



FY 2024 HSGP Extended Capability Priorities Guidance

Applicants can use the following information as a guide to assist with:

- Interpretation of each core capability.
- Identification of capability gaps addressed as “areas of focus” which aids in the selection of potential projects.

This document was developed to facilitate the application process by highlighting key areas of improvement that will enhance North Carolina’s overall resiliency and preparedness by aligning efforts with the National Preparedness Goal (NPG) and National Preparedness System (NPS).

This guidance adopts elements from the established capability targets found in the 2022 North Carolina Threat Hazard Identification and Risk Assessment (THIRA), critical tasks outlined by the respective FEMA/DHS National Frameworks, and capability gaps identified in the 2022 North Carolina Stakeholder Preparedness Report (SPR). Domestic Preparedness Regions (DPRs) are allowed to utilize a local and/or state THIRA.

Please note that all scope of work is required, by DHS, to have a terrorism nexus and if applicable a Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) within their project description.

Intelligence and Information Sharing (Preparedness, Prevention and Protection Mission Areas)

Intelligence and information sharing entails, but is not limited to, the following:

- Identifying, developing, and providing intelligence to stakeholders that is timely, credible, and actionable.
- Processing data into comprehensible intelligence.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Increase awareness of roles and capabilities with public and private sector partners; improve multi-agency/multi-partner integration.
- **Equipment** – Integrate online case-management systems; social media analytic software; use of existing remote sensing infrastructure to transmit data. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at [fema.gov](https://www.fema.gov).



- **Training** – Enhance real-time analytical capabilities; training on web-based risk applications. A syllabus and class roster are required.
- **Exercises** – Exercise lessons learned utilizing analytical capabilities to determine gaps and appropriate remedies for information gathering and distribution. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Interdiction and Disruption (Preparedness, Protection Mission Area)

Interdiction and disruption entails, but is not limited to, the following:

- Maximize ability to secure against fraudulent activity/cyber-crimes.
- Leverage upstream network internet service providers (ISP) to block cyber-attacks.
- Protect against the illicit movement of goods and/or persons associated with an identifiable threat.
- Deploy assets to interdict, deter, or disrupt threats from impacting Critical Infrastructure & Key Resources (CI/KR) and/or residents.
- Interdict and/or disrupt acts of terrorism.
- Detect and render safe hazardous material.
- Protect against the spread of disease(s).

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Review and update state agency plans; share sector specific concerns with law enforcement; update policies and procedures for all-hazard interdiction.
- **Equipment** – Increase working space to accommodate more Task Force Officers (TFOs) and co-locate with emergency response assets under Department of Public Safety; maintain hazardous material detection and response equipment; need better perimeter protection of networks and Critical Infrastructure/Key Resources (CI/KR); network screening. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Improve terrorism and cyber awareness; cultural awareness training; implement advanced training on trends beyond basic law enforcement; microbiological/chemical sampling and shipping of samples to avoid contamination. A syllabus and class roster are required.
- **Exercises** – Incorporate interdiction and disruption protocols for terrorism, cyber-attacks, and/or hazardous material incidents during exercises and/or real-world events. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Cybersecurity (Preparedness, Protection Mission Area)

Cybersecurity entails, but is not limited to, the following:

- Preventing cyber-attacks and data breaches.
- Detecting and analyzing malicious activity.
- Developing collaborative plans with partners to coordinate incident response activities.
- Participating in collaborative cybersecurity initiatives and efforts.

- Protecting physical and cyber assets, networks, applications, and systems that are vulnerable to exploitation.
- Securing public networks and infrastructure.
- Building, sustaining, and enhancing a state cybersecurity program and leverage cybersecurity capabilities of stakeholders across all sectors to maximize effectiveness.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Cross-agency collaboration on unified cyber plan to address prevention, security, and response; development of redundancy pathways; identifying and prioritizing vulnerable systems; developing alternate/backup emergency plans should systems and NC SPARTA (WebEOC) become compromised.
- **Equipment** – Collecting and analyzing log data from various security systems and implementing findings/results to identify priority security alerts, developing direct link/internal system with State Emergency Operations Center (SEOC), NCEM Branch Offices, and local counties. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Non-technical cybersecurity awareness training; training on contingency solutions (default plan) should primary systems become compromised. A syllabus and class roster are required.
- **Exercises** – Exercising “default plans;” exercising redundant systems; multi-agency exercises. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Planning (Preparedness, Prevention, Protection, Mitigation, Response, and Recovery Mission Areas)

