

State of Michigan / UASI

Training and Exercise Plan

2012-2014



Foreword

In the ongoing effort to provide effective homeland security exercise program support and guidance, the US Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) developed and maintains the Homeland Security Exercise and Evaluation Program (HSEEP), which serves as a national model for implementation at the state and local levels. DHS is committed, under the HSEEP doctrine, to the implementation of a threat- and performance-based exercise program that includes a cycle, mix, and range of exercise activities of varying degrees of complexity and interaction.

The Homeland Security Grant Guidance, along with HSEEP, requires that states and urban areas receiving funding from the DHS/FEMA National Exercise Division conduct an annual Training and Exercise Plan Workshop (TEPW) to review program accomplishments to-date, and necessary modifications to the previous Multi-Year Training and Exercise Plan and exercise schedule. Outcomes from the TEPW include the updated Multi-Year Training and Exercise Plan and the State training and exercise schedule, capturing all training and exercises, including those related to natural disasters and technological scenarios.

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I. Purpose

The purpose of the Multi-Year Training and Exercise Plan (TEP) is to provide a follow-up document to the State of Michigan Homeland Security Strategy (SHSS). It is a living document that will be updated and refined on an annual basis. This document provides a roadmap for the State of Michigan to follow in accomplishing state homeland security priorities, goals, and objectives through performance-based initiatives based upon the guidance from the Homeland Security Exercise and Evaluation Program (HSEEP). The goal of the Michigan Multi-Year TEP is to identify training and exercise within each region, using the building block approach, to ensure successful progression in exercise design, complexity execution, and applicable training.

Included are the Multi-Year Training and Exercise Plans, representing the natural progression that should take place in accordance with the HSEEP building block approach. The training and exercise schedule provides graphic illustration of the proposed activities, scheduled for January 2012 through December 2014.

II. Training and Exercise Plan Goals

Program Priorities

- A. **Implement the National Incident Management Systems (NIMS) and National Response Plan (NRP):** Established as part of Homeland Security Presidential Directive-5 (HSPD-5), NIMS guidelines provide a core set of guidelines, standards, and protocols for command and management, preparedness, resource management, communication and information management, supporting technologies, and coordination and maintenance to promote interoperability and compatibility among local, tribal, state, and federal agencies. Derived from NIMS, NRP provides a comprehensive, flexible, and scaleable all hazards response framework for management of domestic incidents.

National Priority¹: Standardized structures and processes for regional collaboration enable entities collectively to manage and coordinate activities for operations and preparedness consistently and effectively.

Associated Capabilities:

Animal Health and Emergency Support
CBRNE Detection
Citizen Evacuation and Shelter-in-Place
Communications
Community Preparedness and Participation
Critical Infrastructure Protection
Critical Resource Logistics and Distribution
Economic and Community Recovery
Emergency Public Information and Warning
Environmental Health
Epidemiological Surveillance and Investigation
Explosive Device Response Operations
Fatality Management
Firefighting Operations/Support
Food and Agriculture Safety and Defense
Information Gathering and Recognition of Indications and Warnings
Intelligence Analysis and Production
Intelligence/Information Sharing and Dissemination
Law Enforcement Investigations and Operations
Mass Care
Medical Supplies Management and Distribution
Medical Surge
On-Site Incident Management
Planning

¹ All national priorities based upon Federal Emergency Management Agency (FEMA) National Preparedness Guidelines

Public Health Laboratory Testing
Public Safety and Security Response
Responders Safety and Health
Restorations of Lifelines
Structural Damage and Mitigation Assessment
Triage and Pre-Hospital Treatment
Urban Search and Rescue

- B. Implement the National Infrastructure Protection Plan (NIPP):** Directed from Homeland Security Presidential Directive-7 (HSPD-7), NIPP unifies federal, state, local, tribal, and private sector entities to protect critical infrastructure and key resources (CI/KR). The framework lays out the roles, responsibilities, and requirement of each sector in order to help ensure continuity of CI/KR during a disaster or terrorist attack. According to the FEMA National Preparedness guidelines, the goal of the NIPP is to “build a safer, more secure, and more resilient America by enhancing protection of the Nation’s CI/KR to prevent, deter, or exploit them; and to strengthen national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency.”

National Priority: The NIPP is fully implemented nationwide and supports the coordinated development of critical infrastructure protection capabilities.

Associated Capabilities:

Critical Infrastructure Protection (CIP)
Information Gathering and Recognition of Indicators and Warnings
Intelligence and Information Sharing and Dissemination

- C. Strengthen Information Sharing and Collaboration Capabilities:** Priority based upon Intelligence and Information Sharing and Dissemination, Counter-Terror Investigations, and Law Enforcement exchange multi-jurisdictional, multidisciplinary information among all levels of government, nongovernmental organizations, private sector, and citizens. Successful homeland security efforts require a national information management system to provide an effective and seamless capability to gather, analyze, and disseminate information regarding threats, vulnerabilities, and consequences to support prevention and response.

National Priority: Information sharing and collaboration capabilities are developed to target levels in the states, tribal areas, territories, and designated urban areas that are consistent with measures and metrics established in the Target Capabilities List (TCL).

Associated Capabilities:

Communications
Emergency Public Information and Warning

D. Strengthen Interoperable and Operable Communication Capabilities:

Communication interoperability is the ability of public service agencies (police, fire, emergency medical services, emergency management agencies, public works, transportation, hospitals) to talk within and across agencies and jurisdictions via radio and associated communications systems, exchange voice, data, and/or video with one another on demand, and do so in real time, when needed, and when authorized.

National Priority: Interoperable and operable communication capabilities are developed to target levels in the state, tribal areas, territories, and designated urban areas that are consistent with measures and metrics established in the TCL.

