2013

Multi-Year Training and Exercise Plan

State of South Carolina

December 31, 2012

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The State of South Carolina has pursued a coordinated strategy that combines enhanced planning, innovative training, and realistic exercises to strengthen the State's emergency prevention and response capabilities. Training and exercises play a crucial role in this strategy, providing the State with a means of attaining, practicing, validating, and improving new capabilities.

Many of the State's training and exercise programs are promoted and coordinated by the South Carolina Emergency Management Division (SCEMD), in coordination with the South Carolina Law Enforcement Division (SLED), South Carolina Department of Health and Environmental Control (SC DHEC), SC Department of Public Safety/Highway Patrol (SCDPS/HP) and numerous county and local emergency response agencies. The schedule is designed to help prepare the State to optimally address both the natural and technical hazards that it may face.

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State of South Carolina

The purpose of the Multi-Year Training and Exercise Plan is to provide a follow-on companion document to the Homeland Security Strategy. It is a living document that will be updated and refined annually. The Multi-Year Training and Exercise Plan provides a roadmap for South Carolina to follow in accomplishing the priorities described in the Homeland Security Strategy. Identifying key target capabilities associated with the priorities and the training and exercises that will help the jurisdiction obtain or validate those capabilities are also further defined.

Included in the Multi-Year Training and Exercise Plan is the training and exercise schedule, which provides the proposed activities, scheduled through 2015. It is representative of the natural progression of training and exercises that should take place in accordance with the building-block approach. Accordingly, this document fulfills SCEMD's requirement to provide annual training guidance to county emergency management offices and state agencies as outlined in SC Regulations 58-1 and 58-101.

State of South Carolina

In 2005, the South Carolina Law Enforcement Division (SLED) conducted a comprehensive assessment of homeland security needs, capabilities, and vulnerabilities. Using the capabilities assessment, the Homeland Security Strategy, and the previous year's After Action Report / Improvement Plan findings, the State has identified six priorities on which to focus its planning, equipment acquisition, training, and exercises. The following priorities reflect the priorities of the National Preparedness Goal:

    I.   **Strengthen Emergency Operations Planning and Citizen Protection Capabilities:**

   II.   **Expand Regional Collaboration:**

  III.   **Establish a working emergency management common operating picture (EM-COP) in counties:**

  IV.   **Strengthen Interoperable Communications Capabilities:**

   V.   **Strengthen CBRNE Detection, Response and Decontamination Capabilities:**

  VI.   **Strengthen Medical Surge and Mass Prophylaxis Capabilities:**

 VII.   **Implement the NIPP (National Infrastructure Protection Plan:**

VIII.   **Implement NIMS and NRF**

In 2011, with the requirement to adjust the operational levels of the South Carolina Emergency Management Division, the following SCEMD priorities were established to reflect the ever changing challenges and operational structure:

  IX.   **Expand Regional Collaboration**

   X.   **Strengthen Information Sharing and Collaboration Capabilities (EM-COP)**

  XI.   **Strengthen Interoperable Communications Capabilities**

 XII.   **Strengthen CBRNE Detection, Response and Decontamination Capabilities**

XIII.   **Strengthen Medical Surge and Mass Prophylaxis Capabilities**

XIV.   **Strengthen Emergency Operations Planning and Citizen Protection Capabilities**

From the Priorities previously identified the State has identified the associated capabilities from the Core Capabilities List that must be accomplished first in order to address identified deficiencies within the State. These Core Capabilities represent an evolution from the Target Capabilities List [Identified below]. Training has been identified which should be conducted in the State over the following three years to assist in accomplishing the selected target capabilities. All exercises identified within this plan should focus attention on these key target capability areas. Specific exercises have been listed which are focused on the target capability.

Operational Coordination - replaces On-Scene Incident Management and EOC Operations and Management
Intelligence and Information Sharing - replace Intelligence and Information Sharing and Dissemination
Operational Communications - replaces Interoperable Commo
Environmental Response / Health and Safety - replace WMD HazMat and Decontamination
Public Health and Medical Services - Replaces Medical Surge, Mass Prophy... and others
Public Information and Warning - Replaces (same)

I. Operational Coordination [Response]
(replaces: EOC Operations and Management)
Priority I: **Strengthen Emergency Operations Planning and Citizen Protection Capabilities**
Priority XII: **Stabilize and cross-train EOC Emergency Management Staff at the State, County and Local levels**

Strengthen Emergency Operations Center Capabilities through improved management and response capacity and through greater involvement of Emergency Support Function (ESF) organizations working in conjunction with emergency responders and governmental agencies.

