State of Georgia
Threat Hazard Identification And Risk Assessment

December 2012

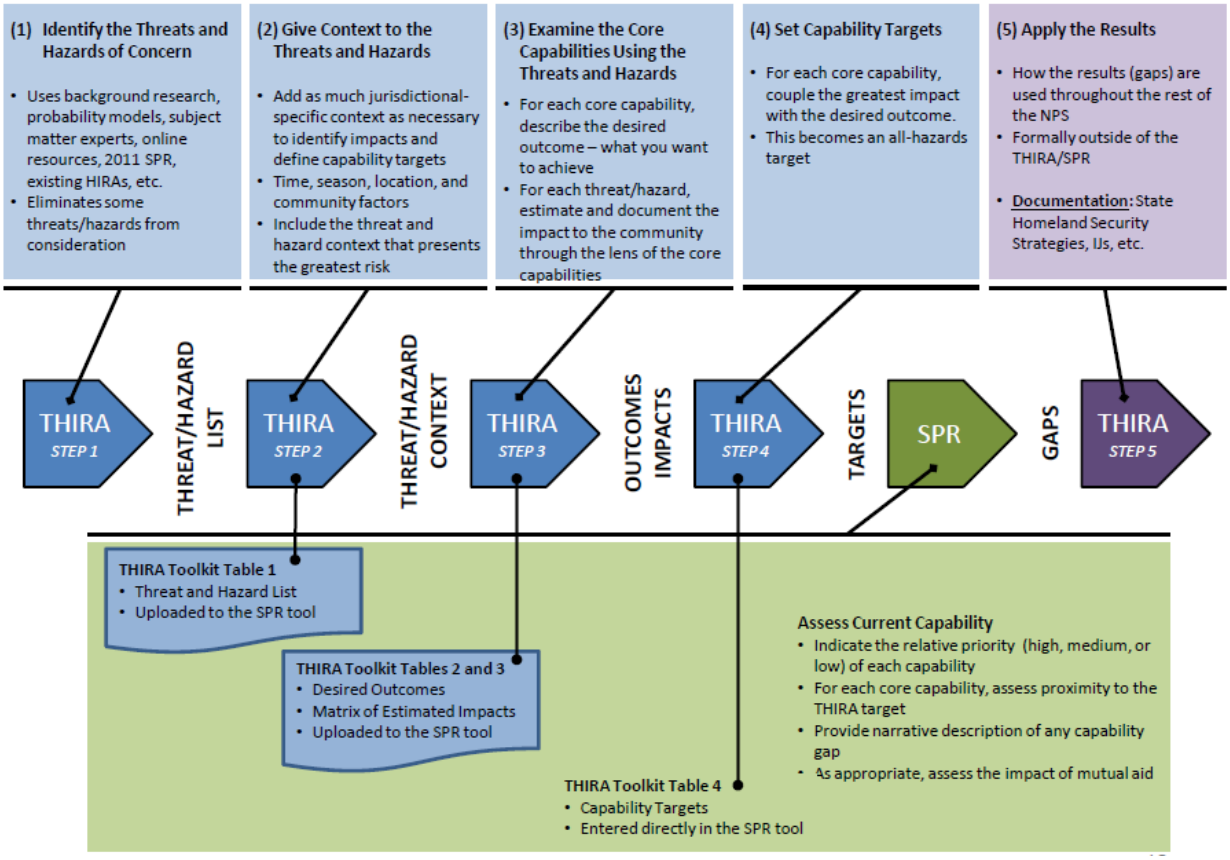
FINAL

Introduction

In 2012, states and UASIs are required to prepare a Threat Hazard Identification and Risk Assessment (THIRA) in order to qualify for federal homeland security grant money. THIRA is not replacing the Hazard Identification and Risk Assessment (HIRA) or Hazard Mitigation Plan (HMP), which have been in place and utilized by emergency managers for a number of years. The purpose of the THIRA is to identify major threats and hazards (T/H) and to allow jurisdictions to quantify how capable they are to Prevent, Protect, Mitigate, Respond and Recover from these threats.

The information gathered in the THIRA process must be compiled in a manner consistent with the Comprehensive Preparedness Guidance (CPG) 201 document, prepared by FEMA/DHS and dated April 2012.

In general, the steps to be followed in preparing a THIRA as per CPG201 are outlined below:



In order to prepare the state THIRA, GEMA/HS solicited input on threats and current levels of capability from each of the state's eight regional All Hazards Councils (AHC). GEMA/HS also utilized information gathered for the THIRA prepared by the Atlanta UASI in the state report.

The THIRA and CPG201 allow states and UASIs to assess their capability to plan and respond to a number of threat and hazard types. However, in general, these threats and hazards fall into one or more of the three categories listed below: Natural, Technological, and Human-Caused. The contents of each column in the table below are examples of threats and hazards the State of Georgia is planning and building capabilities for to prevent, protect respond, mitigate and recover from in this THIRA. The list was built by utilizing historical information from emergency managers, law enforcement and other stakeholders across the state:

Table 1 – Georgia Emergency Management and Homeland Security Threats and Hazards

Natural	Technological	Human-Caused
Resulting from acts of nature	**Involves accidents or the failures of systems and structures**	**Caused by the intentional actions of an adversary**
• Storm Surge • Drought • Inland Flooding • Severe Weather • Severe Winter Weather • Tropical Cyclonic Systems • Tornados • Wildfire • Wind • Seismic Hazards • Sinkholes • Dam Failure	• Hazardous Materials Release • Utilities Failure • Transportation Incidents • Structural Collapse • Radiological Release	• Improvised Explosive Device/Large Vehicle Borne Improvised Explosive Device (IED/LVBIED) Attack • Individual Violent Extremist (IVE) Attack • Suspicious Package Attack • Organized Terrorism Attack • Civil Disturbance • Cyber Attack • Chemical Agent Attack • Improvised Nuclear Device/Radiological Dispersal Device (IND/RDD) Attack • Biological Attack

Although each of the many threats and hazards listed above are independent and have varying causes, the capabilities that are required to prevent, mitigate and/or respond to them may be the same. Therefore, for purposes of this THIRA, some of the various threats and hazards are combined according to the types of damage that they cause – such as high winds, flooding, release of contaminants, attacks with IEDs/biologicals and others - and are addressed according to the specific types of capabilities required to mitigate or respond to them. Additionally, events that are extremely rare, improbable and/or of minor consequence (i.e. earthquakes, wildfires, sinkholes, and others) are not specifically addressed in this THIRA as the capability levels required for other types of large events are adequate to mitigate or respond to them as well.

