



# Snohomish County

Department of Emergency Management

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2020-2022 Training and Exercise Plan (TEP)

December 11, 2019

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## Preface (Director's Letter)



**Snohomish County**  
**Department of Emergency**  
**Management**

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December 11, 2019

**Dave Somers**  
*County Executive*

Greetings,

I am pleased to introduce you to Snohomish County's 2020-2022 Training and Exercise Plan (TEP). This year's TEP incorporates the results of DEM's annual Training and Exercise Workshop (TEPW), pre-TEPW survey, and input from our annual Training & Exercise Plan (TEP) briefing workgroup. This plan also incorporates lessons learned from recently completed South Whidbey Island Fault (SWIF) functional exercise, from our ECC activation in response to February's snowstorms, and from our ongoing activation in response to Snohomish County's opioid epidemic. That input and those lessons learned provide us with a "map" to success during the 2022 Cascadia Rising functional exercise. This TEP is that map.

Here at DEM, we will continue to focus on the Core Capabilities that remain at the forefront of our efforts to build and maintain a resilient response capability within Snohomish County: Operational Coordination, Operational Communication, Planning, Resource Management, Situational Assessment, and Public Information & Warning. In other words, we will continue to focus on perfecting the fundamentals of how we support each other, how do we talk to each other, how do we share valuable information, and how do we request and give support.

As we move toward 2022, we will be working closely with our departmental partners to align other Core Capabilities to the Snohomish County Comprehensive Emergency Management Plan (CEMP). That will create a connection between the roles and responsibilities assigned in the CEMP to planning, training, and exercising that supports the success of our emergency support function lead agencies.

Speaking of those partners, I would be remiss if I didn't mention the outstanding collaboration we have within Snohomish County, and with our regional, state, and federal partners. Snohomish County DEM simply cannot do this work alone. Disaster preparedness, response and recovery is the ultimate team sport; our team is all of you and the capabilities that you bring. We are grateful for your support.

Finally, I am incredibly grateful for the hard work being done by the team here at Snohomish County DEM. They work extremely hard to develop and deliver training that enhances our priority capabilities; they also go above and beyond to coordinate the delivery of training to enhance our partners' capabilities. If you have questions about this TEP, please contact Mark Murphy, DEM's exceptional Training & Exercise Program Manager.

Best regards,

Jason M. Biermann  
Director

## Training and Exercise Point of Contact

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## Training and Exercise Plan (TEP) Purpose and Methodology

The purpose of the Snohomish County TEP is to guide the department’s training and exercise efforts in a manner that focuses on maintaining or improving core capabilities. Included in this TEP is our multi-year training and exercise forecast. This forecast summarizes proposed Training & Exercise (T&E) activities scheduled for the calendar years 2020-2022. It is representative of the natural progression of training and exercises outlined by the Homeland Security Exercise Evaluation Program (HSEEP) Progressive Exercise Cycle approach.

The Snohomish County TEP outlines training and exercise supported by the County's Department of Emergency Management. These include T&E activities for Snohomish County departments, our ILA-affiliated jurisdictions, and the other emergency management agencies within our jurisdictional borders.

Also, when requested, Snohomish County DEM endeavors to support the T&E efforts of our partners in Homeland Security Region #1, the Seattle Urban Area Security Initiative (UASI), and the Washington Military Department's Emergency Management Division (EMD).

### All-Hazards Capabilities Based Planning

The National Preparedness Goal document, released in September of 2011 and updated in 2015, defines preparedness for the whole community in the event of all types of disasters and emergencies. The National Preparedness Goal is:

*“A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”*

In addition to this overarching goal, the document describes 32 activities, called Core Capabilities, which address the most significant risk to the nation. These targets recognize that every jurisdiction needs the flexibility to determine how they apply their resources, based on the threats that are most relevant to them and their communities.

The National Preparedness Goal organizes the Core Capabilities into the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery (see Appendix A).

Snohomish County implements an annual Mission Area focus of Response (2020), Recovery (2021), and Mitigation (2022), as well as a constant focus of Prevention/Protection area in all years. The Response, Recovery, Mitigation cycle will repeat in 2023-2025. See example below.