Training Courses and Exercises that Support this Capability:

- IS-1 Emergency Manager: An Orientation to the Position
- IS-235 Emergency Planning
- IS-275 The EOC's Role in Community Preparedness, Response and Recovery Activities
- ICS/EOC Management (G191)
- EOC Management and Operations
- ICS 101
- WebEOC Training
- State and Regional FE and FSE Exercises

II. Intelligence and Information Sharing - [Prevention / Protection / Response]
(replaces: Intelligence and Information Sharing and Dissemination)
Priority VII: **Implement the NIPP (National Infrastructure Protection Plan)**

Continue the growth of the South Carolina Information Exchange (SCIIC) as a component of strengthening information sharing and collaboration capabilities.

T raining and Exercises that Support this Capability:

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- Analyst training courses
- Information Sharing Environment Analysis (ISEA) - [Technical Assistance]
- Basic Public Information Officers (PIO) Course (G290)
- Advanced Public Information Officers (PIO) Course (E388)

III. Operational Communications [Response]
(replaces: Interoperable Communications)

Priority III: **Establish a working emergency management common operating picture (EM-COP) in counties**

Priority IV: **Strengthen Interoperable Communications Capabilities**

Improve command and control among Federal, State and local entities. Exercise South Carolina communications interoperability in conjunction with the federal Tactical Interoperable Communications Plan (TICP) exercise program.

Training and Exercises that Support this Capability:

- Tactical Interoperable Communications Plan FSE
- State and Regional FE and FSE exercises
- All FE and FSE exercises
- Motorola 800 MHz training

IV. Strengthen CBRNE Response and Decontamination Capabilities [Response]

Priority XII: **Strengthen CBRNE Detection, Response and Decontamination Capabilities**

Much new equipment has been purchased statewide to enhance CBRNE effectiveness. Construct exercises to coordinate the use of equipment and ensure proper training, exercising, and planning takes place to most effectively use the equipment already purchased.

Training Courses and Exercises that support this Capability:

- WMD Awareness Training
- Center for Domestic Preparedness Training Courses
- National Nuclear Security Administration Training Courses
- New Mexico Tech – Energetic Materials Courses
- Dugway, UT Training Course (ACBIRC)*****
- State and Regional WMD Exercises: TTX, FE, FSE
- National Nuclear Security Administration WMD Training

*No DHS funding provided

V. Environmental Response/Health and Safety [Response]
(replaces: WMD Hazmat and Decontamination)

Priority V: **Strengthen CBRNE Detection, Response and Decontamination Capabilities**

Much new equipment has been purchased statewide to enhance CBRNE effectiveness. Construct exercises to coordinate the use of equipment and ensure proper training, exercising, and planning takes place to most effectively use the equipment already purchased.

Training Courses and Exercises that support this Capability:

- WMD Awareness Training
- WMD HazMat Evidence Collection: PER-201
- Public Works: Planning for and Responding to a Terrorist/WMD Incident: PER-210
- EMS: Operations and Planning for WMD Incidents: PER-211
- WMD/Terrorism Incident Defensive Operations for Emergency Responders: PER-212
- Emergency Response to Domestic Biological Incidents: PER-220
- WMD Tactical Operation Course: PER-221
- Public Safety Response; Sampling Techniques and Guidelines: PER-222
- Center for Domestic Preparedness Training Courses
- National Nuclear Security Administration Training Courses – PER-240, PER-241
- New Mexico Tech – Energetic Materials Courses
- Dugway, UT Training Course (ACBIRC)
- State and Regional WMD Exercises: TTX, FE, FSE
- Specific Exercises: Nerve Agent, Blister Agent, Explosion/Mass Casualty, University Coordination, COBRA, 911 Drills
- National Nuclear Security Administration WMD Training

VI.   Public Health and Medical Services [Response] (replaces: Medical Surge, Mass Prophylaxis)

Priority VI: **Strengthen Medical Surge and Mass Prophylaxis Capabilities**

Improve this capability through greater involvement of health care organizations working in conjunction with emergency responders and governmental agencies.

Training Courses and Exercises that support this Capability:

- Mass Casualty Planning Course
- Medical Triage Courses
- State and FEMA Regional Hurricane FSE
- State and Regional WMD TTX, FE and FSEs
- Specific Exercises: Blister Agent TTX, Nerve Agent FSE,
- Mass Casualty Exercises (Boat Attack; Explosions; High Rise Fire FSE; Natural Gas Pipeline FSE; Airport TTX, FE, FSE; REP FE, FSE; FERC (Dam) TTX, FE; Earthquake TTX, Railroad TTX, 911 Drills, Active Shooter FSE
- Hazmat Seminar, Workshop, Drill, TTX, FE, FSE
- Communicable Disease TTX
- Noble Training Center - Hospital Emergency Response Training (HERT) for Mass Casualty Incidents (MCI) Train-the-Trainer Course

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The following schedule illustrates the current timeline for South Carolina's training and exercise activities from January 2012 to December2015. The schedule captures South Carolina's desire for a progressive increase in training and exercise complexity over the course of the next 3 years.