Threat and Hazard Description Statements

Threat/Hazard Group	Threat/Hazard Type
Natural	**Tornado/Thunderstorms**
Description 1: F2 or higher storm hits late at night with no warning, during daytime routines such as commutes and/or school transport, or any storm event in a heavily-populated area. Heavy property damage,associated thunderstorms cause lightning strikes start numerous fires, power/utilities interruptions and potential loss of life. **Description 2:** F2 or higher event on a Saturday night during highly-attended sporting event. Damage includes stadium, nearby structures and emergency service facilities. Heavy property damage, associated thunderstorms cause lightning strikes start numerous fires, power/utilities interruptions and potential loss of life.	
Natural	**Tropical Cyclonic Event/Flooding**
Description 1: Tropical cyclonic event (Cat 3 or 4 hurricane), any time of the year, associated wind, coastal and inland flooding, loss of life and property damage would be extreme. **Description 2:** Large tropical cyclonic event strikes Florida Panhandle, causing heavy rain and widespread inland flooding in central and southwestern Georgia. Many thousands of acres are underwater, losses to homes/businesses are massive.	
Technological	**Chemical Release**
Description 1: Hazardous materials release in heavily populated areas, and those releases which require evacuation – especially at night. **Description 2:** Hazadous materials release that impacts waterways used as drinking water sources – i.e. the Chattahoochie River, which is the primary drinking water source for much of metropolitan Atlanta, Columbus and other population centers. Millions of citizens would potentially be impacted.	
Technological	**Structural Collapse**
Description 1: Collapse of a multi-story office/apartment/hotel with multiple casualties and fatalities. Can occur at any time. **Description 2:** Collapse of a major bridge or other transportation/infrastructure component. Can cause major injuries and loss of life, will interrupt movement of goods and people, can have widespread economic impact.	
Technological	**Radiological Release**
Description 1: Nuclear power plant radiation release. Materials released impact populated areas, surface waters and agricultural resources. **Description 2:** Transuranic wastes headed for the WIPP facility are transported through Georgia on a routine basis. Although transport containers are secure, any accident/release would impact nearby soil and waterways.	

Threat/Hazard Group	Threat/Hazard Type
Human-Caused	**Bombing (IED/LVBIED) Attack**
Description 1: Attack on the capitol during legislative sessions or other government/state offices in Atlanta. **Description 2:** Attack on sports venues, public transportation, malls and/or other soft targets. **Description 3:** Attack on CI/KR sites that could disrupt power/water/communications, impacting Georgia and large parts of the southeast and/or eastern seaboard.	
Human-Caused	**Individual Violent Extremist Attack**
Description 1: Active shooter at schools/ public spaces, any one of Georgia's military installations or within densely populated areas of the state.	
Human-Caused	**Suspicious Package Attack**
Description 1: Multiple packages containing anthrax or other biological agents delivered simultaneously to various key locations and/or government offices. Will disrupt commerce, impact ongoing delivery of mail/packages, potentially sicken dozens with some deaths. Will take months to resolve.	
Human-Caused	**Civil Disturbance**
Description 1: Unruly groups will take over public spaces and/or private property causing property damage, impacting traffic flow in the area and disrupting commerce.	
Human-Caused	**Cyber Attack**
Description 1: Atack on key computer systems controlling power grid or other utilities, communications network, transportation systems, banking or other critical infrastructure across the state.	
Human-Caused	**Chemical Agent Attack**
Description 1: Person or persons leave dangerous materials such as nerve agents or other toxins on mass transit or disperse them in public spaces. Will sicken many and cause deaths, impact commerce and transportation and take months to resolve/restore normal operations in affected areas.	
Human-Caused	**IND/RDD Attack**
Description 1: Small thermonuclear device detonated in a populated area will cause hundreds of injuries/deaths, widespread property loss. Impact to region will be lack of confidence in government, adverse impact to commerce, and altered travel for months or years. **Description 2:** IED containing radioactive materials detonated in a population center will cause panic, disrupt commerce and travel, and require many millions of dollars to clean up.	
Human-Caused	**Biological Attack**
Description 1: Infectious biological agents aerially dispersed, delivered to restaurants, livestock/poultry operations, or other locations. Disrupts commerce, statewide agrobusiness, potentially sicken dozens with multiple deaths – possibly hundreds, depending upon the organism and dispersal method. Will take months to resolve.	

Core Capability Desired Outcomes

	Core Capability	Desired Outcome
Common	Planning	All plans will be adequately prepared, recently updated, NIMS/PPD8 - compliant and involve the whole-of-community approach.
	Public Information and Warning	Public warning systems will be designed and implemented in a manner adequate to protect the lives and property of the citizens within the region. Specifically, these warnings will be coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods including all forms of warning systems, mass media and social media to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
	Operational Coordination	All elected officials, public safety agencies, law enforcement and others will establish and maintain a unified and coordinated operational structure. Once established, this structure will appropriately integrate all critical stakeholders and support the execution of Core Capabilities.
Prevention	Forensics and Attribution	All local and state law enforcement will work closely with the GBI, FBI and other stakeholders to successfully conduct forensic analysis and assist in attributing terrorist acts to their source. In addition to post-event support, all levels of government will work with these agencies in the preparation for an attack in an effort to prevent initial or follow-on acts and/or to swiftly develop counter-options.
Prevention and Protection	Intelligence and Information Sharing	Representatives from all levels of law enforcement will provide GISAC with timely, accurate, and actionable information. Information sharing will include the exchange of intelligence, information, data, or knowledge among federal, state, local, or private sector entities, as appropriate.
	Interdiction and Disruption	Law enforcement across the state will successfully work with private security at specific locations (i.e. large public venues and railroad police), and their federal law enforcement counterparts to delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
	Screening, Search, and Detection	Through programs such as GTIP, the resources at GISAC and appropriate law enforcement skills, stakeholders will work to consistently identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures.
Protection	Access Control and Identity Verification	During large events, at critical infrastructure sites and post-disaster situations, law enforcement, venue/site security and others will limit access to authorized individuals necessary to carry out legitimate activities.
	Cybersecurity	To the extent possible, all levels of government and key stakeholders from the private sector within the state will work with federal counterparts to protect against damage to, the unauthorized use of, and/or the exploitation

	Core Capability	Desired Outcome
		of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
	Physical Protective Measures	Law enforcement, private security forces at venues and non-profits, and others will reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting critical infrastructure, and the State of Georgia.
	Risk Management for Protection Programs and Activities	Law enforcement and private/public stakeholders will work with state CI/KR teams to identify, assess, and prioritize risks to inform those involved in protection activities and investments.
	Supply Chain Integrity and Security	Government at all levels and other key stakeholders will work with other states and federal counterparts to strengthen the security and resilience of the supply chain. This would include protecting agricultural and manufacturing assets within the region through increased awareness and facility training.
Mitigation	Community Resilience	Local and state governments will work with federal counterparts to integrate the effort among the whole community, including various volunteer organizations, non-profits and others, to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish mitigation and improve resilience. Once established, these plans will be exercised routinely.
	Long-term Vulnerability Reduction	Governments at all levels will build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
	Risk and Disaster Resilience Assessment	Local, regional and state planning and assessment will stress identifying risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience. Once plans are established, they will be exercised on a regular basis.
	Threats and Hazard Identification	Through routine strategic planning, regions across the state will identify the threats and hazards that occur in their geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of the region. The process of threat and hazard identification will be sustained through ongoing reassessments that occur every 3-5 years.
Response	Critical Transportation	State partners, counties and city governments will assess current transportation needs and capabilities. Based upon this assessment, they will develop plans and infrastructure to provide transportation services for response priority objectives, including the evacuation of people and

