Schedule Y3 2024

Hazard-Specific Priorities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Winter Storm</b>				G-271: Hazardous Weather and Flooding Preparedness
<b>Cyber Preparedness</b>	MGT-465: Recovering from Cybersecurity Incidents		PER-257: Cyberterrorism First Responder	
<b>Flood, Flash Flood, Ice Jam</b>	SKYWARN® Spotter Training IRER: Ice Rescue & Emergency Response*	WRFR-A: Water Rescue for the First Responder Awareness Level* WRER: Water Rescue and Emergency Response*	EBOR: Emergency Boat Operations & Rescue*	ALSR: Advanced Line Systems Rescue*
<b>Pandemic and Infectious Disease</b>			MGT-341: Disaster Preparedness for Healthcare Organizations	
<b>Utility Interruption</b>	Working with Your Water Company* Natural Gas Emergencies* Emergency Responders and Electricity*	AWR-318: REP Disaster Initiated Review		MGT-345: Disaster Management for Electric Power Sys.

\* Delivered by the Allegheny County Fire Academy

Core Capability Priorities

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Economic Recovery</b>		MGT-381: Business Continuity Planning		MGT-416: Continuity of Government Operations Planning for Rural Communities
<b>Screening, Search, and Detection</b>	AWR-219: SPOT			
<b>Housing</b>			MGT-472: Planning for Transitional and Long-Term Housing	

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Operational Coordination</b>	G-402: Overview of the Incident Command System for Senior Officials and Executives ICS-100: Introduction to ICS	MGT-346: EOC Operations	G-402: Overview of the Incident Command System for Senior Officials and Executives ICS-200: ICS for Single Resources and Initial Action Incidents	G-364: Multi-Hazard Emergency Planning for Schools

Supporting Exercises

1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
	PEMA Spring Exercise BVPS EOC Exercise BVPS Out-of-Sequence Exercise	ACES EOC FE	Annual County HazMat FE PEMA Fall Exercise



## APPENDIX A– ACRONYMS

Abbreviation	Term
AAR	After-Action Review
ACES	Allegheny County Department of Emergency Services
BVPS	Beaver Valley Power Station
CDC	Centers for Disease Control and Prevention
CJI	Criminal Justice Institute
CY	Calendar Year
DRRA	Disaster Recovery Reform Act
EMA	Emergency Management Agency
EMS	Emergency Management Services or Emergency Medical Services
EMAP	Emergency Management Accreditation Program
EMPG	Emergency Management Performance Grant
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IPP	Integrated Preparedness Plan
IPPW	Integrated Preparedness Planning Workshop
IT	Information Technology
MACS	Multiagency Coordination System
MYTEP	Multi-Year Training and Exercise Plan
NFPA	National Fire Protection Association

NIMS	National Incident Management System
NWS	National Weather Service
PEMA	Pennsylvania Emergency Management Agency
POD	Points of Dispensing
POETE	Planning, Organization, Equipment, Training, and Exercises
RPTB	Response Protocol Toolbox
SMART	Specific, Measurable, Action Oriented, and Timely
SPOT	Site Protection through Observational Techniques
SPR	Stakeholder Preparedness Review
THIRA	Threat and Hazard Identification and Risk Assessment
TTX	Tabletop Exercise

## APPENDIX B– IPP WORKSHOP

The Integrated Preparedness Plan Workshop (IPPW) was held in stages, virtually. First a survey request was sent for stakeholders to report their rating of various hazards. Second, a survey request was to have the respondents rate the Core Capabilities. Finally, respondents were asked to submit any AAR/IP’s from incidents and exercises from within the previous 5 years.

### Hazard Specific Survey

A survey listing hazards was presented for participants to rate how each hazard will negatively impact their municipality or location(s) within the next 5 years was the first step. The participants were then asked to rate their organizations capability to plan, respond, and recover from each hazard.