Calendar Year Mission Area Focus					
2020	2021	2022	2023	2024	2025
Response	Recovery	Mitigation	Response	Recovery	Mitigation
Prevention/Protection					

### Snohomish County Multi-Year Training and Exercise Planning Methodology

Snohomish County utilizes the Homeland Security Exercise and Evaluation Program (HSEEP) to:

- Use exercises to examine our current Core Capability levels and identify gaps
- Pinpoint training activities to fill those gaps.

We articulate those forecasted training and exercise activities annually in the multi-(three)-year Training and Exercise Plan (TEP).

We conducted the planning process for the 2020-2022 Snohomish County TEP through a review of the County's Exercise After Action Review/Improvement Plan (AAR/IP) results, jurisdictional/department/agency surveys, and County Training and Exercise Workshop (TEPW) on April 24<sup>th</sup>. These events were synchronized with the State's Training and Exercise Planning Workshop (TEPW) on June 19<sup>th</sup> and follows a capabilities-based planning structure.

## Training and Exercise Program Priorities

Due to limited time and resources, the DEM Director has:

- Limited training and exercise efforts to the primary hazards identified in the DEM Hazard Mitigation Plan (HMP).
- Prioritized six Core Capability focus areas to be part of facilitated training and exercise events.

The goal of this approach is to build and maintain core management competencies and fulfill NIMS implementation guidance. Our ultimate objective is to have a highly trained workforce that:

- Operates from a synchronized County to Local Jurisdiction Standard Operating Guideline (SOG).
- Is trained/tested to a common competency standard at all levels and functions.

Select complementary Adjunct Focus areas will be added to meet training/exercise objectives. Additionally, we will train/exercise the full complement of Core Capabilities (see Appendix A) from the other Mission Areas as opportunities allow.

### Primary Focus Areas

- |                                                  |        |
|--------------------------------------------------|--------|
| • Planning (All)                                 | All    |
| • Operational Coordination (All)                 | All    |
| • Operational Communication (Response)           | ESF-2  |
| • Situational Awareness (Response)               | ALL    |
| • Logistics & Supply Chain Management (Response) | ESF-7  |
| • Public Information & Warning (All)             | ESF-15 |

### Adjunct Focus Areas

- |                                                                      |               |
|----------------------------------------------------------------------|---------------|
| • Infrastructure Systems (Response & Recovery)                       | ESFs-1,2,3,12 |
| • Critical Transportation (Response)                                 | ESF-1         |
| • Environmental Response, Health & Safety (Response)                 | ESF-8,10      |
| • Fatality Management Services (Response)                            | ESF-8         |
| • Fire Management & Suppression (Response)                           | ESF-4         |
| • Mass Care Services (Response)                                      | ESF-6         |
| • Mass Search & Rescue Operations (Response)                         | ESF-9,13      |
| • On-Scene Security, Protection, & Law Enforcement (Response)        | ESF-13        |
| • Public Health, Healthcare, & Emergency Medical Services (Response) | ESF-4,8       |

## Training and Exercise Program Management

Our training and exercise strategy's foundation is the guidance established in federal doctrines such as the National Incident Management System (NIMS) Training Program, the National Preparedness Goal, and the Homeland Security Exercise and Evaluation Program (HSEEP).

To this, we overlay any additional requirements, including grant compliance, State and Regional priorities, and ultimately those developed through the processes outlined earlier in this document.

Strategically, we intend to meet these requirements in a straightforward, common-sense way by collaborating with our partners to ensure the most efficient use of limited resources.

### General Guidelines

To best coordinate our efforts, participating jurisdictions/agencies forecast their upcoming training and exercise support requests at the annual County Training and Exercise Planning Workshop (TEPW).