Associated Capabilities:

Communications
Critical Resource Logistics and Distribution
Emergency Operations Center (EOC) Management
Emergency Public Information and Warning
Intelligence and Information Sharing
On-Site Incident Management
Public Safety and Security Response
Urban Search and Rescue

E. Strengthen Medical Surge and Mass Prophylaxis Capabilities:

In order to prepare for response to bioterrorism, pandemic influenza, and other public health emergencies, the national priority focuses on the target capabilities outlined in the areas of medical surge and mass prophylaxis. Capabilities under medical surge include the ability to triage, provide decontamination, and for hospitals and health care facilities to be emergency ready to collectively respond to handle different types of emergencies including trauma (physical and psychological), burns, infections, bone marrow suppression, and chemical-biological-radiation induced injuries. Under mass prophylaxis, public health departments are required to organize and direct a mass prophylaxis campaign within a short time frame to prevent illness and/or death in a potential or actual mass casualty incident.

National Priority: Medical surge and mass prophylaxis communication capabilities are developed to target levels in the state, tribal areas, territories, and designated urban areas that are consistent with measures and metrics established in the TCL.

Associated Capabilities:

Isolation and Quarantine
Triage and Pre-Hospital Treatment
Medical Surge
Medical Supplies Management and Distribution

Mass Prophylaxis

- F. **Strengthen Planning and Citizen Preparedness Capabilities:** In order to be equipped for all types of events, it is important to plan and prepare within communities on the priorities of Citizen Evacuation, Shelter-in-Place, Mass Care (sheltering, feeding, and related services), and community preparedness/participation. Planning is a methodical way to think through the entire life-cycle of a potential crisis. It also helps federal, state, local, and tribal governments reorient capabilities and resources to be more agile and ensure organizational structures, processes, and procedures effectively support the intended strategic direction. Also stakeholders learn and practice their roles, reduce uncertainty, expedite response, and improve effectiveness during the critical initial stages after an event. By combining efforts ahead of time it will lead to success in protecting communities when a disaster strikes.

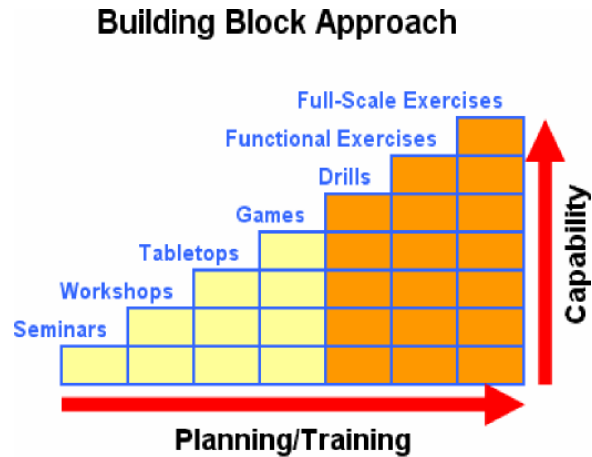
National Priority: Planning and citizen preparedness communication capabilities are developed to target levels in the state, tribal areas, territories, and designated urban areas that are consistent with measures and metrics established in the TCL.

Associated Capabilities:

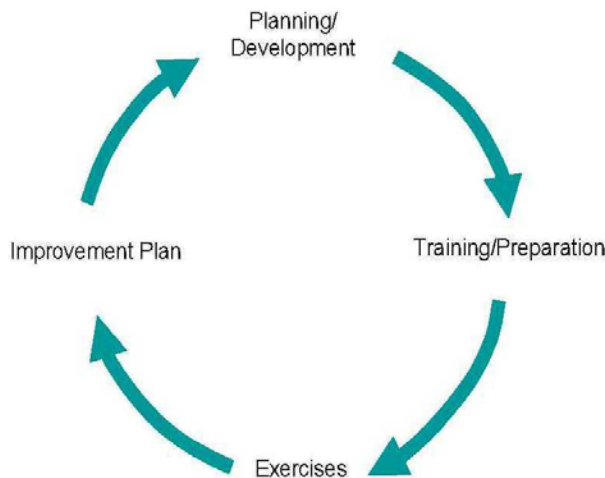
CBRNE and High-Yield Explosive Devices
Communications
Community Preparedness and Participation
Counter-Terror/Law Enforcement Investigation
Critical Resource Logistics and Distribution
EOC Operations Management
Explosive Device Response Operations
Information Gathering and Recognition of Indicators and Warning
Intelligence and Information Sharing/Dissemination
Mass Prophylaxis
On Site Incident Management
Planning
Urban Search and Rescue
Volunteer Management and Donations
WMC and Hazardous Materials Response and Decontamination

III. Exercise Methodology

The State of Michigan Training and Exercise Program, administered through the Michigan State Police Emergency Management and Homeland Security Division (MSP/EMHSD) focuses the exercise program upon the Federal Emergency Management Agency's (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP). By using the guidelines outlined in HSEEP, exercises are developed by using the building block approach. As depicted in the figure, using a building block approach allows programs to develop and expand training and exercising in a natural progression. In the State of Michigan, the threats, vulnerabilities, roles, responsibilities, and tasks to perform are too varied, numerous, and complex to be exercised within a single exercise design.



HSEEP features a cyclical approach for exercise development to ensure each exercise is built upon complexity and is appropriately integrated into a total, sustainable preparedness program. As illustrated in the figure below, each step of the program allows for development, training, and the ability to identify lessons learned. Thus programs break down roles, responsibilities, and tasks at each level, focusing on training and exercising.



As Michigan's exercise capabilities are enhanced, the design, complexity, stress factor, and execution will also increase, testing multiple disciplines, interagency relationships, and allowing for significant learning opportunities that effectively complement and build upon one another. This rotation of increasingly complex exercise activity ensures the levels of exercise scope, scale, and intricacies are tailored to threat level and capabilities of the jurisdiction/region. It will also allow response capabilities to progress over time while maintaining a consistent statewide delivery method.

A Regional Strategic Plan was specifically developed for each jurisdiction to identify their threats and vulnerabilities. During the development of the plan, existing plans and objectives, as well as relevant organizations' experience were incorporated. Training, exercises, and equipment purchases will be based upon the threats and vulnerabilities outlined and a combination of scenario bases and capabilities bases,

as identified. By using the information identified in the plan, each jurisdiction is able to establish the proper complexity of exercise in the building block approach and to determine an appropriate starting point in the cycle of exercise activity; thereby enhancing the likelihood of a successful exercise program.

