

Central City and Liberty County

Integrated Preparedness Plan
Calendar Years 2021—2023
Sample Document

August 2020

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PURPOSE

The Central City/Liberty County Integrated Preparedness Plan (IPP) 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 city and county partners but include collaborative steps that recognize our shared responsibility to prepare, protect, support and assist local governments, and the whole community.

Central City/Liberty County Emergency Management administers the IPP under direct coordination with the State of Columbia. All Central City/Liberty County and corresponding jurisdiction government offices follow the IPP. Private sector and volunteer organizations operating within Liberty County participated in the Integrated Preparedness Planning Workshop (IPPW) and contributed to the IPP.

This IPP lays out Central City/Liberty County's threats, hazards, and risks along with other internal and external factors which influence the preparedness priorities for CY 2021-2023. The preparedness priorities, corresponding capabilities, and rationale are included in the IPP with multi-year calendars outlining all preparedness activities.

The Central City/Liberty 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.

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PREPAREDNESS ACTIVITY CONSIDERATIONS

The Central City/Liberty County Integrated Preparedness Plan (IPP) is a foundational document to guide successful preparedness activities related to Central City and Liberty County's 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 city/county efforts to build, improve, and sustain capabilities across a broad range of mission areas.

Threats, Hazards, and Risks

Liberty County utilizes the Threat and Hazard Identification and Risk Assessment (THIRA) process to identify the most likely hazards that may affect Liberty County and the communities within the county. These are by no means the only possible incidents that could occur in the county. The Liberty County Emergency Management Agency (LEMA) conducts annual briefings with all county and city employees 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 with State assistance. 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 taking into account those that occur often and have potentially high impacts on life and property, followed by those with more moderate probabilities or moderate impacts.

In 2019, Liberty 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 this process for Liberty County and local jurisdictions as having the greatest impact or challenging capabilities the most are:

- Hurricane,
- Flooding,
- Tornado,
- Terrorist event including active shooter incidents,
- Cybersecurity event with effects on infrastructure, and
- Hazardous Materials transportation incident.

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Capability Assessments, Corrective Actions, and Improvement Plans

Utilizing the 2019 THIRA results, Liberty County then performed a capabilities assessment to assess current capabilities against THIRA targets. Results from the SPR identified key gaps for the following capabilities:

- Public Health, Healthcare, and Emergency Medical Services (limited beds/Emergency Medical Services capability), and
- Mass Care Services.

Additionally, during the SPR, it was identified that a gap in knowledge of jurisdiction capabilities existed for:

- Hazardous materials transportation incident, and
- Cybersecurity.

During the 2018 Hurricane Cora After-Action Review (AAR) it was identified that the following Liberty County capabilities related to this event were inadequate:

- Public Information and Warning,
- Critical Transportation,
- Mass Care Services, and
- Operational Communication.

As such, an Improvement Plan from Hurricane Cora was developed and corrective actions were identified, assigned, and implemented across all elements of the Integrated Preparedness Cycle. Local hazard mitigation plans were updated, and changes will require validation during this IPP multi-year time period.

External Sources and Requirements

As a recipient of grants under the State Homeland Security Grant Program (SHSP)/Urban Area Security Initiative (UASI), current requirements include four priority areas:

- Cybersecurity,
- Soft target and crowded places,
- Information and intelligence sharing, and
- Emerging threats.

Accreditation Standards and Regulations

Liberty County has decided to utilize this multi-year cycle to prepare for Emergency Management Accreditation Program (EMAP) accreditation starting 2023. Central City and Liberty County health care organizations continue to meet applicable Joint Commission standards.

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PREPAREDNESS PRIORITIES

Based on the above-mentioned considerations, Central City and Liberty County IPPW participants determined the following five priorities will be the focus for the multi-year cycle of preparedness for CY 2021-2023:

CENTRAL CITY and LIBERTY COUNTY CY 2021–2023 PREPARDENESS PRIORITES
• **HAZMAT** — Improve Liberty County's ability to respond to and recover from a transportation related hazardous material release.
• **Cybersecurity** — Increase Liberty County's ability to respond to and mitigate the effects of a cyber-attack causing a county-wide power outage.
• **Mass Care** — Validate Liberty County's ability to effectively manage the evacuation and sheltering of 30,000 survivors.
• **Public Information and Warning** — Validate Liberty County's ability to execute public information and warning actions in notice, and no-notice events.
• **Mass Casualty** — Increase Liberty County's capacity to respond to a mass casualty incident as a result of a terrorist event.

Priority: HAZMAT — Improve Liberty County's ability to respond to and recover from a transportation related hazardous material release.