- All un-forecasted or non-priority focused training and exercise request will be considered an out of cycle/priority request. The DEM Director or Deputy approves each out of cycle/priority request on a case by case basis.
- In addition to annual forecasting, participating jurisdictions/agencies must have appropriate plans (CEMP, EOC SOG, etc.) in place to form the foundation of training/exercise events.
- If a jurisdiction/agency does not have the appropriate plan, then training/exercise support is limited to plan development workshops.
- Once appropriate plans are in place, a jurisdiction/agency may forecast custom training & exercise events at the annual County TEPW.
- DEM provided/coordinated training courses have a student minimum (floor) and maximum (ceiling) for the number of attendees:
  - Courses that do not meet the class minimum will be canceled and rescheduled if warranted, generally 10-days before the class date.
  - Courses that exceed the class maximum will generate a "standby" list. Personnel on the "standby" list will have priority from attendee cancellations; slots do not belong to the applicant or applicant's agency.
  - Attendees withdrawing from a course must notify the Course Manager as soon as possible to allow for notification of "standby" list applicants.
- Students that frequently withdraw from or "no notice no-shows" to a class may be prohibited from attending future DEM training events. Note this policy follows the policies established by FEMA, Consortium Providers, and Washington State's training program guidance.
- DEM does not utilize group reservations for classes; it is each prospective student's responsibility to register for a class.

### Credentialing

Historically, credentialing of the County's ECC and Jurisdiction's EOC workforce has not been standardized. Efforts have been isolated, non-uniform, and uneven across the County.

In 2020, Snohomish County DEM is launching a County-wide credentialing effort to ensure we have a uniform and documented process for our ECC/EOC staff.

### *What is Credentialing*

Credentialing is an evidence-based system that defines levels of proficiency for all County ECC/EOC positions. The program allows managers to monitor and evaluate whether individuals meet the training qualifications and work performance standards.

Credentialing will enable each agency/jurisdiction to train and manage their current and prospective workforce more accurately. The program's goal is to provide governance, processes, and tools for recruiting, training and utilizing personnel with specific skill-sets needed to both general and function-specific tasks within an ECC/EOC environment.

### *Implementation*

The initial focus of the credentialing program will be the evaluation of the current system(s) of record and published qualification standards.

Concurrent with the initial focus will be the development and establishment of County-wide specific:

- Individual Basic Qualification & Training Requirements
- Position Specific Qualification & Training Requirements
- Systems of record (individual & organization)

The mid-term focus will revolve around:

- Providing training opportunities for personnel to meet recommended training qualifications
- Conducting drills and exercises to validate the training

Long-term program sustainment will involve:

- Evaluating established training courses for adequacy and relevance.
- Exploring new training opportunities and drills/exercises to provide continued personnel/organization skill maintenance and growth

DEM will publish additional guidance and a detailed implementation plan separately in 2020.



## Training Program

Snohomish County DEM strives to facilitate and deliver the courses that support the components of our training program:

1. **NIMS Command and Management Training.** The Snohomish County training program adheres to FEMA's 2011 NIMS Training Program, specifically, that "Organizations should use their hazard analysis to determine the 'types' of incidents most likely to occur and tailor their NIMS training to meet their needs".

Because of the differences in mission, the training needs for those working in an Emergency Coordination Center (ECC), Emergency Operations Center (EOC), or other multiagency coordinating environment differ substantially from field responders.

DEM recommends the following for **ECC/EOC/MAC personnel**, at a minimum:

Training for ECC/EOC/MACS Personnel					
Additional Training (Advanced)					Recommended for All
				Function Specific	G-191
			ICS-400		G-358
		G-2300			G-361
Baseline		IS-2200			
		IS-800			
	ICS-100				
	IS-700				
*NIMS Courses					

*\*Figure abridged from FEMA 2011 NIMS Training Program*

ECC/EOC/MAC Function Specific training recommendations are out-lined separately in the County Credentialing Guide.

### Notes:

Under the 2019 FEMA NIMS refresh:

IS-2200 is a revision/replacement of IS-775 and is equivalent to IS-200.

IS-2300 is a revision/replacement of G-775 and is equivalent to ICS-300.

See Appendix D for IS/ICS/G-Course List.