The jurisdictions within South Carolina currently possess different levels of preparedness regarding terrorism and natural disasters. Because of these differences, South Carolina's Multi-Year Training and Exercise Schedule uses a building-block approach when determining training and exercises. The building-block approach ensures successful progression in exercise design, complexity, and execution, and allows for the appropriate training and preparation to occur in the community conducting or participating in the exercise.

The schedule portrays both training and exercises that correspond with South Carolina's State priorities and the eight National Priorities. In addition to this hardcopy schedule, South Carolina also electronically schedules its exercises through the National Exercise Schedule (NEXS).

EXERCISE PLAN

		2013	
During 2013	**January** State FSE IPC Horry County Alt EOC FSE	**February** SAR Drill-Williamsburg Laurens HAZMAT TTX	**March** State FSE MPC Scott Tower Exercise HB Robinson REP TTX Abbeville EOC FE
Spring 2013 MCI TTX-Dorchester	**April** Saluda DA FSE State FSE FPC Governors Hurricane TTX SERT Hurricane TTX NDMS Exercise Opn Intercoastal Rescue FSE-Horry Laurens HAZMAT TTX Blewett-Tillery/ High Rock TTX	**May** State FSE SCNG Ardent Sentry EX HB Robinson FNF Exercise Tillery Dam FE Darlington NASCAR Race Dorchester Hurricane TTX McCormick EOC TTX Abbeville Active Shooter FSE Blewett-Tillery/High Rock FE	**June** VC Summer FSE Rehearsal Active Shooter Drill-Williamsburg Laurens HAZMAT FE Lockhart EAP Exercise SCEMD Region 5 Hurricane FSE
Summer Dorchester Comms FE	**July** State FSE AAR VC Summer NS FSE Logistics TTX Santee-Cooper W TTX	**August** TEPW Horry County Short Term Recovery TTX	**September**
	October Saluda ComEx Winter Weather TTX CERT Drill-Williamsburg MB Airport FAA TTX Horry County Comms TTX Abbeville Winter Wx TTX Laurens HAZMAT FSE	**November** Wildfire TTX Region IV TEPW McCormick Tornado FE	**December**

2014			
During 2014	**January** State FSE IPC Horry County Alternate EOC FSE	**February** Horry County FSE Abbeville Comms FE	**March** State FSE MPC Catawba FNF Exerciser
Spring Dorchester RR Incident FSE	**April** Saluda Alt EOC Activation State FSE FPC Governors Hurricane TTX SERT Hurricane TTX NDMS Exercise McCormick Wildfire FE Horry County POD FSE	**May** Jocassee EAP Exercise Dorchester Hurricane TTX State FSE Plant Vogtle FNF Exercise Darlington NASCAR Race	**June** Abbeville Aquatic Rescue FSE
Summer Dorchester Alt EOC FE	**July** Statewide ComEx State FSE AAR Darlington, Marlboro, Marion, Dillon Regional Exercise Logistics TTX Santee Cooper North TTX	**August** Oconee FNF Exercise Abbeville Pandemic TTX	**September** TEPW
	October Saluda ComEx FSE Winter Weather TTX Horry County Resource Mgt FE Abbeville Winter Wx TTX	**November** Upper Pelzer EAP TTX Wildfire TTX Region IV TEPW	**December**

2015			
During 2015	**January** State FSE IPC Plant Vogtle FNF Exercise Horry County Alt EOC FSE	**February** Evacuation Drill-Williamsburg	**March** State FSE MPC
	April State FSE FPC Governors Hurricane TTX SERT Hurricane TTX NDMS Exercise Saluda DA FSE Horry County Shelter FE Abbeville EOC FE Wateree EAP TTX	**May** State FSE HB Robinson FNF Exercise Darlington NASCAR Race McCormick County FSE	**June**
Summer Dorchester Comms FE	**July** State FSE AAR Logistics TTX Santee-Cooper North FE	**August** Horry Long Term Recovery TTX Abbeville Hazmat FSE North Georgia EAP TTX Santee-Cooper North TTX	**September** TEPW
	October Winter Weather TTX VC Summer FNF Exercise Saluda ComEx FSE Horry County COG TTX Abbeville Winter Wc FE	**November** Region IV TEPW Wildfire TTX	**December**