The hazards presented in the survey were:

Naturally Occurring Hazards	Human-Induced Hazards
<ul style="list-style-type: none"> <li>• Drought</li> <li>• Earthquake</li> <li>• Flood, Flash Flood, Ice Jam</li> <li>• Hurricane, Tropical Storm, Nor'easter</li> <li>• Landslide</li> <li>• Pandemic and Infectious Disease</li> <li>• Radon Exposure</li> <li>• Subsidence, Sinkhole</li> <li>• Tornado, Windstorm</li> <li>• Wildfire</li> <li>• Winter Storm</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Disturbance</li> <li>• Cyber Preparedness</li> <li>• Dam and Lock Failure</li> <li>• Environmental Hazards</li> <li>• Levee Failure</li> <li>• Nuclear Incidents</li> <li>• Opioid Addiction</li> <li>• Terrorism</li> <li>• Transportation</li> <li>• Accidents</li> <li>• Urban Fire and Explosion</li> <li>• Utility Interruption</li> </ul>

The respondents were provided definitions for each hazard listed above and rated their responses based on the following instructions:

#### Probability:

Please review the presented hazard, its definition and information, and rate on a scale of 1 to 5 the probability of occurrence that the hazard will negatively impact your municipality or location(s) within the next 5 years:

1. Not applicable (will not occur)
2. Doubtful (not likely)
3. Possible (could occur)
4. Probable (very likely to occur)
5. Inevitable (will occur)

Capability:

Then rate on a scale of 1 to 4 how capable (training, equipment, and mitigation efforts) your organization is able to plan, respond, and recover from each hazard.

1. Well trained, equipped, and have mitigation measures in place
2. Need some additional training, equipment, and additional mitigation measures
3. Basic training, some equipment and minimal mitigation measures
4. No training, equipment, or mitigation measures for type of hazard]

There was a total of 162 respondents from the following sectors:

- State, County, Municipal Government (Administrative/Elected) 49
- Public Sector (non-governmental) 11
- Emergency Responder (EMS, Fire, or Police) 47
- Emergency Planning/Preparedness/Management 17
- Healthcare Facility/Provider (not EMS) 6
- Private Sector (Critical Infrastructure) 3
- Private Sector (Other) 5
- Educational 24

The disbursement of the respondent’s locations was as follows:

- Central (Pittsburgh and Mount Oliver) 15
- North (North of the Ohio and Allegheny Rivers) 43
- West (South of the Ohio and West of the Monongahela Rivers) 40
- East (South of the Allegheny and East of the Monongahela Rivers) 45
- Countywide (Organization covers 2 or more areas or is a state organization) 19

The results of the survey for each hazard are:

Hazard	Probability	Capability
Drought	2.58	2.59
Earthquake	1.92	2.58
Flood, Flash Flood, Ice Jam	4.08	2.55
Hurricane, Tropical Storm, Nor'easter	3.13	2.58
Landslide	3.49	2.60
Pandemic and Infectious Disease	4.04	2.56
Radon Exposure	2.84	2.66
Subsidence, Sinkhole	3.42	2.73
Tornado, Windstorm	3.75	2.60
Wildfire	2.53	2.65
Winter Storm	4.48	2.42
Civil Disturbance	3.44	2.52
Cyber Preparedness	3.79	2.82

Dam and Lock Failure	2.28	2.77
Environmental Hazards	3.31	2.61
Levee Failure	1.58	2.69
Nuclear Incidents	2.25	2.81
Opioid Addiction	4.03	2.35
Terrorism	4.03	2.35
Transportation	3.27	2.61
Accidents	3.84	2.52
Urban Fire and Explosion	3.45	2.43
Utility Interruption	4.02	2.50

The risk of each hazard was determined with the following formula (Probability X Capability) and the following matrix was applied for analysis:

<b>Probability</b>	5 - Very High	5.00	10.00	15.00	20.00
	4 - High	4.00	8.00	12.00	16.00
	3 - Medium	3.00	6.00	9.00	12.00
	2 - Low	2.00	4.00	6.00	8.00
	1 - Very low	1.00	2.00	3.00	4.00
		1 - Very High	2 - High	3 - Low	4 - Very Low
		<b>Capability</b>			