Based on the possibility of Snohomish County experiencing a Type 1 incident (see Appendix C for Incident Type definitions), DEM **recommends** the following for **field personnel**, at a minimum:

Training for Field (ICS) Personnel								
Additional Training (Advanced)						Recommended for All	High  Incident Complexity	
					Position Specific	G-191		
			ICS-400			G-358		Types 1,2,3
			ICS-300					
		IS-800						
	ICS-200					Type 4		
Baseline	ICS-100						Type 5  Low	
	IS-700							
*NIMS Courses								

*\*Figure abridged from FEMA 2011 NIMS Training Program*

See FEMA 2011 NIMS Training Program for Position-Specific training recommendations.

DEM recommended training guidance for field personnel mirrors FEMA 2011 NIMS Training Program guidance and adds the following courses due to the importance of:

- Emergency Operations Center & Field Incident Command Interface (G-191)
- Evacuation & Re-Entry Planning (G-358)

Finally, **to help Elected and Appointed Officials** understand their role in an incident response structure, DEM strongly recommends they attend *G-402 Incident Command System (ICS) Overview for Executives/Senior Officials*.

2. **FEMA Professional Development Series (PDS).** The PDS includes seven Emergency Management Institute (EMI) independent study courses that provide a well-rounded set of fundamentals for those in the emergency management profession. Because the courses are available online, free-of-charge, our strategy is not to offer classroom delivery unless there is a compelling reason to do otherwise.
3. **Emergency Management Institute (EMI).** Snohomish County’s Training and Exercise Program Manager advises, assists, and processes applications for individuals to attend in-residence and locally-delivered training offered by EMI or WA EMD. Priority for these courses is placed on those that improve core capabilities and apply to the completion of FEMA’s Advanced Professional Series (APS).

4. **National Domestic Preparedness Consortium, FEMA, State, and Locally Provided Training.** The Snohomish County Department of Emergency Management (DEM) Training and Exercise division provides and coordinates a variety of training and exercise events for city and county staff, first responders, and partner agencies.

### Exercise Program

The exercise program is designed to complement the training program based on the core capabilities and focused on a jurisdiction’s present capability, hazard forecast, and requirements outlined in federal doctrine.

County-level exercises are developed in coordination with the ECC Readiness Program Coordinator. They are designed to validate the ECC training program and associated plans.

Jurisdiction-level exercises are developed in coordination with each jurisdiction emergency program coordinator. They similarly are designed to validate the EOC training program and associated plans.

In addition to the local exercise program, DEM will pursue regional, state, and federal exercise opportunities to further build proficiency and capacity at the local level.

Exercise program management is the process of overseeing and integrating a variety of exercises over time. An effective exercise program helps maximize the efficient use of resources by ensuring that exercises are part of a coordinated, integrated approach to building, sustaining, and delivering core capabilities. Through effective exercise program management, each exercise becomes a supporting component of a larger exercise program with overarching priorities. Three overarching priorities guide the Snohomish County exercise program:

1. Maintain an integrated, HSEEP-compliant exercise program that incorporates existing exercise programs and fulfills our EMPG grant requirements.
2. Conduct exercises that align with our identified priority capabilities to identify process and system improvements and enhance the County's overall preparedness.
3. Provide exercise technical assistance and support to our ILA-affiliated jurisdictions’ exercise efforts.



The primary component of our program is the **Homeland Security Exercise and Evaluation Program (HSEEP)**. It is intended to enhance consistency in exercise conduct and evaluation while ensuring exercises remain a flexible, accessible way to improve our preparedness across the nation. HSEEP uses a standard methodology for planning and conducting individual exercises. This methodology applies to exercises in support of all national preparedness mission areas. A standard methodology ensures a consistent and interoperable approach to exercise design and development, conduct, evaluation, and improvement planning, as depicted in the next figure.

The four phases of the HSEEP cycle include Design and Development, Conduct, Evaluation, and Improvement Planning; each of which is described below:

1. **Design and Development.** In designing and developing individual exercises (see Appendix C for definitions), exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics.
2. **Conduct.** After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities.
3. **Evaluation.** Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. Effective evaluation assesses performance against exercise objectives and identifies and documents strengths and areas for improvement relative to core capabilities.
4. **Improvement Planning.** During improvement planning, the corrective actions identified during individual exercises are tracked to completion, ensuring that exercises yield tangible preparedness improvements. An effective corrective action program (CAP) develops IPs that are dynamic documents, which are continually monitored and implemented as part of the larger system of improving preparedness.