Predictability of a transportation hazardous material accident is uncertain; however, hazardous materials are commonly transported throughout Central City and Liberty County and beyond in quantities which, if released into the environment during an accident, could be harmful or injurious to humans, animals, property, and the economy. Frequency of a transportation hazardous-material accident ranges from ten to fifteen minor or potential incidents a year to one of major consequence every five years.

Corresponding Capabilities:

- Environmental Response/Health and Safety,
- Public Health, Healthcare, and Emergency Medical Services,
- Operational Coordination, and
- Public Information and Warning.

Rationale:

During the Stakeholder Preparedness Review (SPR) it was identified that capabilities for a hazardous materials transportation incident are largely unknown. While the likelihood for a large-scale transportation incident are low the impact could potentially be higher with existing unknown factors and lack of plan validation.

Planning Factors:

- Planned review and updates as needed to Liberty County Mutual Aid Agreements during CY 2021; and

- Liberty County Basic Emergency Plan HAZMAT Annex is current: Planned review and update during CY 2021.

Organization and Equipment Factors:

- Liberty County 911/Emergency Communications Center has recently changed facilities and upgraded communications equipment to assist in improving operational communications (Hurricane Edward AAR). Training and drills needed on new equipment;
- Harvest Junction, Kingston, and Deep River have recently transitioned to all career fire departments; all new Fire Department members require Fire Academy courses and additional Paramedic certifications; and
- A new HAZMAT apparatus was purchased for Central City Fire Department; scheduled to be delivered December 2020 and upgraded equipment needs training.

Supporting Training Courses:

- Hazmat Technician Training,
- CAMEO, ALOHA and Marplot,
- G290 Basic Public Information,
- G2300 Intermediate EOC Functions,
- Local HAZMAT apparatus familiarization, and
- EOC Comms Equipment familiarization.

Supporting Exercises:

- Liberty County 911 communications drill,
- Mutual Aid Workshop,
- HAZMAT Transportation TTX, and
- Liberty County Full Scale Exercise in CY 2021 (4th quarter) to support mass care and evacuation.

Priority: Cybersecurity — Increase Liberty County's ability to respond to and mitigate the effects of a cyber-attack causing a county-wide power outage.

In order to meet this growing threat, Central City and Liberty County is committed to developing cyber response capabilities in coordination with local and state partners, sharing information during an incident, raising awareness of cybersecurity, and developing public/private partnerships to better protect critical infrastructure from cyber threats.

Corresponding Capabilities:

- Situational assessment,
- Cybersecurity,
- Forensics and attribution,
- Intelligence and Information Sharing,
- Infrastructure Systems, and

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- Community Resilience.

Rationale:

During the SPR a gap in capability knowledge was identified for cybersecurity. Additionally, grant requirements include cybersecurity actions be included in activities.

Planning Factors:

- Liberty County Basic Emergency Plan Cybersecurity Annex Draft: Plan review and finalization during CY 2021 based on CISA guidance and best practices; and
- Updates to Liberty County Mutual Aid Agreements, as needed.

Organization and Equipment Factors:

- Continue cyber assessment for resource determination; and
- Recently hired a new team of Liberty County cybersecurity personnel that will need training and inclusion in the Cybersecurity Annex.

Supporting Training Courses:

- AWR-136 Essentials of Community Cybersecurity;
- AWR-366-W Developing a Cybersecurity Annex for Incident Response; and
- PER-371 Cybersecurity Incident Response for IT Personnel.

Supporting Exercises:

- Cybersecurity planning workshop: Cybersecurity Annex; and
- Cybersecurity seminar: Liberty County Cybersecurity Operations.

Priority: Mass Care – Improve and validate Liberty County's ability to effectively manage and implement the evacuation and sheltering of a population of 30,000.

Hurricane winds and major flooding may create major mass care incidents. Intensity of impact ranges with scope and location of damage.

Corresponding Capabilities:

- Public Information and Warning,
- Mass Care Services,
- On-scene Security, Protection, and Law Enforcement,
- Public Information and Warning, and
- Critical Transportation.

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Rationale:

From Hurricane Cora AAR it was found that procedures were lacking for evacuating and sheltering residents; this led to confusion. Evacuation traffic control procedures were not coordinated among State police, county sheriff, and local law enforcement officials. This resulted in a traffic gridlock that delayed evacuation.

Red Cross was delayed in tasking to operate the opened shelters. Roles and responsibility around shelter management lacked training and understanding. In addition, there were no written materials available on shelter operation.

As part of the THIRA process, a new capability target was established requiring the capability to shelter up to 10% of the County population which equals 30,000.