As part of this cycle, the State of Michigan will conduct annual exercises, and training to support those exercises, that can be coordinated amongst the state's jurisdictions, other states, and/or federal agencies. Michigan's three-year approach will be unique to each jurisdiction, taking into consideration the specific findings from each of the baseline assessments. Descriptions of the various exercise types, scopes, and complexities are documented in Appendix C.

IV. Multi-Year Training and Exercise Schedule

The following calendars have been identified as projected trainings and exercises for 2012-2014.

Professional Emergency Manager Training Classes

Page 13-14		PEM Classes at PTA/EMHSTC
		PEM Offsite Classes
		State Agency & EMHSD Training
		PEM Exam
		Conferences

Emergency Management and Homeland Security Training Center Classes

Page 12		Classes at EMHSTC
		EMHSD Offsite Classes
		Conference

State and Local Training Classes

Pages 14, 16-23, 32-33		Planned Training
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State and Local Exercises

Pages 15- 37	Orientation	Workshop	Seminar	Tabletop	Drill	Functional	Full Scale
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Jurisdiction	TRAINING SCHEDULE Fiscal Year 2012 Emergency Management and Homeland Security Training Center Classes											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
2012	DEQ Refresher	DEQ 8 hr Refresher	DEQ 8 hr Refresher	DEQ 8 hr Refresher	Great Lakes Homeland Security Conference	Hazardous Materials Technician Part I	Hazardous Materials Technician Part II	8-hr Refresher	HERT			
	AHIMT Safety Officer	Hazmat Team Strategy & Tactics: Suspicious Substances	EMS Day	Advanced CAMEO								
			ICS 400	Advanced Air Monitoring	DEQ 8 hr. Refresher							
		ICS 300	8-hr Refresher	HERT	Chemistry II	Cargo Tank Specialist	CBRNE/WMD for Healthcare Professional	Gasoline Tank Truck Emergencies	Hazardous Materials Technician Part I			
			Rail Specialist		Intermodal Specialist Program							
		Introduction to CAMEO Suite	Intermodal Specialist	Hazardous Materials Technician Part II	DEQ 8-hr Refresher	8-hr Refresher		Command and Control of Fire Department Special Operations				
					Hazmat Team Strategy * Tactics: Air Monitoring at Structure Fires					CBRNE/WMD Defensive OPS		
		Hazmat Team Strategy & Tactics: Chemical Suicides	Hazardous Materials Incident Response Operations (EPA 165.5)	CBRNE/WMD Awareness (AWR-160)	Propane Emergencies	Hazardous Materials Incident Response Operations (EPA 165.5)						
				Chemistry I						Hazmat Team Strategy & Tactics: Fuel Leaks & Spills	CBRNE/WMD Technician	

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Jurisdiction	TRAINING SCHEDULE Fiscal Year 2012 Professional Emergency Managers Classes											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
2012	Intro to Emergency Management	Exercise Design and Development	State Agency & EMHSD Training	Intro to Emergency Management	Great Lakes Homeland Security Conference	Intro to Emergency Management	Recovery from a Disaster		Disaster Response and Recovery Operations			
	Disaster Response and Recovery	Emergency Management Planning	Basic Skills Course	State Agency & EMHSD Training	Mass Care Class (State Agencies)	Hazard Mitigation Comprehensive Planning Interface			PEM Exam			
	PEM Exam	Evacuation Planning	Tornado Shelter		Damage Assessment Applications	Debris Management						
	Local Coordinators Conference	Damage Assessment Applications	Public Information Officers Workshop		Legal Issues							
	State Agency & EMHSD Training	Developing Volunteer Resources			ICS/EOC Interface							
	Exercise Design and Development				State Agency & EMHSD Training							

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State Agencies	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Department of Community Health		CHECC Comms Section X-training	CHECC Planning Section X-training	CHECC Finance /Logistics X-training		CHECC Ops/ Planning X-training						
		CHECC Operations Section X-training										
Department of Transportation	ICS Training for Frontline Transportation Workers			MDOT Crisis Communications (Public Information) Plan								

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State Agencies & Federal Partners	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
EMHSD			Civil Dis. TTX		NLE 2012	NLE 2012	REP (FERMI)	REP FERMI	REP Palisades	REP (Palisades)		
National Guard		Buffer Zone Lansing			S.St. Marie Border Exercise FSE							
Department of Agriculture and Rural Development		Arbovirus Seminar with Region 3- (Bay County)		Great Lakes Border Health Initiative TTX						MI Veterinary Corps and MI State Animal Response Team during REP FSE		
Department of Community Health				Hospital SNS Request SharePoint Drill	CHECC After-Hour Notification and Assembly Drill	Burn Surge/State Burn Coordination Center TTX						
						State Volunteer Deployment Protocols Drill						
						City Readiness Initiative Mass Dispensing Exercise FSE						
Department of Transportation	Region – Southwest TTX (REP)						MDOT Crisis Communications (Public Information) Plan TTX			MDOT Emergency Response Plan TTX		
	Region – University TTX (REP)											
RACES										Simulated Emergency Test (SET) – drill, 1 st Saturday in October		
Department of Technology Management and Budget			Tornado Drills				Fire Drills					
United States Coast Guard								PREP TTX Sector Detroit				
								Sector Detroit AMSTEP				

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Region 1	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 1 Training	ICS 300/400, E-Team Initial Training, E-Team Refresher Training, Communications Training (As needed)											
Gratiot									Response to Active Violence			
Clinton												
Eaton	COOP Training			SKYWARN								
Shiawassee												
Ingham	Damage Assessment											
Jackson							HazMat Training					
Livingston												
Hillsdale												
Delta Twp.												
City of Lansing												
Lenawee			Scene Accountability Workshop			Public Information Workshop						

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Region 2	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 2 Training	ICS 300/400, E-Team Initial Training, E-Team Refresher Training, CERT, REP (As needed)											
City of Detroit		WMD Standards AWR REP Response CERT				WMD Standards AWR REP Response CERT	WMD Standards AWR	Teen CERT	CERT		CERT	
Wayne	Damage Assessment (Dearborn Heights) EOC Orientation											
Oakland			Tornado Shelter Workshop		Legal Issues in EM	Debris Mgmt						
Monroe				Basic Radiation 101		Radiological Decon.	Congregate Care	Congregate Care				CERT
Macomb												
St. Clair					Field Ops Decon.							
Washtenaw	HazMat Tech Part II	ICS	Pipeline Response	ICS SKYWARN	SKYWARN							