For more information on HSEEP or to utilize the HSEEP templates provided as part of the 2013 HSEEP doctrine, please visit <https://www.llis.dhs.gov/content/hseep-doctrine-and-templates>.

## Training and Exercise Forecasts

The following tables represent DEM's submission to Washington State EMD on planned and desired training and exercise events. Actual events may vary based on the availability of facilities, instructors, time, and student participation.

Training or Exercise Course/Title	2020
G-191 EOC/ICS Interface	Jan 22
AUXCOMM	Feb TBD
The EOC 201 & ISNAP (Jurisdiction)	Feb 6
G-364 Multi-Hazard Planning for Schools	Feb 12-13
ICS-100/200/700 Combo Course	Feb 19
MGT-347 ICS Forms Review	Feb 26
ECC Quarterly Training	Mar 10-12
MGT-324 Campus Emergencies Prev, Resp, & Recov	Mar 25
AWR-160 Standardized Awareness Training	Apr 8
Bi-Annual Comms Drill	Apr 9
The Situation Awareness & Initial Staff Reports (Jurisdictional)	Apr 16
G-290 Basic PIO	Apr 22-23
Annual County TEPW	May 6
PER-304 Social Media for Natural Disaster Resp & Recov	May 13
Severe Weather - Heat/Drought/Wildfire TTX	May 20
Rail HAZMAT TTX (Jurisdiction)	May TBD
ICS-100/200/700 Combo Course	May 27
Section to Planning Wkst & Incident Support Plan (Jurisdictional)	Jun 3
MGT-405 Mobilizing Faith-Based Community Orgs in Prep	Jun 4
ECC Quarterly Training	Jun 9-11
G-288 Local Volunteer & Donations Mgt	Jun 17-18
AWR-209 Rural Media Relations Training	Jun 24
Pre-Fair TTX	Jul TBD
The Situation Report (Jurisdictional)	Aug 13
WebEOC Basics	Aug TBD
G-191 EOC/ICS Interface	Aug TBD
G-291 The JIC/JIS	Sep 2
ICS-300 Intermediate ICS	Sep 16-17
G-361 Flood Fight Operations	Sep 23-24
ECC Flood FX	Sep TBD
Fall/Winter Weather Seminar	Oct TBD
The Great Shake Out Drill	Oct TBD
Bi-Annual Comms Drill	Oct TBD
The Resource Request	Oct 8
Mid-Year County TEPW Review	Oct 14
ICS-400 Advanced ICS	Nov 11-12
ECC Quarterly Training	Dec 8-10

<b>Training or Exercise Course/Title</b>	<b>2021</b>
MGT-312 Senior Officials Workshop	Qtr-1
G-402 ICS for Senior Officials	Qtr-1
The SA/COP (Jurisdictional)	Qtr-1
MGT-347 ICS Forms Review	Qtr-1
G-358 Evac & Re-entry Planning	Qtr-1
ICS-100/200/700 Combo Course	Qtr-1
MGT-403 Response Planning for Access/Special Needs	Qtr-1
ECC Quarterly Training	Qtr-1
Bi-Annual Comms Drill	Qtr-2
PER-343 Social Media Engagement Strategies	Qtr-2
G-290 Basic PIO	Qtr-2
AWR-319 Damage Assessment Tools	Qtr-2
Annual County TEPW	Qtr-2
ICS-100/200/700 Combo Course	Qtr-2
PER-334 SAR in Community Disasters	Qtr-2
ECC Volcano/Lahar FX	Qtr-2
MGT-415 Disaster Recovery in Rural Communities	Qtr-3
AUXCOMM	Qtr-3
ICS-300 Intermediate ICS	Qtr-3
G-235 Emergency Planning	Qtr-3
AWR-328 All Hazard Prep for Animals in Disasters	Qtr-3
Pre-Fair TTX	Qtr-3
Fall/Winter Weather Seminar	Qtr-3
WebEOC Basics	Qtr-3
ECC Quarterly Training	Qtr-3
Bi-Annual Comms Drill	Qtr-4
G-108 Community Mass Care	Qtr-4
ICS-400 Advanced ICS	Qtr-4
G-205 Recovery	Qtr-4
G-202 Debris Mgt Planning	Qtr-4
Mid-Year County TEPW Review	Qtr-4
ECC Quarterly Training	Qtr-4