Core Capability	Desired Outcome
	animals, and the delivery of vital response personnel, equipment, and services into the affected areas. These plans will be exercised routinely.
Environmental Response/Health Safety	Government at all levels, private entities and others will work with federal counterparts to ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
Fatality Management Services	The state will make plans to provide fatality management services, including body recovery and victim identification. In large events, locals will work with regional hospitals, state and/or federal authorities to provide victim tracking, temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Mass Care Services	Local, state and private resources in the region, such as EMAs and various recognized volunteer and faith-based organizations, will work in unison to provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
Mass Search and Rescue Operations	Local agencies, elected officials and managers across each geographic region will support state-funded search and rescue teams (GSAR) with local assets, including personnel, services, and animals, with the goal of saving the greatest number of lives in the shortest time possible.
On-Scene Security and Protection	Local law enforcement at all levels will operate in unison with private security and others to ensure a safe and secure environment through protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	In order to ensure the capacity for timely communications in support of security, situational awareness and operations, local governments will develop TIC Plans that effectively utilize local, regional and state communications resources in conjunction with the statewide GIN. This requires ongoing training and exercises.
Public and Private Services and Resources	Local governments will work closely with the chamber of commerce, GEMA and private stakeholders to plan to provide essential public and private services/resources to the affected population and surrounding communities. This includes emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services. These essential services must be provided prior to reentry by citizens. These service providers should be included in planning and exercises.

	Core Capability	Desired Outcome
	Public Health and Medical Services	Local hospitals, EMS providers, nursing homes and state public health personnel will develop and practice plans for providing lifesaving medical treatment and patient tracking/accountability via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
	Situational Assessment	Government at all levels and other key stakeholders will utilize tools such as ICS, EMnet, WebEOC, GODAWGS and the statewide GIN to provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Response and Recovery	Infrastructure Systems	Local governments and law enforcement will mesh information from informal assessments with that gathered by state CI/KR teams to assess regional infrastructure and system resources using ACAMs. In addition, in the event of disaster, once it is safe to do so, work quickly to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Recovery	Economic Recovery	Local elected officials and governments across the regions will work with state and federal resources to quickly return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
	Health and Social Services	Local hospitals, EMS providers, nursing homes and public health will utilize all necessary tools, including those relating to patient tracking and accountability successfully restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
	Housing	Counties and cities in all regions of the state will work with state agencies to develop appropriate needs assessments and plans to implement short and long-term housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
	Natural and Cultural Resources	All state and local planning and response activities will be undertaken in a manner to raise general awareness of and to protect natural and cultural resources and historic properties.

Estimated Impacts Based on Threat and Hazard Descriptions

	Common			Prevention	Prevention/Protection		
	Planning	**Public Information and Warning**	**Operational Coordination**	**Forensics and Attribution**	**Intelligence and Information Sharing**	**Interdiction and Disruption**	**Screening, Search and Detection**
Natural: Tornado - late at night or during daily commute	Local and regional plans need to include this type of incident and its impact on the community	Thousands require adequate warning, day or night	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	N/A	N/A	N/A	Screening will be an important aspect of safely sheltering those impacted by the event
Natural: Tornado - during large gatherings	Local and regional plans need to include this type of incident and its impact on the community	Thousands require adequate warning, day or night	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	N/A	N/A	N/A	Screening will be an important aspect of safely sheltering those impacted by the event
Natural: Hurricane - coastal and inland flooding	Local and regional plans need to include this type of incident and its impact on the community	Tens of thousands require adequate warning, day or night	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	N/A	N/A	N/A	Screening will be an important aspect of safely sheltering those impacted by the event
Technological: Chemical Spill – transportation or fixed facility	Local and regional plans need to include this type of incident and its impact on the community	Thousands require adequate warning, day or night	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Representatives from gov't and private interests must work together to determine root cause of incident	N/A	N/A	Screening will be an important aspect of safely sheltering those impacted by the event
Technological: Structural Collapse – building or roadway/bridge	Local and regional plans need to include this type of incident and its impact on the community	N/A	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Representatives from gov't and private interests must work together to determine root cause of incident	N/A	N/A	N/A

	Common			Prevention	Prevention/Protection		
	Planning	**Public Information and Warning**	**Operational Coordination**	**Forensics and Attribution**	**Intelligence and Information Sharing**	**Interdiction and Disruption**	**Screening, Search and Detection**
Technological: Radiological Release – fixed facility or transportation event	Local and regional plans need to include this type of incident and its impact on the community	Thousands require adequate warning, day or night	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Representatives from gov't and private interests must work together to determine root cause of incident	N/A	N/A	Screening will be an important aspect of safely sheltering those impacted by the event
Human-Caused: Attack with IED or LVBIED	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and traffic/people rerouted	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	Thousands of people (potentially) must be screened at public venues and gov't buildings
Human-Caused: IVE/Active Shooter	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and traffic/people rerouted	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	Thousands of people (potentially) must be screened at public venues and gov't buildings
Human-Caused: Suspicious Package Attack	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and traffic/people rerouted	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	Thousands of people (potentially) must be screened at public venues and gov't buildings
Human-Caused: Civil Disturbance	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and traffic/people rerouted	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	N/A

	Common			Prevention	Prevention/Protection		
	Planning	**Public Information and Warning**	**Operational Coordination**	**Forensics and Attribution**	**Intelligence and Information Sharing**	**Interdiction and Disruption**	**Screening, Search and Detection**
Human-Caused: Cyber Attack	Local and regional plans need to include this type of incident and its impact on the community – system redundancy is key	Elevated risk identified and public announcements made as necessary	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	N/A
Human-Caused: Chemical Agent Attack	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and traffic/people rerouted	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	Thousands of people (potentially) must be screened at public venues and gov't buildings
Human-Caused: IND/RDD Attack	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and public announcements made as necessary	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	Thousands of people (potentially) must be screened at public venues and gov't buildings
Human-Caused: Biological Attack	Local and regional plans need to include this type of incident and its impact on the community	Elevated risk identified and people warned	Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure	Law enforcement must utilize a wide set of tools to identify terrorism source	GISAC must collect, analyze and distribute information to local LE and public safety agencies	Law enforcement must use intelligence to determine and execute interdiction	Soft targets and other facilities should have processes in place to control and isolate suspect packages