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Region 3	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 3 Training	ICS 300/400, E-Team Initial Training, E-Team Refresher Training (As needed)											
Oscoda	Damage Assessment Basic CERT								Emergency Prepared.			
Alcona	Damage Assessment Basic CERT								Emergency Prepared.			
Ogemaw												
Iosco	IS-701					ICS/EOC Interface						
Arenac												
Gladwin												
Arenac	IS-701 ICS-300				ICS/EOC Interface							
Bay	BAY Alerts Training											
						DA Workshop						
Saginaw		ETeam		CERT	ICS 300							
				Teen CERT	ICS 400							
Huron										Damage Assessment		
Tuscola												
Sanilac												
Lapeer												
Midland		Michigan Stormwater-Floodplain Conference										
Genesee												

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Region 5	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Barry												
Allegan		ICS 300/400	E-Team	RAD Training	Lock Down Seminar	LEPC Forum	Facility Forum	Public Officials Conf	Cameo			
Van Buren												
Kalamazoo		ICS 300/400		EOC Staff Training								
Calhoun												
Berrien												
Cass				ETeam, CERT	Damage Assessment							ETeam
St. Joseph												
Branch		CBRNE PPE	CBRNE PPE	CBRNE PPE	Confined Space Rescue	CBRNE PPE	CBRNE PPE	CBRNE PPE				
Battle Creek			Severe Weather, ICS	CERT	Active Shooter		SWAT/ IED AWR	SAR RACES				

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Region 6	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 6	ICS Training, Damage Assessment, CERT, Public Officials Conferences											
Mason												
Lake												
Osceola												
Clare	Fire Fighter Training											
Oceana	Blood Borne Pathogen-MRC		BDLS		EOC/EAG	IAP Training						
Newaygo												
Mecosta												
Isabella												
Muskegon	SKYWARN	Pipeline Safety										
Kent	Basic Disaster Life Support / DU exercise											
Montcalm					Volunteer reception center, Shelter Ops, Mass Care, Patient Tracking							
Ottawa												
Ionia	ICS 300/400				Legal Issues in EM							

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Region 7	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Leelanau	Damage Assessment											
Benzie												
Grand Traverse												
Manistee			Flash FF Training									
			ICS									
			Airplane Crash Training									
Alpena						ETeam						
						LEPC						
Wexford		CBRNE										
Missaukee						Damage Assessment						
Roscommon			ICS 300/400			Damage Assessment			PIO			
Kalkaska												
Montmorency	Exercise Design FEMA IS					IS 203		E-Team Training	Damage Assessment			
Otsego												
Presque Isle											Mass Casualty Drill	
											Event Planning Airshow	
Antrim												
CCE			EOC/PIO Training	ICS 300/400								
Crawford			Exercise Design									ICS 200

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Region 8	TRAINING SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Chippewa												
Mackinac	IMT Type III Incident Commander	ETeam	ICS 100/200		IMT Type III Safety Officer							
		IMT Type III Operation Section Chief										
Luce	Exercise Design	Fundamental of Emergency Management	Emergency Planning	Leadership and Influence	Decision Making and Problem Solving	Effective Communications	Develop and Manage Volunteers					
Schoolcraft												
Delta					ICS 300/400							
Alger	ICS 100/200		LEPC Training	ICS/EOC Interface course	Basic CERT Training							
	ICS 300/400											
Menominee	SARA Title III Workshop			Weather Spotter	Weather Spotter							
Marquette			ICS 300 & ICS400			Damage Assessment						
			E-Team Training									
Iron									ICS 701			
Baraga												
Houghton												
Dickinson									ICS 701			
Keweenaw												
Ontonagon												
Gogebic									ICS 500/702a			

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Region 1	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Gratiot	Alma College ICS TTX			Alma College ICS FE						Active Violence TTX		
Clinton												
Eaton			COOP TTX			COOP FE						
Shiawassee	Health Dept. Food Emergencies TTX											Hospital ACC Act FSE
	Aircraft Emergency Response FSE											
Ingham						All Hazards TTX						
Jackson				Information Technology Drill								
Livingston												
Hillsdale	Communications Drill											
	Damage Assessment FE											
City of Lansing					Evacuation of Special Populations TTX							
Delta Twp.									Haz-Mat FE			
Lenawee		EOC Operations TTX		Public Safety FE								

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Region 2	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Wayne							REP Drill	REP Drill	Schoolcraft College FSE	Public Health Drill		
Oakland		Hospital FSE	CIP Small Squad Drill Hospital Active-Shooter TTX		UASI CI/KR TTX Tactical Response Drill	USPS FSE	SEMI CRI FE			UASI Region FSE		
Monroe				Active Shooter FSE			REP Drill	REP Drill			CERT Drill	
Macomb	Comms Test (Monthly)	Selfridge FSE					Health Dept FSE	EAG Sector 1 TTX		COOP Activation	EAG/EOC TTX	
St. Clair		IED TTX		EOC TTX				Field Ops FSE	EOC Winter Storm TTX	EOC Policy TTX		
Washtenaw	Multi Jurisdiction Drill						County TTX		Disease/Cyber TTX			
City of Wayne	EOC Activation Drill	Railway TTX										
Southfield		Comms Orientation		Response TTX								
Port Huron		EOC Drill			Blue Water TTX/FE							
Sterling Heights					Terrorism TTX							
Bloomfield						Police/Fire TTX						
Warren				Terrorism TTX								
Ann Arbor	Terrorism Drill						Water TTX					
Canton			Damage Assessment FE				Cyber Power Outage FE				Comms Drill	

