

North Dakota Department of Emergency Services

Multi-year Training and Exercise Plan
January 1, 2015 – December 31, 2017

PREFACE

The U.S. Department of Homeland Security (USDHS) Preparedness Directorate's Office of Grants and Training (G&T) requires that every State and Urban Area conduct a Multiyear Training and Exercise Plan Workshop (TEPW) annually. Accordingly, North Dakota recently conducted its 2015-2017 Multiyear TEPW and used the results of the workshop to assist in the development of this Multiyear Training and Exercise Plan (TEP).

The North Dakota Multiyear TEP is the roadmap for North Dakota to prepare for the mission areas described in the National Preparedness Goal. The State of North Dakota is pursuing a coordinated homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen North Dakota's emergency prevention, protection, mitigation, response, and recovery capabilities. Training and exercises play a crucial role in this strategy, providing North Dakota with a means of attaining, practicing, validating, and improving new capabilities.

The State's training and exercise programs are administered by the North Dakota Department of Emergency Services, Division of Homeland Security, in coordination with the 50+ state agencies that are assigned in the State Emergency Operations Plan. The training and exercise agenda described in this plan is a guide for all State-level response agencies, as well as any tribal, county or municipal response agencies receiving State homeland security funds. It is recognized that throughout the course of time, priorities may change as a result of new threats and hazards or new direction from elected and appointed officials. These new or changed priorities will often result in changes to the training and exercise schedule. The plan helps prepare North Dakota to optimally address the natural, adversarial, and technological hazards that it faces. Engaging the whole community in training and exercises allows all parties to evaluate their capabilities and, therefore, improve on their level of preparedness.

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PURPOSE

The purpose of the Multi-year Training and Exercise Plan (TEP) is to document an organization's overall training and exercise program priorities for a specific multi-year time period. It is considered to be a living document that can be updated and refined annually. These priorities are linked to corresponding core capabilities, and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This Multi-year TEP identifies the training and exercises that will help the organization build and sustain the core capabilities needed to address its training and exercise program priorities.

The Multi-year TEP lays out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, multi-year exercise program enables North Dakota Department of Emergency Services to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Further, by including training requirements in the planning process, we can address known shortfalls prior to exercising capabilities.

A Multi-year TEP may also serve as a follow-on companion document to the North Dakota Department of Emergency Services (NDDDES) Homeland Security Strategy, and can provide a roadmap for NDDDES to follow in accomplishing the priorities described therein.

Included in this Multi-year TEP is a training and exercise schedule, which provides a graphic illustration of the proposed exercises and training classes scheduled for the years January 1, 2015 through December 31, 2017.

PROGRAM PRIORITIES

In accordance with EMPG guidance, a Training & Exercise Plan workshop for all participating state agencies was held on November 18, 2014. The purpose of the workshop was to lay the foundation for North Dakota's training and exercise activities for the fiscal years beginning January 1, 2015 until December 31, 2017.

The creation of effective capabilities-based exercise programs begins with a multi-year Training and Exercise Plan (TEP), which establishes overall exercise program priorities and outlines a multi-year schedule of training and exercise activities designed to address those priorities and validate core capabilities. The Training and Exercise Planning Workshop (TEPW) provides a collaborative workshop environment for Whole Community stakeholders to engage in the creation of the TEP. The TEPW also serves as a forum to coordinate training and exercise activities across organizations in order to maximize the use of resources and prevent duplication of effort.

The North Dakota Department of Emergency Services Training and Exercise Program will be based on the principles of HSEEP. The resulting plan will demonstrate a carefully planned, broad based, progressive and increasingly complex training and exercise program.

Laying the Foundation

The first hour of the training & exercise planning workshop was spent developing a foundation of information regarding the National Preparedness Goal and Core Capabilities; ND THIRA process and currently identified threats and hazards; and the actual events and exercises held over the past year.

Review THIRA (Sean Johnson, NDDDES Plans Chief)

We strive to base our training and exercise plan on the core capabilities, taking into consideration the ND THIRA results. The current THIRA identifies the following threats and hazards for ND:

- Cyber-attack on Energy Sector
- Lake Sakakawea Oil Spill (HazMat)
- Red River Flood
- Winter Storm
- IED with Armed Assault Attack
- HazMat (Chemical)
- Human Pandemic
- Summer Storms

Review Real Events and Exercises (Amy Anton, NDDDES Operations & Planning Section Chief)

The events (state responses) and exercises of the past year were reviewed, highlighting the following opportunities for continued growth:

- Ability to respond to No-Notice Events
- Situational Awareness/Common Operating Picture
- Mass Care/Sheltering – large populations
- Mass Fatality (i.e. Tornado – large community)
- Supply Chain Disruption (regional or statewide) – electricity, natural gas, communications, etc. due to cyber or ice storm, etc.
- Resource/Capability Gaps/Shortfalls
 - i.e. air monitoring, urban search and rescue, structural collapse
- Continued Training and Exercising
 - First Responders
 - State Incident Management Team (IMT)
 - Regional Hazmat Teams
 - NDNG Civil Support Team (CST)
 - Voluntary Organizations
 - EMAC/NEMAC
- Private Sector Partnership and Integration
- Multi-Agency, Multi-Jurisdictional, Private Sector Coordination (i.e. Lake Sakakawea Spill)

Review Current Training and Exercise Plan (Larry Regorrah, NDDDES Training & Exercise Specialist)

The current multi-year training and exercise plan was reviewed. The training and exercise calendar was reviewed for the past year and the next two years. Schedule accomplishments, changes, and pending events were identified. No currently scheduled events were identified for elimination from the plan.