2016			
During 2016 Abbeville EAP	**January** State FSE IPC Oconee FNF Exercise	**February**	**March** State FSE MPC
	April State FSE FPC Governors Hurricane TTX SERT Hurricane TTX NDMS Exercise Catawba FNF Exercise Saluda EOC Activation FSE	**May** State FSE Vogtle FNF Exercise Darlington NASCAR Race	**June**
	July State FSE AAR Santee Cooper North TTX	**August**	**September** TEPW
	October Winter Weather TTX Saluda ComEx FSE	**November** Region IV TEPW Wildfire TTX	**December**

2017			
During 2017 Buzzards Roost EAP Saluda Hydro EAP FSE Santee Cooper North FSE	**January** State FSE IPC	**February**	**March** State FSE MPC
	April State FSE FPC Governors Hurricane TTX SERT Hurricane TTX NDMS Exercise	**May** State FSE HB Robinson FNF Exercise Darlington NASCAR Race	**June**
	July State FSE AAR	**August**	**September** TEPW
	October Winter Weather TTX	**November** Region IV TEPW Wildfire TTX VC Summer FNF Exercise	**December**

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2018			
During 2016	**January** State FSE IPC	**February**	**March** State FSE MPC Catawba FNF Exercise
	April State FSE FPC Governors Hurricane TTX SERT Hurricane TTX NDMS Exercise	**May** State FSE Vogtle FNF Exercise	**June**
	July State FSE AAR	**August** Oconee FNF Exercise	**September** TEPW
	October Winter Weather TTX	**November** Region IV TEPW Wildfire TTX	**December**

TRAINING PLAN

Date	Class	Location
	Year 1	
Jan-13	ICS 300	Orangeburg County
	REP Core Concepts Course	SCEMD
	REP Exercise Evaluator Course	SCEMD
	Basic PIO Course	SCEMD
	Joint Information Planning	SCEMD
	REP Core Concepts/REP Evaluators Crs	SCEMD
	Hurricane Preparedness Cours	NHC, Miami
	CERT TtT	Pickens County
Feb-13	New Director & Staff Orientation	SCEMD
	REP Exercise Evaluator Course	Atlanta (Region IV)
	Tsunami Awareness	Berkeley and Horry
	Mass Fatalities	SCEMD
	Disaster Assistance Workshop	SCEMD
Mar-13	Event Security Planning for Public Safety Professionals	SCEMD
	Social media Workshop	SCEMD
Apr-13	HSEEP	SCEMD
	AWR147: Rail Car Incident Response	SCEMD
	Resource Inventory Management Crs	SCEMD
	CERT TtT	SCEMD
	PIPS Training	SCEMD
May-13	Disaster Assistance Workshop	SCEMD
	Hurrevac Training	SCEMD
	ICS 300	Horry County
Jun-13	Recovery From Disaster	SCEMD
Jul-13	Evacuation and Re-Entry	SCEMD
	ICS Train the Trainer	SCEMD
	ICS 400	Horry County
Aug-13	Basic PIO Course	SCEMD
	Disaster Assistance Workshop	SCEMD
	Local Situation (Rapid) Assessment	SCEMD
Sept-13	Crisis Management for School Based Incidents	SCEMD
Oct-13	Mass Fatalities Planning and Response for Rural Communities	SCEMD
Nov-13	Disaster Assistance Workshop	SCEMD
Dec-13	RAD Fundamentals	Colleton County
	Year 2	
Jan-14	ICS 300	SCEMD

	Basic PIO Course	SCEMD
Feb-14	New Director & Staff Orientation	SCEMD
	ICS 400	SCEMD
Mar-14	HSEEP	SCEMD
Apr-14	Operational Value of Threat, Risk, Vulnerability Assessments	SCEMD
	Recovery From Disaster	SCEMD
May-14	Disaster Assistance Workshop	SCEMD
	ICS 300	Horry County
Jun-14	ICS/EOC Interface	SCEMD
	Benefit Cost Analysis Training	SCEMD
Jul-14	Donation Management	SCEMD
	Basic PIO Course	SCEMD
	ICS 400	Horry County
Aug-14	Emergency Planning for Special Needs Communities	SCEMD
Oct-14	Mass Fatalities	SCEMD