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Region 2	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
City of Livonia						Adapt 2012 FSE	Livonia12 TTX					
City of Dearborn	EOC Orientation	EOC Ops TTX		ICS/Flood TTX	ICS/EOC FE		Access and Functional Needs Orientation	ICS/EOC FE JIC FE				Winter Storm Orientation
City of Detroit	NAIAS TTX		IED/WMD VBIED	Detroit Windsor Tunnel Drill		IED/WMD VBIED	CERT Drill		UASI TTX			
City of Trenton	UASI Workshop			Wayne County FSE			Flood TTX					

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Region 3	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Oscoda		Flood (Regional) TTX		Flood (Regional) FSE								
Alcona		Flood (Regional) TTX		Flood (Regional) FSE								
Ogemaw												
Iosco		Flood (Regional) TTX		Flood (Local) TTX								
				Flood (Regional) FE								
Gladwin												
Arenac		Flood (Regional) TTX		Flood (Local) TTX								
				Flood (Regional) FE								
Bay			Flood TTX	Flood FSE			Internal IMT TTX					
Saginaw				County FE	Flooding FSE							
Huron					Flooding FSE	EOC Activation TTX				Grain Elevator Emergency Response FE		
Tuscola												
Sanilac												
Midland			Flood TTX	EOC Flood TTX								
				Flood FSE								
Lapeer			Prison scenario (Drill, TTX, FSE)									
Genesee	EOC Call Down TBA											
				Multi-Co FE (Flooding)								County Seminar Flooding

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Region 5	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Barry					EAG Orientation	AG EAG Drill				REP TTX		
Allegan				Active Shooter FSE	LEPC TTX					LEPC TTX		
				SNS FE						REP Drill		
Van Buren												
Kalamazoo	Medical Coalition TTX				CBRNE FSE							
Calhoun												
Berrien		Severe Storms TTX		Hostile Action Drill				Severe Storms TTX		REP		
Cass	All Hazards TTX	Active Shooter TTX			All Hazards Drill	All Hazard FSE						
St. Joseph												
Branch			EOC Activation/ Comms Drill			Hosp. Decon Drill			Races SET Drill			
Battle Creek				Terrorism TTX				Active Shooter TTX				All Hazards TTX

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Region 6	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 6	ETeam Drill, 800 MHz Drill											
Mason								Consumer Energy Workshop				
Lake	Communications FE				Idlewild Centennial TTX							
Osceola	Region 6 Burn Surge Exercise FSE		Communications TTX									
Clare	Region 6 Burn Surge Exercise FSE			HazMat/ Mass Cas. FE					RACES Drill	Pan Flu FE		
			RACES Drill									
Oceana	Region 6 Burn Surge Exercise FSE			ER Hospital Surge Drill	EOC/EAG Plan TTX	IAP TTX						
Newaygo												
Mecosta			Region 6 Alternate Care Site Exercise FSE			50 Car Pile Up/MCI Exercise FSE			Region 6 Burn Surge Exercise FSE			
						Volunteer Reception Center FSE						
Isabella												
Muskegon	Public Health TTX		HazMat Drill	Port Security TTX								Multi County Comms Drill
			Hospital Decon Drill									
Kent									Hydro Electric Dam response			

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Region 6	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Montcalm	Burn Surge FSE				ACS Activation FSE							EOC Call Up drill
Ottawa			Boar's Head FSE									
			Public Health TTX									
Ionia			Regional Burn Surge TTX			EOC Activation Drill						Damage Assessment TTX
			Regional Acute Care Sites TTX									

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Region 7	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 7	Monthly ETeam and 800 MHz Drills											
Leelanau	EOC Workshop			Tornado Drill								
Benzie			Winter Weather TTX									
Grand Traverse	TTX NMC A/S	Winter Weather TTX		SNS Delivery FSE		Comm FSE	National Cherry Festival FSE					
Manistee			MCI- Airplane Crash FSE					Consumers Power Dam Failure FE				
Alpena			Winter Weather TTX	Plane Crash FSE		DPI Fire Drill						
					Active Shooter in School							
Wexford		Winter Storm TTX										
Missaukee			Winter Weather TTX				302 Facility		LTC Facility FE			
Roscommon	EOC-LPT Workshop	Winter Weather TTX					Inter-Op Comm. Drill					
Kalkaska												
Montmorency	800 MHz & E-Team Drill			800 MHz & E-Team Drill	LTC Facility Evac. TTX	800 MHz & E-Team Drill			800 MHz & E-Team Drill			
Otsego				Winter Weather TTX								
Presque Isle	Damage Assessment		Winter Weather TTX					Air Show FSE				

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Region 7	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Antrim			Winter Weather TTX									
CCE					Beaver Island TTX			Cheboygan WWTP Chemical Spill FE		Pellston Regional Airport Drill		
Crawford				Mass Casualty FE			Wildfire					

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Region 8	EXERCISE SCHEDULE 2012											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Chippewa												
Mackinac	Pipeline Disaster TTX			Bridge Walk Terrorism TTX		EOC Act. FE						
Luce			Lockdown Tahquamenon Area Schools FE									
Schoolcraft												
Delta										Chem Spill FSE	Pandemic TTX	
Alger		Snow/Ice FSE		Flooding TTX					Wind Damage TTX			
Menominee	Fire Evacuation Drill		School Shooter Drill			Fire Evac. Drill	County Comm/ Notification Drill					
			Public Health Communication Drill									
			Search and Rescue/Project Lifesaver									
Marquette				Board of Light and Power FE	Sawyer Airport TTX	Sawyer Airport FSE						
					EOC Comms TTX							
Iron									EOC Ops TTX			
Baraga												
Houghton												
Dickinson						EOC Operations TTX				Comms. FE		
Keweenaw												
Ontonagon												
Gogebic						EOC Ops TTX				Comms FE		
										Decon HazMat FSE		