	Protection					Mitigation			
	Access Control and Identity Verification	**Cyber Security**	**Physical Protective Measures**	**Risk Management for Protection Programs and Activities**	**Supply Chain Integrity and Security**	**Community Resilience**	**Long-term Vulnerability Reduction**	**Risk and Disaster Resilience Assessment**	**Threats and Hazards Identification**
Natural: Tornado - late at night or during daily commute	Access control will be required to protect property post-event	Off-site backup will ensure data protection	Site security measures, i.e. fences/cameras should be protected	HAZMAT responders must be familiar materials stored in their region	Businesses need COOP procedures in place and alternate suppliers identified	Local leaders should identify shelters volunteer org. and raise public awareness	Update building codes and encourage redundancy in critical services	Responders must be familiar materials stored in their region	HAZMAT responders must be familiar with materials in storage and those transported through their region
Natural: Tornado - during large gatherings	Access control will be required to protect property post-event	Off-site backup will ensure data protection	Site security measures, i.e. fences/cameras should be protected	HAZMAT responders must be familiar materials stored in their region	Businesses need COOP procedures in place and alternate suppliers identified	Local leaders should identify shelters volunteer org. and raise public awareness	Update building codes and encourage redundancy in critical services	Responders must be familiar materials stored in their region	HAZMAT responders must be familiar materials stored in their region
Natural: Hurricane - coastal and inland flooding	Access control will be required to protect property post-event	Off-site backup will ensure data protection	Site security measures, i.e. fences/cameras should be protected	HAZMAT responders must be familiar materials stored in their region	Businesses need COOP procedures in place and alternate suppliers identified	Local leaders should identify shelters volunteer org. and raise public awareness	Update building codes and encourage redundancy in critical services	Responders must be familiar materials stored in their region	HAZMAT responders must be familiar materials stored in their region
Technological: Chemical Spill - transportation or fixed facility	Access control will be required to protect impacted facilities post-event	Electronic surveillance & card access must be protected from destruction by the event	Public and private sectors must ensure inspections and maintenance take place	HAZMAT responders must be familiar with materials in storage and those transported through their region	Railyards and other transportation nodes require risk assessment and protective measures taken	Planning can serve to identify threats, alternate routes of travel and optimize location of response assets	Planning can serve to identify threats, alternate routes of travel and optimize location of response assets	HAZMAT responders must be familiar with materials in storage and those transported through their region	HAZMAT responders must be familiar with materials in storage and those transported through their region

	Protection					Mitigation			
	Access Control and Identity Verification	**Cyber Security**	**Physical Protective Measures**	**Risk Management for Protection Programs and Activities**	**Supply Chain Integrity and Security**	**Community Resilience**	**Long-term Vulnerability Reduction**	**Risk and Disaster Resilience Assessment**	**Threats and Hazards Identification**
Technological: Structural Collapse – building or roadway/bridge	Post-event, access should be limited to those with legitimate needs	Important computer systems require backup and redundancy	Construction codes, routine inspections and maintenance will reduce threat	Venues must understand risk through ACAMS participation	Traffic planners need to identify alternate routes if main arteries are blocked.	Gov't services can be moved over time from concentrated areas in the community	Routine inspections and maintenance	Venues must understand risk through ACAMS participation	Venues must understand risk through ACAMS participation
Technological: Radiological Release – fixed facility or transportation event	Access control in place at public venues and gov't buildings	Electronic surveillance card access and computer systems must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues and transporters must understand risk through ACAMS participation and proper training	N/A	Contingency plans are key elements of community resilience	Routine inspections and maintenance	Venues must understand risk through ACAMS participation	Venues must understand risk through ACAMS participation
Human-Caused: Attack with IED or LVBIED	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Gov't services can be moved over time from concentrated areas in the community	Venues must understand risk through ACAMS participation – also active citizen programs like "See something Say something"	Venues must understand risk through ACAMS participation	Venues must understand risk through ACAMS participation
Human-Caused: IVE/Active Shooter	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Gov't services can be moved over time from concentrated areas in the community	Venues must understand risk – also active citizen programs like "See something Say something"	Venues must understand risk through ACAMS participation	Venues must understand risk through ACAMS participation

	Protection					Mitigation			
	Access Control and Identity Verification	**Cyber Security**	**Physical Protective Measures**	**Risk Management for Protection Programs and Activities**	**Supply Chain Integrity and Security**	**Community Resilience**	**Long-term Vulnerability Reduction**	**Risk and Disaster Resilience Assessment**	**Threats and Hazards Identification**
Human-Caused: Suspicious Package Attack	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation and harden facilities accordingly	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation
Human-Caused: Civil Disturbance	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Contingency plans are key elements of community resilience	Contingency plans are key elements of vulnerability reduction	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation
Human-Caused: Cyber Attack	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Important computer systems require backup and redundancy	Vendors and suppliers must be proactive in protective measures	Important computer systems require backup and redundancy	Important computer systems require backup and redundancy	Important computer systems require backup and redundancy	Venues must understand risk through ACAMS participation

	Protection					Mitigation			
	Access Control and Identity Verification	**Cyber Security**	**Physical Protective Measures**	**Risk Management for Protection Programs and Activities**	**Supply Chain Integrity and Security**	**Community Resilience**	**Long-term Vulnerability Reduction**	**Risk and Disaster Resilience Assessment**	**Threats and Hazards Identification**
Human-Caused: Chemical Agent Attack	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation and harden facilities accordingly	Venues must understand risk through ACAMS participation	Venues must understand risk through ACAMS participation
Human-Caused: IND/RDD Attack	Access control in place at public venues and gov't buildings	Electronic surveillance & card access must be protected from hacking or destruction by the event	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation and harden facilities accordingly	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation
Human-Caused: Biological Attack	Access control in place at public venues and gov't buildings	N/A	Physical protective measures in place at public venues and gov't buildings	Venues must understand risk through ACAMS participation and harden facilities accordingly	Vendors and suppliers must be proactive in protective measures	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation and harden facilities accordingly	Contingency plans are key elements of community resilience	Venues must understand risk through ACAMS participation

	Response						
	Critical Transportation	**Environmental Response/ Health and Safety**	**Fatality Management Services**	**Mass Care**	**Mass Search and Rescue Operations**	**On-Scene Security and Protection**	**Operational Communications**
Natural: Tornado - late at night or during daily commute	Hundreds of miles of roads will need to be cleared of debris and power restored	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs	Temporary mortuary services will be required for ~25-30 fatalities. All should be identified within 72 hours	Emergency shelter and food will be needed for days/weeks for several hundred people	Widespread damage to buildings and homes will require all GSAR assets	Physical security will be needed for a large geographic area and will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Natural: Tornado - during large gatherings	Miles of roads will need to be cleared of debris and power restored	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs	Temporary mortuary services will be required for ~25-30 fatalities. All should be identified within 72 hours	Emergency shelter and food will be needed for days/weeks for several dozen people	Widespread damage to buildings and homes will require all GSAR assets	Physical security will be needed for a large geographic area and will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Natural: Hurricane - coastal and inland flooding	Many hundreds of miles of roads will need clearing, 100s of bridges assessed and utilities restored. Transport for thousands needed	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs	Temporary mortuary services will be required for ~100 fatalities. All should be identified within two weeks	Emergency shelter and food will be needed for weeks/ months for 5,000-10,000 people	Widespread damage to buildings and homes will vastly overwhelm all GSAR assets. Outside assistance will be required.	Physical security will be needed for a large geographic area and will require assets from multiple agencies, including assets from other states/federal government	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Technological: Chemical Spill - transportation or fixed facility	Railways and/or highways will need to be reopened when safe. Dozens may need transport	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Temporary mortuary services will be required for 0-10 fatalities. All should be identified within 48 hours	Emergency shelter and food will be needed for days/weeks for several dozen people	Presence of toxins will hamper GSAR activities	In most instances, local law enforcement will be adequate	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs

	Response						
	Critical Transportation	**Environmental Response/ Health and Safety**	**Fatality Management Services**	**Mass Care**	**Mass Search and Rescue Operations**	**On-Scene Security and Protection**	**Operational Communications**
Technological: Structural Collapse – building or roadway/bridge	Streets and highways will need to be reopened when safe. Dozens may need transport to hospitals	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Temporary mortuary services will be required for ~25-30 fatalities. All should be identified within 48 hours	Emergency shelter and food may be needed for days/weeks for several dozen people	Damage to buildings and infrastructure will tax GSAR assets	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Technological: Radiological Release – fixed facility or transportation event	Streets and highways will need to be reopened when safe. Dozens may need transport to hospitals	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Any fatalities should not overwhelm the existing systems	Emergency shelter and food may be needed for days/weeks for several dozen people	Presence of radiation will hamper GSAR activities	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: Attack with IED or LVBIED	Streets and highways will need to be reopened when safe. Dozens may need transport to hospitals	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Temporary mortuary services will be required for ~25-30 fatalities. All should be identified within 48 hours	Emergency shelter and food may be needed for days/weeks for several dozen people	Damage to buildings and infrastructure will tax GSAR assets	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: IVE/Active Shooter	Public venues, streets and highways will need to be reopened when safe. Dozens may need transport to hospitals	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Temporary mortuary services will be required for ~10 fatalities. All should be identified within 24 hours	N/A	Damage to buildings and infrastructure will tax GSAR assets	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: Suspicious Package Attack	Public venues, streets and highways will need to be reopened when safe. Dozens may need transport to hospitals	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Any fatalities should not overwhelm the existing systems	Emergency shelter and food may be needed for days/weeks for several people	N/A	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs

	Response						
	Critical Transportation	**Environmental Response/ Health and Safety**	**Fatality Management Services**	**Mass Care**	**Mass Search and Rescue Operations**	**On-Scene Security and Protection**	**Operational Communications**
Human-Caused: Civil Disturbance	Streets and highways will need to be reopened when safe. Dozens may need transport	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs.	Any fatalities should not overwhelm the existing systems	Emergency shelter and food may be needed for days/weeks for several dozen people	N/A	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: Cyber Attack	Computers and data systems controlling highway electronic signage may be impacted	Computers and data systems may be impacted. Alternate/backup systems may be needed.	Computers and tracking systems may be impacted. Alternate/backup systems may be needed	Computers may be impacted. Alternate/ backup systems may be needed	N/A	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: Chemical Agent Attack	Streets and highways will need to be reopened when safe. Dozens may need transport	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Temporary mortuary services will be required for ~10 fatalities. All should be identified within 24 hours	Emergency shelter and food may be needed for days/weeks for several dozen people	Presence of toxins will hamper GSAR activities	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: IND/RDD Attack	Streets and highways will need to be reopened when safe. Dozens may need transport	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Temporary mortuary services will be required for thousands of fatalities. Some will never be identified	Emergency shelter and food will be needed for weeks/ months for 15,000-30,000 people	Widespread damage to buildings and homes will vastly overwhelm all GSAR assets	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs
Human-Caused: Biological Attack	Dozens may need transport to hospitals	All applicable OSHA standards and training should be followed by responders in accordance with their employer's SOPs. Air monitoring will be key.	Any fatalities should not overwhelm the existing systems	Emergency shelter and food may be needed for days/weeks for several people	N/A	Physical security will require assets from multiple agencies	Local, regional and statewide comms assets such as the GIN and MCVs will meet comms needs

	Response			Response/Recovery	Recovery			
	Public and Private Services and Resources	**Public Health and Medical Services**	**Situational Assessment**	**Infrastructure Systems**	**Economic Recovery**	**Health and Social Services**	**Housing**	**Natural and Cultural Resources**
Natural: Tornado - late at night or during daily commute	Hundreds of people will need assistance in the short-term	Hundreds of people will need assistance in the short-term	Numerous trained assessment teams will be deployed within 12 hours of event	Electrical power and other utilities will be lost for thousands, must be restored quickly	Losses in the hundreds of thousands of dollars to several million dollars; months to years for recovery	Hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the path of the storm
Natural: Tornado - during large gatherings	Dozens of people may need assistance in the short-term	Dozens of people will need assistance in the short-term	On-site responders will assess and report back to IC and/or EOC	Electrical power and other utilities will be lost for thousands, must be restored quickly	Losses in the hundreds of thousands to several million dollars; months to years for recovery	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Natural: Hurricane - coastal and inland flooding	Potentially, tens of thousands will need support or replacement services for months or years	Potentially, tens of thousands will need support for months or years	Numerous trained assessment teams will be deployed within 12-24 hours of event	All utilities will be lost for tens / hundreds of thousands, must be restored as soon as conditions allow	Losses in the tens to hundreds of millions to billions of dollars; 2-10 years for recovery	Potentially, tens of thousands will need support for months or years	Thousands will need temporary/ permanent replacement housing	Many cultural and historic resources will be lost, depending on the severity of the storm
Technological: Chemical Spill - transportation or fixed facility	Dozens of people may need assistance in the short-term	Dozens of people will need assistance in the short-term	On-site responders will assess and report back to IC and/or EOC	Rail or highway infrastructure may be impacted, as well as drinking water intakes	Losses in the hundreds of thousands to several million dollars; months to years for recovery	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Technological: Structural Collapse – building or roadway/bridge	Dozens of people may need assistance in the short-term	Dozens of people will need assistance in the short-term	On-site responders will assess and report back to IC and/or EOC	Rail or highway infrastructure may be impacted, as well as public utilities	Losses in the hundreds of thousands to several million dollars; months to years for recovery	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident

	Response			Response/Recovery	Recovery			
	Public and Private Services and Resources	**Public Health and Medical Services**	**Situational Assessment**	**Infrastructure Systems**	**Economic Recovery**	**Health and Social Services**	**Housing**	**Natural and Cultural Resources**
Technological: Radiological Release – fixed facility or transportation event	Dozens of people may need assistance in the short-term	Dozens of people will need assistance in the short-term	On-site responders will assess and report back to IC and/or EOC	Rail or highway infrastructure may be impacted, as well as drinking water intakes	Losses in the hundreds of thousands to several million dollars; months to years for recovery	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Human-Caused: Attack with IED or LVBIED	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds of people will need assistance in the short-term	On-site responders will assess and report back to IC, JIC and/or EOC	Depending upon the size of the device, rail or highway infrastructure may be impacted	Losses in the hundreds of thousands of dollars to several million; months to years for recovery	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Human-Caused: IVE/Active Shooter	Dozens of people will need assistance in the short-term	Dozens of people will need assistance in the short-term	On-site responders will assess and report back to IC, JIC and/or EOC	Depending upon the site of the attack, rail or highway infrastructure may be impacted	Lost confidence may impact local economy	Dozens of people will need assistance in the short-term	N/A	Some cultural and historic resources may be lost, depending on the location of the incident
Human-Caused: Suspicious Package Attack	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds of people will need assistance in the short-term	On-site responders will assess and report back to IC, JIC and/or EOC	Depending upon the size/type of the device, rail, highway or other infrastructure may be impacted	Dozens to hundreds of people may need assistance in the short-term	Dozens of people will need assistance in the short-term	Some people will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Human-Caused: Civil Disturbance	Dozens of people will need assistance in the short-term	Dozens of people will need assistance in the short-term	On-site responders will assess and report back to IC, JIC and/or EOC	Depending upon the site of the attack, rail or highway infrastructure use may be impacted	Lost confidence may impact local economy	Dozens of people will need assistance in the short-term	Some people will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident

	Response			Response/Recovery	Recovery			
	Public and Private Services and Resources	**Public Health and Medical Services**	**Situational Assessment**	**Infrastructure Systems**	**Economic Recovery**	**Health and Social Services**	**Housing**	**Natural and Cultural Resources**
Human-Caused: Cyber Attack	Dozens to hundreds of people will need assistance in the short-term	Depending upon the system attacked, these services may be impacted	Computers and data systems may be impacted. Alternate/ backup systems may be needed.	Depending upon the system attacked, rail or highway infrastructure may be impacted	Losses in the hundreds of thousands of dollars to several million; months to years for recovery	Computers and data systems may be impacted. Alternate/ backup systems may be needed.	Computers and tracking systems may be impacted. Alternate/backup systems may be needed	N/A
Human-Caused: Chemical Agent Attack	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds of people will need assistance in the short-term	On-site responders will assess and report back to IC, JIC and/or EOC	Depending upon the type of the device, rail or highway systems and usability may be impacted	Losses in the hundreds of thousands of dollars to several million; months to years for recovery	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Human-Caused: IND/RDD Attack	Hundreds to many thousands of people of people will need assistance in the short-term	Hundreds to many thousands of people of people will need assistance in the short-term	Numerous trained assessment teams will be deployed within 12-24 hours of event	Depending upon the size of the device, infrastructure may be impacted for many years	Losses in the hundreds of millions of dollars; months to years for recovery	Hundreds to many thousands of people will need assistance in the short-term	Hundreds to many thousands will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident
Human-Caused: Biological Attack	Dozens to hundreds of people will need assistance in the short-term	Dozens to hundreds of people will need assistance in the short-term	On-site responders will assess and report back to IC, JIC and/or EOC	Many of the existing agricultural nodes may need extensinve cleaning or replacement	Dozens to hundreds of people may need assistance in the short-term	Dozens of people will need assistance in the short-term	Some people will need temporary/ permanent replacement housing	Some cultural and historic resources may be lost, depending on the location of the incident

Capability Targets

	Core Capability	Desired Outcome
Common	Planning	All plans will be adequately prepared, recently updated, NIMS/PPD8 - compliant and involve the whole-of-community approach.
	Greatest Estimated Impacts: Local and regional plans need to include these types of incidents and their impact on the community.	
	Capability Target: Review, revise and update plans at all levels of government to adequately reflect the requirements of NIMS, PPD-8 and any new requirements. This must be done on a regular basis in accordance with rules or established policy.	
	Public Warning and Information	Public warning systems will be designed and implemented in a manner adequate to protect the lives and property of the citizens within the region. Specifically, these warnings will be coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods including all forms of warning systems, mass media and social media to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
	Greatest Estimated Impacts: 1) Thousands require adequate warning, day or night for a variety of events – in multiple languages and using varying methods; and 2) Elevated risk of terrorist events must be identified when appropriate and traffic/people rerouted as necessary.	
	Capability Target: Government at all levels must identify public notification needs (sirens, reverse 911, TV/radio stations, social media) and be able to reach 100% of the population in a manner/language that they understand.	
	Operational Coordination	All elected officials, public safety agencies, law enforcement and others will establish and maintain a unified and coordinated operational structure. Once established, this structure will appropriately integrate all critical stakeholders and support the execution of Core Capabilities.
	Greatest Estimated Impacts: Multiple agencies will need to work within a common framework (i.e. EMnet, WebEOC) and ICS command structure during any response or large event.	
	Capability Target: Local EMAs should use WebEOC as the primary means of information exchange between each other and the SOC. These skills should be practiced on a daily basis and exercised routinely.	
Prevention	Forensics and Attribution	All local and state law enforcement will work closely with the GBI, FBI and other stakeholders to successfully conduct forensic analysis and assist in attributing terrorist acts to their source. In addition to post-event support, all levels of government will work with these agencies in the preparation for an attack in an effort to prevent initial or follow-on acts and/or to swiftly develop counter-options.

	Core Capability	Desired Outcome
Prevention and Protection	Greatest Estimated Impacts: 1) Representatives from gov't and private interests must work together to determine root causes of incidents, and 2) Law enforcement must utilize a wide set of tools to identify terrorism sources.	
	Capability Target: 1) Government at all levels must establish working relationships with private entities, and include them in training/exercises. 2) Local LE should become familiar with the needs and expectations of forensic specialists from state and federal agencies.	
	Intelligence and Information Sharing	Representatives from all levels of law enforcement will provide GISAC with timely, accurate, and actionable information. Information sharing will include the exchange of intelligence, information, data, or knowledge among federal, state, local, or private sector entities, as appropriate.
	Greatest Estimated Impacts: GISAC must collect, analyze and distribute information to local law enforcement and others in public safety as necessary.	
	Capability Target: Local government, law enforcement and public safety must work with GISAC in a two-way information exchange to understand, prepare for and prevent terrorist attacks.	
	Interdiction and Disruption	Law enforcement across the state will successfully work with private security at specific locations (i.e. large public venues and railroad police), and their federal law enforcement counterparts to delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
	Greatest Estimated Impacts: Law enforcement must use intelligence to determine appropriate actions and execute interdiction.	
	Capability Target: Local law enforcement, security forces at private venues and state/federal partners will delay, divert, intercept or disrupt 100% of planned terrorist attacks.	
	Screening, Search, and Detection	Through programs such as GTIP, the resources at GISAC and appropriate local law enforcement skills, stakeholders will work to consistently identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures.
	Greatest Estimated Impacts: Thousands of people (potentially) must be screened at public venues and gov't buildings on a routine basis. Following large disasters, screening will be a key aspect of safely running shelters.	
	Capability Target: Local law enforcement, private security at large venues and state/federal partners will establish effective screening procedures at 100% of buildings and venues that are subject to attack. Following any event requiring sheltering, law enforcement will screen those arriving at/requesting shelter to protect others in the facility.	