<b>High Risk</b>	Score > or = 10
<b>Moderate Risk</b>	Score: > or = 5 and < 10
<b>Low Risk</b>	Score: < = 4.99

Using the formula and matrix, the top five hazards to be the focus of the 2022 to 2024 IPP are:

Hazard	Risk Score
Winter Storm	10.85
Cyber Preparedness	10.69
Flood, Flash Flood, Ice Jam	10.39
Pandemic and Infectious Disease	10.35
Utility Interruption	10.03

All the above hazards identified for the focus of the IPP are in the High-Risk category. The risk score for all other hazards were less than 10, Moderate or Low Risk.

### Core Capabilities Survey

A survey listing FEMA Mission Areas and Core Capabilities was presented for participants to review the FEMA Core Capabilities and their definitions and rate on a scale of 1 to 4 how capable their organization is in achieving all the elements of the Core Capability listed.

1. Well-versed, trained, and able to incorporate this Core Capability at the highest level.
2. Advanced, but still have room for improvement.
3. Basic training or knowledge of this Core Capability.
4. No training or knowledge of this Core Capability.

Additionally, the respondents were asked, “Of the above defined FEMA Mission Areas, which Mission Area do you feel your organization/agency need the most training and exercise activities to become more capable?”

There was a total of 59 respondents from the following sectors:

- State, County, Municipal Government (Administrative/Elected) 28
- Public Sector (non-governmental) 1
- Emergency Responder (EMS, Fire, or Police) 16
- Emergency Planning/Preparedness/Management 8
- Healthcare Facility/Provider (not EMS) 0
- Private Sector (Critical Infrastructure) 0
- Private Sector (Other) 1
- Educational 5

The disbursement of the respondent’s locations was as follows:

- Central (Pittsburgh and Mount Oliver) 4
- North (North of the Ohio and Allegheny Rivers) 12
- West (South of the Ohio and West of the Monongahela Rivers) 10
- East (South of the Allegheny and East of the Monongahela Rivers) 23
- Countywide (Organization covers 2 or more areas or is a state organization) 10

The results of the survey are as follows:

Mission Area	Percentage
Recovery	27
Prevention	20
Mitigation	19
Response	20
Protection	14

<b>FEMA Core Capability</b>	<b>Score</b>
Screening, Search, and Detection	3.22
Economic Recovery	3.18
Health and Social Services	3.18
Housing	3.10
Operational Coordination	3.08
Interdiction and Disruption	3.00
Access Control and Identity Verification	3.00
Cybersecurity	3.00
Natural and Cultural Resources	3.00
Community Resilience	2.90
Planning	2.83
Mass Search and Rescue Operations	2.83
Infrastructure Systems	2.82
Risk and Disaster Resilience Assessment	2.80
Fatality Management Services	2.78
Physical Protective Measures	2.73
Public Health and Medical Services	2.73
Long-Term Vulnerability Reduction	2.70
Forensics and Attribution	2.67
Supply Chain Integrity and Security	2.67
Mass Care Services	2.67
Intelligence and Information Sharing	2.64
Risk Management for Protection Programs and Activities	2.64
Critical Transportation	2.64
Environmental Response/Health and Safety	2.64
Logistics and Supply Chain Management	2.60
Operational Communications	2.58
Situational Awareness	2.58
Public Information and Warning	2.50
Threats and hazards Identification	2.50
Fire Management and Suppression	2.50
On-Scene Security, Protection, and law Enforcement	2.42



The priority of each Core Capability was rated with the following matrix:

High Risk	Score > or = 3
Moderate Risk	Score: > or = 2 and < 3
Low Risk	Score: < = 1.99

Based on the scoring the top priorities for the 2022 to 2024 IPP are:

- FEMA Mission Area:
  - Recovery
- Core Capabilities:
  - Screening, Search, and Detection
  - Economic Recovery
  - Health and Social Services
  - Housing
  - Operational Coordination