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Jurisdiction	Training SCHEDULE 2013											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
State Agencies	SEOC Orientation Training, Position Specific Training											
Region 1	ICS 300/400, E-Team Initial Training, E-Team Refresher Training, FEMA PDS (As needed)											
Region 2 UASI	ICS 300/400, E-Team Initial Training, E-Team Refresher Training, FEMA PDS, Damage Assessment, CERT (As needed)											
Region 3	IS-703 (Arenac, Iosco) ICS-400 (Iosco)			Weather Spotter (Alcona, Oscoda)						POC (Huron)		
Region 5	ICS, CERT, Public Officials Conferences (Region)											
Region 6	Pipeline Safety & SKYWARN (Muskegon), ICS, CERT, Public Officials Conferences, IED/Bomb Class (Clare), ADLS (Kent)											
Region 7			Public officials conference (Roscommon)			ICS (Roscommon) PIO (Missaukee)			E Team Roscommon			
Region 8	ICS, E-Team Initial Training, E-Team Refresher Training, LEPC Training, FEMA PDS (As needed)											
	IMT Type III Logistics Section Chief (Mackinac)	IMT Type III Finance Section Chief (Mackinac)	IMT Type III Planning Section Chief (Mackinac)	Weather Spotter Training (Menominee)	ARIES (Alger)	Public Officials Conf. (CCE)	Damage Assessment (Marquette)	ICS 702 (Dickinson, Iron)	ICS 702 (Gogebic) ICS 400 (Gogebic)			
								Continuity of Operations/G overnment Training (Menominee)				
			ICS 300/400 (Wexford)									

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Jurisdiction	Training SCHEDULE 2014											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 1	ICS 300/400, E-Team Initial Training, E-Team Refresher Training (As needed)											
Region 2 UASI	ICS 300/400, E-Team Initial Training, E-Team Refresher Training, FEMA PDS, Damage Assessment, CERT (As needed)											
Region 3	IS-702, IS-704 (Arenac, Iosco)	Pipeline Awareness (Alcona, Oscoda)	IS-704 (Iosco)									
Region 5	ICS, CERT, Public Officials Conferences (Region)											
Region 6	Pipeline Safety & SKYWARN (Muskegon), Fire Fighter Training (Clare) ICS, CERT, Public Officials Conferences (Region)											
Region 7	ICS 300/400, E-Team Initial Training, E-Team Refresher Training, FEMA PDS, Damage Assessment, CERT (As needed) Hazmat (Wexford)											
Region 8	ICS, E-Team Initial Training, E-Team Refresher Training, LEPC Training (As needed)											
	ETeam (Mackinac)				Debris Management (CCE)	Damage Assessment (Marquette)			ICS 703/704 (Dickinson, Iron)	Evac & Re-entry Planning (CCE)		
				Weather Spotter Training (Menominee)				ICS 703, 300, 400 (Gogebic)				

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Jurisdiction	EXERCISE SCHEDULE 2013												
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	January	February	March	April	May	June	July	August	September	October	November	December	
State & Federal Agencies		DTMB Tornado Drills			DC Cook REP (EMHSD)	BioWatch/SNS FSE (NG & DCH)							
			Monroe Flood TTX (NG)			DC Cook REP (EMHSD)	DTMB Fire Drills						
							PREP TTX Detroit (USCG)		Nuclear Exercise FSE (NG, Region 5)				
							AMSTEP FSE Detroit (USCG)						
	FE Gratiot EOC Act.			Lenawee COOP Drill		Ingham FE	Jackson Animal Response Plan TTX	Delta Twp. HazMat TTX					
				Lenawee COOP TTX									
	Hillsdale- Communications Drill						Hillsdale Public Works FE						
	Shiawassee School TTX				Shiawassee School FE				Shiawassee School FSE				
Eaton COOP FE						Eaton School Lockdown Drill							
Region 2 UASI		EOC Ops TTX (Dearborn)	EOC TTX (Monroe, Dearborn)	Trenton Shelter In Place FSE	Ops Drill (Sterling Heights)	DA TTX Bloomfield		Dearborn PIO/JIC TTX	Public Health Flu Clinic		CERT Drill (Monroe)		
		Trenton HazMat TTX			Selfridge National Disaster	Blue Water TTX/FE (Port Huron)			Trenton DTE Power Plant FSE				
		EOC Drill (Port Huron)	Selfridge		Dearborn TTX & FE	Livonia13 FE							
City of Detroit (UASI)	NAIAS TTX			Detroit Windsor Tunnel Drill				CERT Drill		UASI TTX			

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Jurisdiction	EXERCISE SCHEDULE 2013											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 3	Genesee Mass Fatality (TBA)	EOC Call Down Drill Genesee (TBA)			Mass Casualty TTX (Arenac, Iosco)	Mass Casualty FE (Arenac, Iosco) EOC activation (Huron)	Comms FSE (Huron)		Ice storm TTX (Alcona, Oscoda)	Ice storm FSE (Alcona, Oscoda)		
	Severe Storms TTX (Berrien)			Battle Creek Drill	Active Shooter TTX (Branch)	Barry-Allegan Wildfires FSE		Battle Creek Drill	LEPC FSE (Allegan)		SOP Orientation (Barry)	Battle Creek Terrorism FE
Region 5	Cass TTX				Cass Drill	Natural Disaster FSE (Barry)		REP (Berrien)				
	Medical Coalition (KZoo)				CBRNE FSE (KZoo)	Active Shooter Drill (Branch)		Severe Storms TTX (Berrien)				
Region 6	Damage Assessment & LEPC (Ottawa)	COOP/GOG Exercise TTX, Animal TTX, Resource Mgmt FSE (Mecosta)		Multi County Comms FSE	Shelter Ops (Lake)	Port Security Drill (Muskegon)	School Drill (Muskegon)	RACES Drill (Clare)	Correctional Facility MCI & Hydro Electric Dam response (Kent)		Comms FSE	
		RACES Drill (Clare)		Region 6 MCI annual	EOC/EAG Drills (Oceana)			Decon Drill (Oceana)	MRC Evac TTX (Oceana)			
Region 7	Ice Storm (Presque Isle)	Damage Assessment (Presque Isle)	Winter Storm TTX (Crawford)		CCE School Drill	MCI Exercise (Wexford)			Chemical Spill Drill Montmorency			
	302 Facility (Missaukee)		Haz Mat FSE (Roscommon)			Communication Drill (Roscommon)			Mass Casualty TTX (Roscommon)			
			Dam Failure & School Ex (Manistee)									