Planning entails, but is not limited to, the following:

- Maintaining/developing actionable all-hazard plans (e.g., cyber, abandoned vehicles, etc.).
- Enhancing local and regional planning capabilities through online templates.
- Leveraging new technology to improve data modeling for planning.
- Developing default plans should system become compromised.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Identify current risks, critical infrastructure & key resources (CIKR), and federal and/or state priorities to inform the update of operational and strategic plans; develop cybersecurity response plan; incorporate whole-community approach into plans; develop default plans should system become compromised.
- **Equipment** – Common operating platform; leverage new technology to inform planning efforts. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Train stakeholders on strategic and operational planning processes, as well as GIS systems; conduct outreach initiatives to gain collective interest in use of available planning tools. A syllabus and class roster are required.

- **Exercises** – Vary scenarios to address entire range of threats and hazards; standardize after action reporting and corrective action tracking. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Mass Search and Rescue Operations (Preparedness, Response Mission Area)

Mass SAR operations entail, but are not limited to, the following:

- The coordination and execution of rescue operations within the first eighty-two hours of a widespread incident which spans across up to thirty counties.
- Execution of rescue operations for humans, special needs populations, companion animals, and livestock.
- Conduct rescue operations across diverse environments (e.g., urban, wilderness, swift water, and mountain) in coordination with community-based, local, regional, national, and international teams to augment identification and rescue capabilities.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Additional resource identification; planning coordination and integration of federal, state, and local planning; improve capability to assist companion animals and livestock.
- **Equipment** – Improve K-9 SAR and structural specialist readiness; pharmaceutical caches and disaster medical components specific to SAR; specific equipment for companion animals and livestock. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Integration of state SAR resources into local response; address veterinary services. A syllabus and class roster are required.
- **Exercises** – Utilize the integrated training to exercise coordinated responses supporting Mass Search and Rescue efforts. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Public Health and Medical Services (Preparedness, Response Mission Area)

Public health and medical services entail, but are not limited to, the following:

- Supporting illness/injury/fatality surveillance during first forty-eight hours of an incident.
- Implementation of life safety measures (e.g., public service messages, shelter in place advisories, personal protective equipment recommendations, boil water alerts).
- Supporting the conduct of triage, stabilization, transport, and treatment of acute casualties within first forty-eight hours of an incident.
- Supporting documentation process.
- Supporting medical and non-pharmaceutical countermeasures.
- Supporting health risk assessments.
- Sustainment of patient confidentiality standards.
- Supporting the restoration of medical resources to pre-incident levels concluding response activities.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Validate plans through exercises, exercise deployment and demobilization of assets.
- **Equipment** – Support of long-term sustainment of calibration and maintenance. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Collaborate with training partners to identify training gaps. A syllabus and class roster are required.
- **Exercises** – Validate plans through deployment, implementation, and demobilization of assets. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Risk and Disaster Resilience Assessment (Preparedness and Mitigation Mission Area)

Risk and disaster resilience assessment entails, but is not limited to, the following:

- Contributing to statewide consensus, assessment, and prioritization of cyber and physical critical assets.
- Establishing common operations based on shared risk assessment data.
- Creating redundant systems for information storage.
- Building capability in communities to assess and analyze risk and resiliency.
- Consolidation of analysis efforts to assist development of uniform assessments.
- Using risk assessments to inform exercises.
- Developing credible data by using accepted risk assessment methods, tools, applications, etc.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Development of localized cybersecurity plans and analysis; coordinate planning efforts with private and non-governmental sectors; improve inter-agency coordination to interpret resiliency data.
- **Equipment** – Use of available resources to enhance levels of threat awareness in the public and private sectors through web-based platforms; review interoperability of different agency and/or partner resiliency equipment. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Improve inter-agency and/or stakeholder coordination on training for mutual aid analysis to interpret resiliency data. A syllabus and class roster are required.
- **Exercises** – Increase “resiliency” aspect into exercises. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Public Information and Warning (Preparedness, Prevention, Protection, Mitigation, Response, and Recovery Mission Areas)

Public information and warning entails, but is not limited to, the following:

- Providing prompt (within two hours of receipt of threat/hazard), accurate, coordinated, and actionable public warnings through multiple means, such as social media, to alert potentially impacted residents and visitors.
- Providing multi-linguistic public warnings and information.
- Providing public warnings and information to intellectual or developmental disability and functional needs populations.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Enhance social media capabilities as a means of notification; broadcast media and social media to enhance information; ensure marginalized populations are notified and know the protocols for receiving information.
- **Equipment** – Create surge capacity for emergency telephone systems; leverage low-bandwidth mediums. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Define integration standards and capabilities for primary and secondary means of communication. A syllabus and class roster are required.
- **Exercises** – Test notification systems to determine public’s ability to receive and transmit safety information and guidance; enhance the process to validate information disseminated during recovery operations. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Fatality Management Services (Preparedness and Response Mission Area)

Fatality management services entail, but are not limited to, the following:

- Supporting operations to recover and document/identify up to fifty human fatalities within the first seventy-two hours of an event.
- Supporting operations to recover and document poultry, hog, and cattle fatalities.
- Supporting the implementation of mobile rendering facilities for animal mortality.
- Providing transportation of deceased persons to mortuary.
- Providing transportation of deceased animals to disposal facilities.
- Supporting establishment of temporary mortuary solutions.
- Supporting the reunification of family members with missing persons/remains.
- Providing support counseling for families of deceased loved ones.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Assess current plans in compliance with statutes, regulations, or standards; develop and/or complete hazard, threat or incident specific annexes; development of sub-jurisdictional planning; improving coordination with private and/or non-profit sectors; better incorporate individuals with access or functional needs into plans; validate plans through training and exercises.
- **Equipment** – Development and testing of electronic death reporting system; develop capacity to collect/analyze ante mortem and postmortem reports. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.

- **Training** – First responder training for mass fatality events; increased training on proper handling of remains; improve training to address all aspects of fatality management. A syllabus and class roster are required.
- **Exercises**- Exercise components of the SMORT; integrate jurisdictional mass fatality units with SMORT; multi-partner exercise (example: NC Department of Agriculture, DPRs, and county emergency management personnel). All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Mass Care Services (Preparedness and Response Mission Area)

Mass care services entail, but are not limited to, the following:

- Pre-staging of critical commodities forty-eight hours in advance on an incident.
- Determining available inventory seventy-two hours in advance of an incident.
- Identifying commodity distribution points/shelters within twenty-four hours on an event.
- Supporting mass care services for up to 75,000 humans, as well as animals.
- Delivery of resources and services to those with access and functional needs.
- Ensuring shelters and housing options are physically accessible for individuals with disabilities and others with access and functional needs.
- Provision of relocation assistance or temporary housing solutions for families who cannot return to their original home.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Development of multi-hazard evacuation and sheltering annexes; enhancing alternate care facilities and medical support shelters; build and/or enhance capability to transport personnel and/or resources to and from impacted area(s); delivery of feed to swine/poultry/other livestock farms and/or delivery of animals to market both before and after event.
- **Equipment** – Increase coverage of Mass Care Support Trailers (MCST) and Companion Animal Mobile Equipment Trailers (CAMETS). All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Support training and education to enhance staff development and staffing resources; identify functional need support services; conduct community assessment to identify training needs to address rural communities. A syllabus and class roster are required.
- **Exercises** – Exercise National Veterinary Stockpile; incorporate industry partners in exercises; include Agricultural Emergency Response Teams (AERTs) to assess effectiveness in rural communities. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Community Resilience (Preparedness and Mitigation Mission Area)

Community resilience entails, but is not limited to, the following:

- Supporting the preparation of approximately 9.9 million North Carolina residents for self-reliance during events.
- Building constructive relationships with communities to mitigate the loss of life and property when disasters occur.
- Implementing proactive planning, response, and long-term reduction actions in the whole community.
- Analyzing and assessing the unique risks in communities (physical, social, economic, environmental, etc.) to inform best means to build, sustain, and/or enhance a community's resilience to natural, human, and technological hazards.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Improve understanding of community; collaborative planning and decision-making; incorporate more partners into plans; increase coordination of plans with private and/or non-profit sectors; improve public outreach regarding plans, as well as preparedness education.
- **Equipment** – Increase necessary equipment for trained Community Emergency Response Team (CERT) team members. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Expand capacity to deliver CERT and/or donations management training. A syllabus and class roster are required.
- **Exercises** – Inclusion of CERT teams and donations management in local exercises. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Health and Social Services (Preparedness and Recovery Mission Area)