	Core Capability	Desired Outcome
Protection	Access Control and Identity Verification	During large events, at critical infrastructure sites and post-disaster situations, local law enforcement, venue/site security and others will limit access to authorized individuals necessary to carry out legitimate activities.
	Greatest Estimated Impacts: Access control in place at public venues and gov't buildings will be key elements to protecting these sites from attack and is essential in protecting public/private property following large scale natural disasters and attacks on private or government facilities.	
	Capability Target: Local law enforcement, security forces at private venues and state/federal partners will establish effective access control at 100% of buildings and venues that are subject to attack and will establish secure perimeters following any natural disaster or technological/terrorist event.	
	Cybersecurity	To the extent possible, all levels of government and key stakeholders from the private sector within the state will work with federal counterparts to protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
	Greatest Estimated Impacts: Electronic surveillance and card access must be protected from hacking; critical computer systems must be protected with firewalls/anti-virus software and backed up off-site in a secure location.	
	Capability Target: Local government will monitor cyber activity in public networks and work with state/federal counterparts to interdict/prevent attack on these networks. All government organizations will back up all essential data in a secure, off-site location.	
	Physical Protective Measures	Law enforcement, private security forces at venues and non-profits, and others will reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting critical infrastructure, and the State of Georgia.
	Greatest Estimated Impacts: 1) Public and private sectors must ensure inspections and maintenance take place; and 2) Physical protective measures must be in place at public venues and gov't buildings. 3) Fences and security systems will need to be rebuilt following any event impacting their integrity.	
	Capability Target: Local government and private facilities will complete ACAMs or other risk assessments of 100% of key structures and resources in their jurisdiction; follow up to assessment will be appropriate hardening of these locations. Fences and other security measures will be maintained/ restored quickly following any large event.	
	Risk Management for Protection Programs and Activities	Local law enforcement and private/public stakeholders will work with state CI/KR teams to identify, assess, and prioritize risks to inform Protection activities and investments.
	Greatest Estimated Impacts: 1) HAZMAT responders must be familiar with materials in storage and those transported through their region; and 2) Venues must understand risk through ACAMS participation or other risk assessment.	

	Core Capability	Desired Outcome
	Capability Target: Local government and private facilities will complete ACAMs or other risk assessments of 100% of key structures and resources in their jurisdiction; follow up to assessment will be appropriate hardening of these locations.	
	Supply Chain Integrity and Security	Government at all levels and other key stakeholders will work with other states and federal counterparts to strengthen the security and resilience of the supply chain. This would include protecting agricultural and manufacturing assets within the region through increased awareness and facility training.
	Greatest Estimated Impacts: 1) Businesses need COOP procedures in place and to identify alternate suppliers; 2) Rail yards and other transportation nodes require risk assessment and protective measures taken; and 3) Vendors and suppliers must be proactive in establishing protective measures for their goods.	
	Capability Target: Local/state governments in cooperation with private sector partners will complete COOP/COG plans that are inclusive of the whole community.	
Mitigation	Community Resilience	Local and state governments will work with federal counterparts to integrate the effort among the whole community, including various volunteer organizations, non-profits and others, to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish mitigation and improve resilience. Once established, these plans will be exercised routinely.
	Greatest Estimated Impacts: 1) Local leaders should identify shelters and raise awareness; 2) Planning can serve to identify threats, alternate routes of travel and optimize location of response assets; and 3) Gov't services can be moved from concentrated areas as improvements/replacement structures are built.	
	Capability Target: Local/state governments in cooperation with private sector partners will complete COOP/COG plans that are inclusive of the whole community and promote self-reliance to the extent possible. These plans will be exercised routinely in accordance with rules or policy.	
	Long-Term Vulnerability Reduction	Governments at all levels will build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
	Greatest Estimated Impacts: 1) Planning can serve to identify threats, alternate routes of travel and optimize location of response assets; and 2) Venues must understand risk through ACAMS participation.	
	Capability Target Local/state governments in cooperation with private sector partners will complete COOP/COG plans that are inclusive of the whole community and promote self-reliance to the extent possible. These plans will be exercised routinely in accordance with rules or policy.	
	Risk and Disaster Resilience Assessment	Local, regional and state planning and assessment will stress identifying risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience. Once plans are established, they will be exercised on a regular basis.

	Core Capability	Desired Outcome
	Greatest Estimated Impacts: 1) HAZMAT responders must be familiar with materials in storage and those transported through their region; and 2) Venues must understand risk through ACAMS participation.	
	Capability Target: Local/state government and private facilities will complete ACAMs or other risk assessments of 100% of key structures and resources in their jurisdiction; follow up to assessment will be appropriate hardening of these locations. These plans will be exercised routinely in accordance with policy.	
	Threats and Hazard Identification	Through routine strategic planning, regions across the state will identify the threats and hazards that occur in their geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of the region. The process of threat and hazard identification will be sustained through ongoing reassessments that occur every 3-5 years.
	Greatest Estimated Impacts: 1) HAZMAT responders must be familiar with materials in storage and those transported through their region; and 2) Venues must understand risk through ACAMS participation.	
	Capability Target: Local governments will assess threats/hazards and provide information that will allow AHCs to complete regional THIRAs and RSP updates. Although this is an ongoing process, these jurisdictional assessments will be completed at least every 3-5 years and will feed into the state plans. To the extent possible, AHCs will assist local government efforts in ACAMs assessments, and development of COOP plans that are inclusive of the whole community and promote self-reliance. These plans will be exercised routinely in accordance with rules or policy.	
Response	Critical Transportation	State partners, counties and city governments will assess current transportation needs and capabilities. Based upon this assessment, they will develop plans and infrastructure to provide transportation services for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas. These plans will be exercised routinely.
	Greatest Estimated Impacts: Following a large storm, potentially, hundreds of miles of roads will need clearing, 100s of bridges assessed and utilities restored for tens of thousands. Transport for thousands will be needed.	
	Capability Target: Local government will provide baseline information to AHCs and other regional/state planning bodies that will aid in assessing regional transportation needs and prepare/exercise transportation and evacuation plans that are adequate to meet these needs. These plans will be exercised routinely in accordance with rules or policy.	
	Environmental Response/Health and Safety	Government at all levels, private entities and others will work with federal counterparts to ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
	Greatest Estimated Impacts: All applicable OSHA standards and training should be followed by responders, who should also comply with H&S rules and SOPs developed by their individual employers. Adequate air monitoring is an important aspect of on-site safety in any situation involving WMD and/or hazardous materials.	
	Capability Target: Government at all levels will set aside sufficient resources to ensure that public safety personnel receive all necessary initial and ongoing training, routine exercises and that they have access to	