Planning Factors:

- Liberty County Hazard Mitigation Plan recently updated;
- Liberty County Basic Emergency Plan current: Planned update during fiscal year 2022;
- Liberty County Mutual Aid Agreement; and
- Evacuation and Shelter SOP update and local validation.

Organization and Equipment Factors:

- Red Cross assigned and identified shelter operations personnel for allocated shelters;
- Shelter equipment such as AEDs have been procured and need training; and
- Planned procurement of automated shelter check-in system during CY 2021 will require training and exercise.

Supporting Training Courses:

- IS-0368: Including People with Disabilities and Others with Access and Functional Needs in Disaster Operations;
- Red Cross training for equipment and procedures;
- Vendor for automated check in system will provide training;
- Shelter manager training; and
- Evacuation procedures training.

Supporting Exercises:

- Red Cross shelter operations exercise; and
- Shelter registration drills.

Priority: Public Information and Warning — Validating Liberty County's ability to execute public information and warning actions in notice, and no-notice events.

Liberty County experiences a wide variety of notice and no-notice emergencies. While the occurrence of a hurricane is predictable with a large degree of certainty, Liberty County also

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can experience no-notice events such as tornadoes and flooding. Therefore, public information and warning is a critical component of effective all-hazard planning.

Corresponding Capabilities:

- Public Information and Warning.

Rationale:

According to the Hurricane Cora AAR "the lack of an effective alert and warning system and procedures contributed to a majority of deaths in Central City and within Liberty County…"

Staff turnover in the Public Information Office and the emergence of additional spoken languages identified during the last census, requires a significant amount of planning and training. Rumors that occur during incidents need to be addressed in a timely and accurate manner to include multiple languages and access and functional needs considerations through all communication means.

Planning Factors:

- Liberty County Basic Emergency Plan and Communications and Warning Annexes updated; and
- Develop Public Information and Social Media communications strategies.

Organization and Equipment Factors:

- Liberty County has recently hired additionally full time Public Information staff of three and must be incorporated into the Liberty County Basic Emergency Plan and communication strategies need to be developed; and
- New Alert and Warning equipment has been purchased is scheduled to be installed 1st quarter 2021.

Supporting Training Courses:

- MGT-318 Public Information in an All-Hazards Incident,
- PER-343 Social Media Engagement Strategies, and
- Alert and warning systems and equipment.

Supporting Exercises:

- Liberty County Full Scale Exercise HAZMAT 2021;
- Public Information and Warning communication strategy workshop,
- Warning and notification drills,
- Social media engagement drills, and
- Alert and Warning System Familiarization.

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Priority: Mass Casualty — Increase Liberty County's capacity to respond to a mass casualty incident as a result of a terrorist event.

Active shooter incidents have become far more common place than 5-years ago, and other terrorist incidents have the potential to create a mass casualty incident Liberty County and Central City play host annually to several large public gathering events

Corresponding Capabilities:

- Fatality Management Services,
- On-Scene Security, Protection, and Law Enforcement,
- Operational Communications,
- Public Health, Healthcare, and Emergency Medical Services, and
- Situational Assessment.

Rationale:

Grant requirements include soft targets and crowded places and emerging threats.

Planning Factors:

- A recent Joint Counterterrorism Workshop (JCTAWS) identified that law enforcement strategies needed to be adjusted and response coordination improved;
- Terrorism response annex will be a large focus in the review of the Emergency Ops Plan update 2022 and the development of MCI Annex; and
- Mutual Aid Agreement.

Organization and Equipment Factors:

- During a previous active shooter exercise, it was identified in the AAR that many Liberty County jurisdictions would not have enough ambulances for a mass casualty incident and therefore needed a mutual aid agreement with neighboring jurisdictions.

Supporting Training Courses:

- PER-275-1 Law Enforcement Active Shooter Emergency Response Train-the-Trainer,
- PER-335 Critical Decision Making for Complex Coordinated Attacks,
- MGT-901 Healthcare Leadership for Mass Casualty Incidents, and
- PER-902 Hospital Emergency Response Training for Mass Casualty Incidents.

Supporting Exercises:

- Response coordination workshop, and
- Complex Coordinated Terrorist Attack Functional Exercise to be held in CY 2022.

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PROGRAM REPORTING

By continuously monitoring improvement actions, Liberty County/Central City utilizes a semi-annual reporting cycle to periodically examine capabilities for accuracy and effectiveness to plan and exercise against the threats, hazards, and risks facing our community and can inform future Integrated Preparedness Cycle activities.

Liberty County jurisdictions will use the following actions as a part of program reporting procedures:

- Liberty County Emergency Management Corrective Action Program, overseen by the Deputy Emergency Management Director, 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 Liberty County/Central City senior leaders and applicable stakeholders on a semi-annual basis.

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