<b>Training or Exercise Course/Title</b>	<b>2022</b>
ICS-100/200/700 Combo Course	Jan-May
G-318 Mitigation Planning for Local Govt	Jan-May
MGT-448 All Hazard Planning for Animals, Ag, & Food in Disasters	Jan-May
MGT-460 Disaster Debris	Jan-May
G-557 Rapid Needs Assessment	Jan-May
ECC Quarterly Training	Jan-May
G-364 Multi-Hazard Planning for Schools	Jan-May
Annual County TEPW	Jan-May
G-290 Basic PIO	Jan-May
ICS-100/200/700 Combo Course	Jan-May
PER-344 Social Media Tools & Techniques	Jan-May
Bi-Annual Comms Drill	Jan-May
AWR-228 Community Resillience	Jan-May
ECC Quarterly Training	Jun-Dec
Pre-Fair TTX	Jun-Dec
ICS-300 Intermediate ICS	Jun-Dec
WebEOC Basics	Jun-Dec
G-288 Local Volunteer & Donations Mgt	Jun-Dec
ECC Severe Weather Cold/Snow FX	Jun-Dec
ICS-400 Advanced ICS	Jun-Dec
Mid-Year County TEPW Review	Jun-Dec
Fall/Winter Weather Seminar	Jun-Dec
Bi-Annual Comms Drill	Jun-Dec
ECC Quarterly Training	Jun-Dec

## Appendix A – Core Capabilities List

These capabilities are referenced in many national preparedness efforts, including the National Planning Frameworks. The Goal grouped the capabilities into five mission areas, based on where they most logically fit. Some fall into only one mission area, while some others apply to several mission areas.

### National Preparedness Goal 32 Core Capabilities

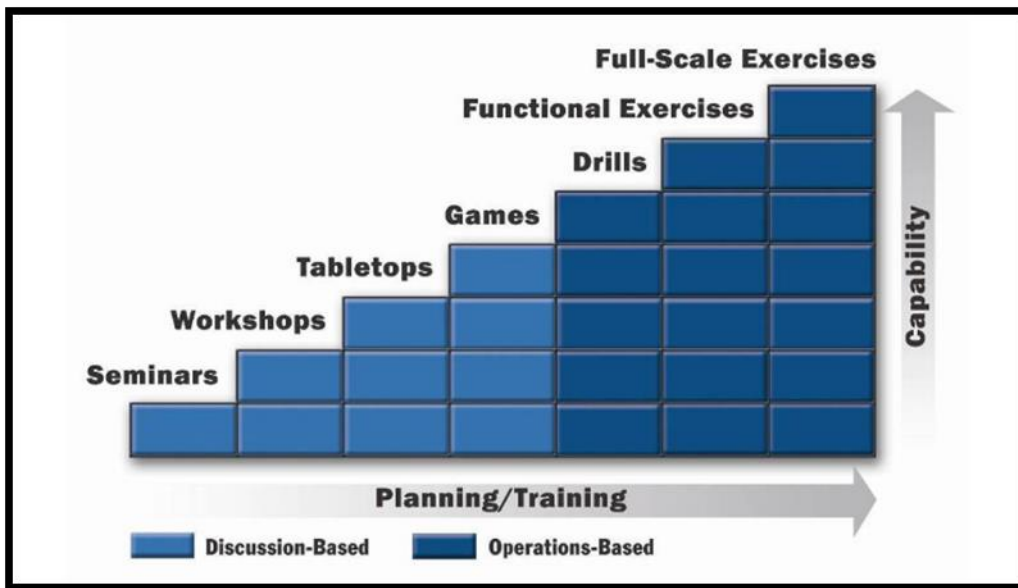
Prevention	Protection	Response	Recovery	Mitigation
Planning	Planning	Planning	Planning	Planning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Public Information & Warning	Public Information & Warning	Public Information & Warning	Public Information & Warning	Public Information & Warning
Intel and Information Sharing	Intel and Information Sharing	Infrastructure Systems	Infrastructure Systems	Community Resilience
Screening, Search & Detection	Screening, Search & Detection	Critical Transportation	Economic Recovery	Long-term Vulnerability Reduction
Interdiction & Disruption	Interdiction & Disruption	Environmental Response/Health & Safety	Health & Social Services	Risk & Disaster Resilience Assessment
Forensics & Attribution	Access Control & Identity Verification	Fire Management & Suppression *	Housing	Threat & Hazard Identification
	Cybersecurity	Fatality Management	Natural & Cultural Resources	
	Physical Protective Measures	Mass Care Services		
	Risk Management For Protection Programs & Activities	Mass Search & Rescue Operations		
	Supply Chain Integrity & Security	On-Scene Security, Protection, and Law Enforcement **		
		Operational Communications		
		Logistics & Supply Chain Management **		
		Public Health, Healthcare, & Emergency Medical Services **		
		Situational Assessment		
		* New (v 2)		
		** Re-titled (v 2)		