Year 3

Jan-15	ICS 300	SCEMD
	Basic PIO Course	SCEMD
Feb-15	New Director & Staff Orientation	SCEMD
	ICS 400	SCEMD
Mar-15	HSEEP	SCEMD
Apr-15	Operational Value of Threat, Risk, Vulnerability Assessments	SCEMD
	Recovery From Disaster	SCEMD
May-15	Disaster Assistance Workshop	SCEMD
	ICS 300	Horry County
Jun-15	ICS/EOC Interface	SCEMD
	Benefit Cost Analysis Training	SCEMD
Jul-15	Donation Management	SCEMD
	Basic PIO Course	SCEMD
	ICS 400	Horry County
Aug-15	Emergency Planning for Special Needs Communities	SCEMD
Oct-15	Mass Fatalities	SCEMD

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APPENDIX A: NATIONAL PRIORITIES

The following eight preparedness goals are established as National Priorities by the Department of Homeland Security's Interim National Preparedness Goal:

- Implement National Incident Management System (NIMS) and National Response Framework (NRF)
- Expand Regional Collaboration
- Implement the National Infrastructure Protection Plan (NIPP)
- Strengthen Information Sharing and Collaboration Capabilities
- Strengthen Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection, Response, and Decontamination Capabilities
- Strengthen Interoperable Communications Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Emergency Operations Planning and Citizen Protection Capabilities

NATIONAL PREPAREDNESS GOAL

Presidential Policy Directive 8: National Preparedness (PPD-8) describes the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. National preparedness is the shared responsibility of our whole community. Every member contributes, including individuals, communities, the private and nonprofit sectors, faith-based organizations, and Federal, state, and local[1] governments. We describe our security and resilience posture through the core capabilities (see Table 1) that are necessary to deal with great risks, and we will use an integrated, layered, and all-of-Nation approach as our foundation. We define success as: 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.

Using the core capabilities, we achieve the National Preparedness Goal by:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.
- Protecting our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and will require us to use existing preparedness networks and activities, improve

training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities. The capability targets[2]—the performance threshold(s) for each core capability—will guide our allocation of resources in support of our national preparedness. Individual and community preparedness is fundamental to our success. By providing the necessary knowledge and skills, we seek to enable the whole community to contribute to and benefit from national preparedness. This includes children, individuals with disabilities and others with access and functional needs, diverse communities, and people with limited English proficiency. Their needs and contributions must be integrated into our efforts. Each community contributes to the Goal and strengthens our national preparedness by preparing for the risks that are most relevant and urgent for them individually. We have made great progress in building and sustaining our national preparedness. The Goal builds on these achievements, but our aspirations must be even higher to match the greatest risks facing our Nation. As we prepare for these challenges, our core capabilities will evolve to meet those challenges.

1. For the purposes of this document, "state and local" includes tribal and territorial governments.
2. The capability targets will serve as the basis for the development of performance measures to track our progress.

Common Capabilities

- Planning
- Public Information and Warning
- Operational Coordination

Prevention Capabilities

- Forensics and Attribution
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection

Protection Capabilities

- Access Control and Identity Verification
- Cyber security
- Intelligence and Information Sharing
- Interdiction and Disruption
- Physical Protective Measures
- Risk Management for Protection Programs and Activities
- Screening, Search, and Detection
- Supply Chain integrity and Security

Mitigation Capabilities

- Community Resilience
- Long-term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazard Identification

Response Capabilities

- Critical Transportation
- Environmental Response/Health and Safety
- Fatality Management Services
- Infrastructure Systems
- Mass Care Systems
- Mass Search and Rescue Operations
- On-scene Security and Protection
- Operational Communications
- Public and Private Services and Resources

- Public Health and Medical Services
- Situational Awareness

Recovery Capabilities

- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

Discussion-Based Exercises

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

Seminars

Seminars are generally used to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures.

Workshops

Workshops represent the second tier of exercises in the HSEEP building block approach. Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is on achieving or building a product (such as a plan or a policy).

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design such as the following:

- Determining evaluation elements and standards of performance
- Determining program or exercise objectives
- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Exercise Plans, and IPs. To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Tabletop Exercises (TTXs)

TTXs involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decision-making that occurs under

actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises and games, TTXs can be a cost-effective tool when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented the facilitator, problems are discussed as a group, and resolution is generally agreed on and summarized by the leader. In an advanced TTX, play focuses on delivery of pre-scripted messages to players that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the problem, using appropriate plans and procedures.

Operations-Based Exercises

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

Drills

A drill is a coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills.

Functional Exercises (FEs)

The FE, also known as a command post exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs are generally focused on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS) and Unified Command (UC). Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment.

Full-Scale Exercises (FSE)

The FSE is the most complex step in the exercise cycle. FSEs are multi-agency, multi-jurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the ICS or UC to effectively and efficiently respond to, and recover from, an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). The FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems requiring critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.