Health and social services entail, but is not limited to, the following:

- Restoring access to health and medical care for vulnerable populations within a community within forty-eight hours of an incident.
- Cataloging/maintaining a list of programs (e.g., social, financial, physical/mental health, etc.) that are available for survivors prior to a catastrophic event.
- Ensuring prioritization of recovery efforts for health and social services is completed within twenty-four hours on an event.
- Restoring commercial power to support hospitals.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Improve coordination with non-profit and private sectors; improve public outreach; incorporate individuals with access or functional, as well as Intellectually and Developmentally Disabled (IDD) population, needs into planning process.
- **Equipment** – Improve coordination among organizations and integration of existing resources. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.

- **Training** – Address training gaps caused by attrition and turnover; implement multi-jurisdictional training to address roles and responsibilities. A syllabus and class roster are required.
- **Exercises** – Implement this capability in exercises. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Risk Management for Protection Programs and Activities (Preparedness and Protection Mission Area)

Risk management for protection programs and activities entails, but is not limited to, the following:

- Implementing risk assessment process to identify and prioritize assets, systems, and networks.
- Building analysis and assessment capabilities within communities to assess risk, resilience, and inform protection programs and activities.
- Implementing new technologies or improved methodologies to analyze and assess a community's risks and resiliency to inform protection programs and activities.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Identification of critical assets, systems, and networks; development and implementation of risk analysis to inform local plans; improvement of inter-agency coordination to interpret resiliency data.
- **Equipment** – Implementation of available resources to enhance levels of threat awareness in public/private sectors (e.g. secure web-based platforms). All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Improving multi-partner coordination on training for mutual aid analysis to interpret resiliency data. A syllabus and class roster are required.
- **Exercises** – Increase incorporation and frequency of exercising “resiliency” (e.g. resiliency of assets, systems, networks, etc.). All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Long-term Vulnerability Reduction (Preparedness, Mitigation Mission Area)

Long-term vulnerability reduction entails, but is not limited to, the following:

- Reviewing risk metrics and analyzing/prioritizing 100% of data from risk assessments.
- Building, sustaining, and/or enhancing resilient systems, communities, and infrastructure.
- Establishing standards and/or practices to reduce long-term vulnerability in the community.
- Educating whole-community to develop preparedness plans.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** – Develop partnerships with state, regional, local, and/or private sector stakeholders to coordinate the alignment and interoperability of risk assessments.
- **Equipment** – N/A.
- **Training** – Address training gaps resulting from turnover and attrition; increase private sector and/or community outreach; implement multi-jurisdictional training. A syllabus and class roster are required.
- **Exercises** – Increase incorporation of long-term vulnerability reduction into exercises. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

Economic Recovery (Preparedness and Recovery Mission Area)

Economic recovery entails, but is not limited to, the following:

- Identifying tangible and intangible costs of a regional incident for analytical purposes and develop a plan for impacted areas to mitigate potential direct and indirect financial losses.
- Prioritizing local needs based on local businesses.
- Restoring food, fuel, and critical public facilities such as hospitals.
- Addressing displaced residents to restore way of life and mitigate loss of long-term tax revenue.
- Coordinating with League of Municipalities to assist in restoration of local businesses.
- Addressing Continuity of Operations.
- Ensuring and notifying consumers that impacted area is safe for return.

Areas of focus should include, but are not limited to, the following capability gaps:

- **Planning** - Develop operational/recovery plans that entail pre-staging of resources for regions greatly impacted by the recession; researching untraditional funding sources pre-event; increase linkage of preparedness activities and structure to the support/structure of local enterprises.
- **Equipment** – Increase involvement of private sector in analytical/situational awareness applications. All equipment must have an allowable Approved Equipment List number (AEL). AEL information can be found at fema.gov.
- **Training** – Train on basic use of applications and the elements of local businesses that are vulnerable to probable and plausible risks. A syllabus and class roster are required.
- **Exercises** – Increase participation from non-governmental organizations and private sector. All exercises must align with the Homeland Security Exercise and Evaluation Program (HSEEP). A Roster and an AAR are required.

For additional guidance please feel free to access the following links:

<https://www.fema.gov/grants/preparedness/homeland-security>

<https://www.ncdps.gov/our-organization/emergency-management/emergency-management-grants/homeland-security-grant-program-hsgp>