## Appendix B – Exercise Types

A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Regardless of exercise type, each exercise within the progressive series is linked to a set of common program priorities and designed to test associated capabilities. Further, by defining training requirements in the planning process, organizations can address known shortfalls before exercising capabilities.

This progressive approach, with exercises that build upon each other and are supported at each step with training resources, will ensure that organizations do not rush into a full-scale exercise too quickly. Effective planning of exercises and integration of the necessary training will reduce the waste of limited exercise resources and serves to address known shortfalls prior to the conduct of the exercise. The different types of exercises that may be included in the multi-year plan are described in the following sections.



### Discussion-Based Exercises

Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises can be used to familiarize players with or develop new plans, policies, agreements, and procedures. Discussion-based exercises focus on strategic, policy-oriented issues. Facilitators or presenters usually lead the discussion, keeping participants on track towards meeting exercise objectives.

#### Seminars

Seminars generally orient participants to or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas. As a discussion-based exercise, seminars can be valuable for entities that are developing or making major changes to existing plans or procedures. Seminars can be similarly helpful when attempting to assess or gain awareness of the capabilities of interagency or inter-jurisdictional operations.

## **Workshops**

Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is placed on achieving or building a product. Effective workshops entail the broadest attendance by relevant stakeholders.

Products produced from a workshop can include new standard operating procedures (SOPs), emergency operations plans, continuity of operations plans, or mutual aid agreements. To be effective, workshops should have clearly defined objectives, products, or goals, and should focus on a specific issue.

## **Tabletop Exercises (TTX)**

A TTX is intended to generate a discussion of various issues regarding a hypothetical simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident. Generally, TTXs are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions.

During a TTX, players are encouraged to discuss issues in-depth, collaboratively examining areas of concern, and solving problems. The effectiveness of a TTX is derived from the involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTXs can range from basic to complex. In a basic TTX (such as a Facilitated Discussion), the scenario is presented and remains constant—it describes an emergency and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the facilitator; problems are discussed as a group, and resolution is reached and documented for later analysis.

In a more advanced TTX, play advances as players receive pre-scripted messages that alter the original scenario. A facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Players discuss the issues raised by each problem, referencing established authorities, plans, and procedures for guidance. Player decisions are incorporated as the scenario continues to unfold.

During a TTX, all participants should be encouraged to contribute to the discussion and be reminded that they are making decisions in a no-fault environment. Effective TTX facilitation is critical to keeping participants focused on exercise objectives and associated capability targets.

## **Games**

A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.

During gameplay, decision-making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives. The open, decision-based format of a game can incorporate "what if" questions that expand exercise benefits. Depending on the game's design, the consequences of player actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of evaluating a game.