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Jurisdiction	EXERCISE SCHEDULE 2013											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 8	Train Hazmat TTX (Luce)			Rail Chem Release FE (Alger)	HazMat TTX (Mackinac)	Terrorism FSE (Delta)	COOP/COG TTX Menominee	Forest Fire FE (Alger)	Pandemic Flu FSE (Dickinson)	School Damage TTX (Alger)		
	Fire Evacuation Drill (Menominee)				Sawyer Airport TTX (Marquette)	Fire Evacuation Drill (Menominee)	Courthouse Security Exercise (Menominee)	Chem Spill TTX (Delta)	Comms TTX (Gogebic/Iron)	IMT Act (Mackinac)		
					EOC TTX (Marquette)				Pan Flu TTX (Gogebic)			
	800 Radio/ETeam Drills											

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Jurisdiction	EXERCISE SCHEDULE 2014												
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
	January	February	March	April	May	June	July	August	September	October	November	December	
State & Federal Agencies	Tornado Drills (DTMB)			Fermi II REP (EMHSD)	MEMS FSE (DCH)	AMSTEP TTX (USCG)		Palisades REP (EMHSD)		SET Drill (Races)			
				RACES Drill					PREP FSE (USCG)				
				Fire Drills (DTMB)									
Region 1				Lenawee Comms FE		Ingham FSE			Lenawee Response FSE				
	Hillsdale Communications Drill						Hillsdale Public Health FE						
	Eaton- COOP FSE						Jackson Animal Response Plan TTX						
Region 2 UASI		EOC Ops Ori. (Dearborn & Port Huron)	EOC Ops TTX (Dearborn)		ICS/EOC Ori. (Dearborn)	Human Services TTX (Bloomfield)	REP (Monroe)	JIC Ori. (Dearborn)	Ann Arbor FSE		CERT Drill (Monroe)		
				Ops FE (Sterling Heights)	FSE (Ann Arbor)		Active Shooter (Port Huron)	Trenton AMSTEP FSE					
				Blue Water FE				UASI FE					
City of Detroit (UASI)	NAIAS TTX			Detroit Windsor Tunnel Drill			CERT Drill		UASI TTX				
Region 3	EOC Call Down Drill Genesee (TBA)	Pipeline spill TTX (Alcona, Oscoda)	IED TTX (Iosco)	Pipeline Spill FSE (Alcona, Oscoda)	IED TTX (Arenac)	IED FE (Iosco)	IED FE (Arenac)						
							EOC activation (Huron)	Chemical facility (Huron)					

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Jurisdiction	EXERCISE SCHEDULE 2014											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 5	Cass TTX	Severe Storms TTX (Berrien)	Functional Needs Drill (Barry)		Decon Drill (Branch)	LEPC TTX (Allegan)		Battle Creek Terrorism FSE		LEPC FSE (Allegan)		
	Medical Coalition (KZoo)			Cass Drill	Ag EAG FE (Barry)	CBRNE FSE (KZoo)	Cass FSE	Severe Storms TTX (Berrien)				
Region 6	Damage Assessment & LEPC (Ottawa)	Animal Response (Montcalm)	Comms FE (Montcalm)	Port Security FE (Muskegon)	Shelter Ops (Lake)	HazMat FSE (Muskegon)		RACES Drill (Clare)	Correctional Facility MCI & Hydro Electric Dam response (Kent)			
		HazMat Drill (Oceana)					COOP/GOG FE, School & Vulnerable Populations TTX (Mecosta)			Donations Mgmt (Montcalm)	Siren, EAS, City watch (Montcalm)	Mass Fatality FE (Montcalm)
	EOP Orientation (Osceola)	RACES Drill (Clare)		HazMat Drill (Oceana)	County FE (Mason)		School Response Plan Drill (Oceana)					
Region 7	Ice Storm (Presque Isle)	Damage Assess. (Presque Isle)	Wild Fire FE Montmorency	302 Facility (Missaukee)	Regional Health Care FE (Crawford)		Ironton Ferry Capsize FSE (CCE)	Wilderness State Park Tornado (CCE)				
			School Crisis FSE (Roscommon)									
			Shelter (Manistee)									
					Fatality Mgmt (Wexford)							

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Jurisdiction	EXERCISE SCHEDULE 2014											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	January	February	March	April	May	June	July	August	September	October	November	December
Region 8	Train HazMat Drill (Luce)		Terrorism FE (Alger)		Sawyer Airport TTX Marquette	Water TTX (Alger)	COOP/ COG FE (Menominee)		Terrorism TTX (Alger)			
					EOC TTX Marquette	Airport FSE (Delta)			Anthrax FE (Dickinson)			
					Bois Blanc Island FSE (CCE)	Functional Needs TTX (Mackinac)	Courthouse Security FE (Menominee)		Comms TTX (Gogebic)			
									Hospital Evac FSE (Gogebic)			
									Pan Flu FE (Iron)			
800 Radio/ETeam Drills												

V. Summary

The State of Michigan is moving forward with considerable effort to better protect and prepare its citizens to respond to and recover from all disasters, including the threat of terrorism. Through the development of the State Multi-Year Training and Exercise Plan, Michigan is better equipped to serve as a nationwide model for domestic preparedness by providing comprehensive preparedness initiatives throughout the state.

The Multi-Year Training and Exercise Plan was developed in accordance with the standards and guidance set forth by DHS/FEMA and will serve the State of Michigan in all DHS/FEMA sponsored exercises for the next three years.