Core Capability	Desired Outcome
equipment and materials that protect them from exposure to hazardous materials and/or other injury during all types of responses.	
Fatality Management Services	The state will make plans to provide fatality management services, including body recovery and victim identification. In large events, locals will work with regional hospitals, state and/or federal authorities to provide victim tracking, temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Greatest Estimated Impacts: Following a large cyclonic event, widespread flooding or biological attack, temporary mortuary services will be required for tens to several hundred fatalities.	
Capability Target: Government at all levels will have – or have access to - fatality management capabilities sufficient to address a worst-case event. These plans will be exercised routinely in accordance with rules or policy.	
Mass Care Services	Local, state and private resources in the region, such as EMAs and various recognized volunteer and faith-based organizations, will work in unison to provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
Greatest Estimated Impacts: Emergency shelter and food will be needed short-term for dozens to thousands of people, depending upon the cause.	
Capability Target: Careful planning with all stakeholders will ensure that local/state governments will have – or have access to – shelter, food and other mass care capabilities sufficient to address a worst-case event. These plans will be exercised routinely in accordance with rules or policy.	
Mass Search and Rescue Operations	Local agencies, elected officials and managers across each geographic region will support state-funded search and rescue teams (GSAR) with local assets, including personnel, services, and animals, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Greatest Estimated Impacts: A very large event involving widespread damage to hundreds of commercial buildings and homes will vastly overwhelm all GSAR assets.	
Capability Target: Search and rescue capabilities necessary to address the aftermath of a severe weather event or terrorist attack will be available within 2 hours anywhere in the state. These teams and plans will be exercised annually on a regional basis and statewide every 2 years.	
On-Scene Security and Protection	Law enforcement at all levels will operate in unison with private security and others to ensure a safe and secure environment through protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
Greatest Estimated Impacts: Following a large storm/flood, physical security will be needed for a large geographic area and will require assets from multiple agencies; while in terrorist-type events, some specialized	

Core Capability	Desired Outcome
skills may be needed to spot secondary devices, for example.	
Capability Target: Law enforcement will have contingency plans that include state assets and mutual aid agreements in place that are adequate to provide security for a variety of events. These plans will be exercised routinely in accordance with rules or policy.	
Operational Communications	In order to ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, local governments will develop TIC Plans that effectively utilize local and regional communications resources in conjunction with the statewide GIN. This requires ongoing training and exercises.
Greatest Estimated Impacts: Local, regional and statewide communications assets including the GIN and MCVs will meet communications needs.	
Capability Target: Local governments will work with state counterparts to ensure that local, regional and statewide interoperability resources are supported through training and exercises, and that interoperable communications are available within 2 hours of a major event. These plans will be exercised routinely in accordance with rules or policy.	
Public and Private Services and Resources	Local governments will work closely with the chamber of commerce, GEMA and private stakeholders to plan to provide essential public and private services/resources to the affected population and surrounding communities. This includes emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services. These essential services must be provided prior to reentry by citizens. These service providers should be included in planning and exercises.
Greatest Estimated Impacts: Following a hurricane and/or widespread flooding, potentially tens of thousands of people will need some sort of support or replacement services for months or years.	
Capability Target: Government at all levels will institute all-of-community planning to provide services and resources to all communities impacted by natural or manmade disasters. These plans will be exercised routinely in accordance with rules or policy.	
Public Health and Medical Services	Local hospitals, EMS providers, nursing homes and state public health personnel will develop and practice plans for providing lifesaving medical treatment and patient tracking/accountability via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
Greatest Estimated Impacts: Following a hurricane and/or widespread flooding, potentially tens of thousands will need support services for months or years.	
Capability Target: Local hospitals, EMS providers, nursing homes and state public health personnel will acquire tools for patient tracking and develop/practice plans for patient surge and providing lifesaving medical treatment for 100% of providers, emergency responders, and the public. These plans	

	Core Capability	Desired Outcome
	will be exercised routinely in accordance with rules or policy.	
	Situational Assessment	Government at all levels and other key stakeholders will utilize tools such as ICS, EMnet, GODAWGS, WebEOC and the statewide GIN to provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
	Greatest Estimated Impacts: 1) Numerous trained assessment teams will be deployed within 12-24 hours of event; and 2) On-site responders will accurately assess damages/losses and report back to IC, JIC and/or EOC.	
	Capability Target: Government at all levels and responders will have – or have access to – sufficient assessment teams to provide critical decision-making information within hours or days of a large event. All responses will utilize ICS in event management. ICS will be a component of all exercises.	
Response and Recovery	Infrastructure Systems	Local governments and law enforcement will mesh information from informal assessments with that gathered by state CI/KR teams to assess regional infrastructure and system resources using ACAMs. In addition, in the event of disaster, once it is safe to do so, work quickly to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
	Greatest Estimated Impacts: 1) In a hurricane/flood, all utilities will be lost for tens / hundreds of thousands, and must be restored as soon as conditions allow; 2) Bridges and roadways will require inspection to facilitate recovery; and 3) agricultural nodes/sites may need extensive cleanup and/or demolition.	
	Capability Target: Government at all levels and their private sector partners will lead efforts in ACAMs/risk assessments, and development of COOP plans that are inclusive of the whole community and promote self-reliance to the extent possible. In addition, local governments will have – or have access to – sufficient assessment teams to provide critical decision-making information within hours or days of a large event.	
Recovery	Economic Recovery	Local elected officials and governments across the region will work with state and federal resources to quickly return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
	Greatest Estimated Impacts: With a hurricane and widespread flooding, losses will be in the tens to hundreds of millions of dollars and require 2-10 years for recovery. An agricultural attack would likely impact public confidence in food supplies and lead to slow economic recovery in that sector.	
	Capability Target: Government at all levels and private partners will lead efforts in COOP plans that are inclusive of the whole community and promote self-reliance to the extent possible. These plans will be exercised routinely in accordance with rules or policy.	
	Health and Social Services	Local hospitals, EMS providers, nursing homes and state public health will utilize all necessary tools, including those relating to patient tracking and accountability successfully restore and improve health and social services networks to promote the resilience, independence, health

Core Capability	Desired Outcome
	(including behavioral health), and well-being of the whole community.
Greatest Estimated Impacts: With a hurricane and widespread flooding, potentially, tens of thousands will need support for months or years.	
Capability Target: Local/state health organizations and their private partners will have COOP and coordinated response plans that are inclusive of the whole community and promote self-reliance to the extent possible. These plans will be exercised routinely in accordance with rules or policy.	
Housing	Counties and cities in all regions of the state will work with state agencies to develop appropriate needs assessments and plans to implement short and long-term housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Greatest Estimated Impacts: With a hurricane and widespread flooding, thousands will need temporary/ permanent replacement housing.	
Capability Target: Government at all levels will work with state and federal partners to develop housing plans that are inclusive of the whole community and promote self-reliance to the extent possible. These plans will be exercised routinely in accordance with rules or policy.	
Natural and Cultural Resources	All state and local planning and response activities will be undertaken in a manner to raise general awareness of and to protect natural and cultural resources and historic properties.
Greatest Estimated Impacts: Many cultural and historic resources will be lost, depending on the severity of the storm or type of other incident.	
Capability Target: Government at all levels will identify at-risk natural and cultural resources and will raise local awareness and develop plans for their protection/preservation in the event of a severe storm or terrorist attack. When disaster strikes, local governments and their state/federal partners will comply with EHP requirements during assessment and recovery activities.	