## Operations-Based Exercises

Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). These exercises can be used to validate plans, policies, agreements, and procedures, clarify roles and responsibilities, and identify resource gaps. Operations-based exercises are characterized by the actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

### **Drills**

A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills. For example, drills may be appropriate for establishing a community-designated disaster receiving center or shelter. Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices. A drill is useful as a stand-alone tool, but a series of drills can be used to prepare several organizations to collaborate in an FSE.

For every drill, clearly defined plans, procedures, and protocols need to be in place. Personnel need to be familiar with those plans and trained in the processes and procedures to be drilled.

### **Functional Exercises (FE)**

FEs are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, the movement of personnel and equipment is usually simulated.

FE controllers typically use a Master Scenario Events List (MSEL) to ensure participant activity remains within predefined boundaries and ensure exercise objectives are accomplished. Simulators in a Simulation Cell (SimCell) can inject scenario elements to simulate real events.

### **Full-Scale Exercises (FSE)**

FSEs are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command.

In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

The level of support needed to conduct an FSE is greater than that needed for other types of exercises. The exercise site for an FSE is usually large, and site logistics require close monitoring. Safety issues, particularly regarding the use of props and special effects, must be monitored. Throughout the duration of the exercise, many activities occur simultaneously.

## Appendix C – Incident Types

<p><b>Type 5</b></p>	<ul style="list-style-type: none"> <li>▪ The incident can be handled with one or two single resources with up to six personnel.</li> <li>▪ Command and General Staff positions (other than the Incident Commander) are not activated.</li> <li>▪ No written Incident Action Plan (IAP) is required.</li> <li>▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>▪ Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>
<p><b>Type 4</b></p>	<ul style="list-style-type: none"> <li>▪ Command staff and general staff functions are activated only if needed.</li> <li>▪ Several resources are required to mitigate the incident.</li> <li>▪ The incident is usually limited to one operational period in the control phase.</li> <li>▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li> <li>▪ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.</li> <li>▪ The role of the agency administrator includes operational plans including objectives and priorities.</li> </ul>
<p><b>Type 3</b></p>	<ul style="list-style-type: none"> <li>▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.</li> <li>▪ The incident may extend into multiple operational periods.</li> <li>▪ A written IAP may be required for each operational period.</li> </ul>
<p><b>Type 2</b></p>	<ul style="list-style-type: none"> <li>▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li> <li>▪ Most or all of the Command and General Staff positions are filled.</li> <li>▪ A written IAP is required for each operational period.</li> <li>▪ Many of the functional units are needed and staffed.</li> <li>▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).</li> <li>▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li> </ul>
<p><b>Type 1</b></p>	<ul style="list-style-type: none"> <li>▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>▪ All Command and General Staff positions are activated.</li> <li>▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li> <li>▪ Branches need to be established.</li> <li>▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</li> <li>▪ Use of resource advisors at the incident base is recommended.</li> <li>▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>

## Appendix D – IS/ICS/G-Course List

Course ID	Course Title
ICS-100	Introduction to the Incident Command System (ICS)
IS-700	National Incident Management System (NIMS), An Introduction
IS-800	National Response Framework (NRF), An Introduction
IS-2200	Basic Emergency Operations Center Functions
G-2300	Intermediate Emergency Operations Center Functions
G-108	Community Mass Care and Emergency Assistance
G-191	Emergency Operations Center/Incident Command System Interface
G-202	Debris Management Planning for State, Tribal, and Local Officials
G-205	Recovery from Disaster: The Local Government Role
G-235	Emergency Planning
G-288	Local Volunteer and Donations Management
G-290	Basic Public Information Officers Course
G-291	Joint Information System/Center Planning for Tribal, State, and Local Public Information Officers
G-318	Mitigation Planning for Local Governments
G-358	Evacuation and Re-Entry Planning Course
G-361	Flood Fight Operations
G-364	Multi-Hazard Emergency Planning for Schools
G-393	Mitigation for Emergency Managers
G-427	Community Emergency Response Team (CERT) Program Manager
G-428	Community Emergency Response Team (CERT) Train-the-Trainer
G-557	Rapid Needs Assessment

Course List is not all inclusive.