Appendix A: National Priorities

The following eight preparedness goals are established as National Priorities by the National Preparedness Guidelines, published in September 2007 by the Department of Homeland Security (DHS):

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

Appendix B: Target Capabilities List (TCL)

Common Capabilities

1. Planning
2. Communications
3. Community Preparedness and Participation
4. Risk Management
5. Intelligence and Information Sharing and Dissemination

Prevent Mission Capabilities

6. Information Gathering and Recognition of Indicators and Warning
7. Intelligence Analysis and Production
8. Counter-Terror Investigation and Law Enforcement
9. CBRNE Detection

Protect Mission Capabilities

10. Critical Infrastructure Protection
11. Food and Agriculture Safety and Defense
12. Epidemiological Surveillance and Investigation
13. Laboratory Testing

Respond Mission Capabilities

14. On-Site Incident Management
15. Emergency Operations Center Management
16. Critical Resource Logistics and Distribution
17. Volunteer Management and Donations
18. Responder Safety and Health
19. Emergency Public Safety and Security
20. Animal Disease Emergency Support
21. Environmental Health
22. Explosive Device Response Operations
23. Fire Incident Response Support
24. WMD and Hazardous Materials Response and Decontamination
25. Citizen Evacuation and Shelter-in-Place
26. Isolation and Quarantine
27. Search and Rescue (Land-Based)
28. Emergency Public Information and Warning
29. Emergency Triage and Pre-Hospital Treatment
30. Medical Surge
31. Medical Supplies Management and Distribution
32. Mass Prophylaxis

- 33. Mass Care (Sheltering, Feeding and Related Services)
- 34. Fatality Management

Recover Mission Capabilities

- 35. Structural Damage Assessment
- 36. Restoration of Lifelines
- 37. Economic and Community Recovery

Appendix C: Exercise Types

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, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual aid agreements (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, while 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. They offer the following attributes:

- Informal discussions led by a seminar leader
- Lack of time constraints caused by real-time portrayal of events
- Low-stress environment employing a number of instruction techniques such as lectures
- Multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Proven effectiveness with both small and large groups

Workshops

Workshops represent the second tier of exercises in the Homeland Security Exercise and Evaluation Program (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). Workshops provide an ideal forum for the following:

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

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), Mutual Aid Agreement (MAAs), Multi-Year Training and Exercise Plans (TEP), and Improvement Plans (IPs). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined. Potential relevant topics and goals are numerous, but all workshops share the following common attributes:

- Effective with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed employing different instructional techniques
- Lack of time constraint from real-time portrayal of events
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

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 by the facilitator, problems are discussed as a group, and resolution is generally agreed

upon and summarized by the facilitator. 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. TTX attributes may include the following:

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation
- Participating in information sharing
- Practicing group problem solving
- Testing group message interpretation

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, functional exercises (FEs), and full-scale exercises (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. Typical attributes include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- Realistic environment

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 generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS) and Unified Command System (UCS). 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. FE simulate 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. Attributes of an FE include the following:

- Evaluating Emergency Operations Centers (EOC), headquarters, and staff
- Evaluating functions
- Examining inter-jurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

Full-Scale Exercises (FSEs)

The FSE is the most complex step in the exercise cycle. FSE 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 UCS to effectively and efficiently respond to and recover from an incident. FSE focus 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 that would be involved in an actual incident should be simulated.

An FSE provides an opportunity to execute plans, procedures, and MAAs in response to a simulated live incident in a highly stressful environment. Typical FSE attributes include the following:

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memoranda of understanding (MOUs), SOPs, plans, and policies
- Assessing equipment capabilities
- Assessing inter-jurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation

- Exercising public information systems
- Testing communications systems and procedures

The level of support needed to conduct an FSE is greater than needed during other types of exercises. The exercise site is usually extensive, with complex site logistics. Food and water should be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored. FSE controllers ensure that participants' behavior remains within pre-defined boundaries. Simulation Cell (SIMCELL) controllers continuously inject scenario elements to simulate real events. Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure all activity is executed within a safe environment.

Appendix D: Acronym List

AAR	After Action Report
AM STEP	Area Maritime Security Training and Exercise Program
ASEOC	Alternate State Emergency Operations Center
CAR	Capital Area Region
CBRNE	Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive
CDC	Centers for Disease Control and Prevention
CIP	Critical Infrastructure Protection
COOP	Continuity of Operations Plan
CPX	Command Post Exercise
CRI	Cities Readiness Initiative
DHS	U.S. Department of Homeland Security
DMVA	Michigan Department of Military and Veteran Affairs
EEG	Exercise Evaluation Guide
EMHSD	Emergency Management and Homeland Security Division
EMS	Emergency Medical Services
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plans
EP	Emergency Planning
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
FY	Fiscal Year

HazMat	Hazardous Materials
HAZWOPER	Hazardous Waste Operations and Emergency Response
HRSA	Health Resources Services Administrations
HSAC	Homeland Security Advisory Council
HSEEP	Homeland Security Exercise and Evaluation Program
HSPC	Homeland Security Preparedness Committee
ICS	Incident Command System
IED	Improvised Explosive Device
IP	Improvement Plan
JAG	Justice Assistance Grant
LEIN	Law Enforcement Information Network
LHD	Local Health Department
LPT	Local Planning Team
LTC	Long-Term Care
MAA	Mutual Aid Agreement
MDA	Michigan Department of Agriculture
MDCH	Michigan Department of Community Health
MEMAC	Michigan Emergency Management Assistance Compact
MEMP	Michigan Emergency Management Plan
MEMS	Metropolitan Emergency Medical Services
MRIAT	Michigan Rapid Impact Assessment Team
MSEL	Michigan Standardized Equipment List
MPSCS	Michigan Public Safety Communications System
MOU	Memorandum of Understanding
MSP	Michigan State Police

NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NPG	National Preparedness Goal
NRF	National Response Framework
NW	Northwest
OPHP	Office of Public Health Preparedness
PEM	Professional Emergency Manager
PIO	Public Information Officer
POC	Point of Contact
POD	Point of Dispensing
PREP	Preparedness Response Exercise Program
REP	Radiological Emergency Planning
RHSS	Regional Homeland Security Strategy
RRT	Regional Response Team
RRTN	Regional Response Team Network
RSS	Receipt, Storage, and Staging
SHSS	State Homeland Security Strategy
SIMCELL	Simulation Cell
SOP	Standard Operating Procedures
SNS	Strategic National Stockpile
SWAT	Special Weapons and Tactics
TEPW	Training and Exercise Plan Workshop
T&E	Training and Exercise
TCL	Target Capabilities List
TTT	Train the Trainer

TTX	Tabletop Exercise
UCS	Unified Command System
UASI	Urban Area Security Initiative
USCG	United States Coast Guard
VIPS	Volunteers in Police Service
WMD	Weapon(s) of Mass Destruction