Group Activities

Assess and Prioritize Core Capabilities

In the first group activity, four groups of participants were asked to assess the states level of preparedness for a portion of the 31 core capabilities. Factors considered in the assessment of current capabilities included the following:

- Plan update in the past two years
- Training in the past two years
- Exercises in the past two years
- Tested in a real event in the past two years
- Participants perception of each capability as a strength or weakness in a state response

Each work group placed their assessment on a large chart. When all group assessments had been completed, each individual participant was then asked to vote for the top three capabilities to be prioritized in the Training and Exercise Plan. No votes were allowed for the common mission area capabilities - Planning, Public Information and Warning, and Operational Coordination - since these are generally addressed in all exercises. Groups were directed to take into account the group assessments and the presentations to prioritize capabilities. The capabilities which received votes were ranked as follows:

1. Cyber security
2. Operational Communications
3. Infrastructure Systems
4. Critical Transportation
Mass Search and Rescue
5. Fatality Management Service
6. Economic Recovery
Access Control and Identity Verification
Environmental Response/Health and Safety
7. Mass Care Services
Public and Private Services and Resources
Health and Social Services
Housing
Natural and Cultural Resources

Recommended Training Topics

A list of potential training topics and courses was posted. Participants were given the opportunity to add additional items to list. Participants were then asked to vote for the 10 training events or topics that they felt were a priority for the state. The training items were ranked as follows:

1. Basic Communications
2. Active Assailants
3. Cyber Security Measures
4. Emergency Operations Center Management and Operations
5. Emergency Planning
 - Continuity of Operations
 - Emergency Planning for Schools
6. Hazardous Weather and Flood Planning
 - Emergency Mass Care
7. ICS 300
 - Public Information Officer
 - Mass Fatalities Management
 - Recovery from Disaster
 - Mitigation Planning
8. ICS 400
 - Management of Spontaneous Volunteers
 - Ebola/Infectious Diseases
9. Animal Sheltering
10. Physical Security Measures
 - Local Training and Exercise Planning
11. Community Emergency Response Teams
 - WebEOC
12. Critical Incident Stress Management Team Training
 - Wide Area Search and Rescue Awareness
13. Disaster Mental Health
 - Respiratory Protection Programs
 - Joint Information Center/Systems
 - HSEEP/Exercise Design
14. Grant Writing
 - Group Facilitation
15. Planning for Access and Functional Needs
 - HazMat

Identify Pre-planned/Annual Events and Recommended Exercises

State agency representatives were asked to identify any annual or currently planned training events or exercises that they host. The following were shared:

- North Dakota Department of Health
 - Ice Storm Table Top Exercise - Dec 2014
 - Shelter in Place Table Top Exercise - Jan 2015
 - Communicable Disease Table Top Exercise - Feb 2015
 - Patient Tracking Functional Exercise - Mar 2015
 - Radiation Table Top Exercise - May 2015
 - Medical Shelter Full Scale Exercise - June 2015
 - Tornado Table Top Exercise - Sept 2015
 - Pandemic Flu Full Scale Exercise - October 2015
- Board of Animal Health
 - Animal Infectious Disease Table Top Exercise - Jan 2015
 - Avian Influenza Table Top Exercise - Sept 2015
- Department of Transportation
 - Active Shooter Exercise - date to be determined
- North Dakota National Guard
 - Operation Devils Breath (Part 1) Table Top/Functional Exercise - Feb 2015
 - Operation Devils Breath (Part 2) Table Top/Functional Exercise - Feb 2016
 - Operation Devils Breath Full Scale Exercise - June 2017
- Work Force Safety
 - Annual Continuity of Operation Table Top – Spring 2015
- State Water Commission
 - Annual Flood preparation Workshop/Table Top Exercise – Spring 2015
- Department of Emergency Services
 - IMAT notification drills monthly
 - Amber Alert, annually
 - WARNEX-Tornado, annually

Participants were then given the opportunity to make recommendations on exercise scenarios that they would like to see exercised while focusing on the priority core capabilities and others capabilities as appropriate. Those recommendations are listed below without prioritization:

- Wild Land Fire testing operational communications
- Refinery Explosion testing environmental health issues such as air and water quality
- Levee Failure in Devil's Lake testing recovery
- Sustained Power Outage
- Cyber-attack or Solar Flare resulting in loss of state Information Technology Department systems

Based on the workgroup outcomes, the following priorities are selected for the North Dakota multi-year training and exercise plan. The identified priorities and exercise schedule will not address the capabilities that cross all mission areas, i.e. planning, operational coordination, and public information and warning as it is assumed that they will be included in some way in most training events and all exercises.

Cyber Security

Mission Area:

Protection

Description:

Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).

Corresponding Threat/Hazard:

Cyber-attack on the energy sector (identified in the ND THIRA)

Cyber-attack on the state data systems

Rationale:

A cyber-attack on the energy sector would have a significant impact on life safety issues in North Dakota. Loss of power for an extended period of time would leave private homes and institutions without heat or air conditioning. It would also result in the loss of the ability to pump fuel; loss of the ability to pump water to water treatment facilities and storage towers; disrupt retail sales of food, bottled water, medications and other essentials. It is important to educate public and private organizations on the risks, prevention, and rapid response to cyber threats.

State data systems are a prime target for attack and we have not fully explored the impacts of the loss of data or functionality of the system.

Supporting Training Courses and Exercises:

As this threat has been previously identified in our training and exercise plan, we have been engaged in the training and exercise process over the past year. In May 2014 we hosted Texas A&M Extension Service (TEEX) staff presenting “The EOC's Role in Community Cyber Security” and “Essentials of Community Cyber Security.” A cyber security seminar was held for Department of Emergency Services/State Radio staff. In November an unannounced table top exercise involving the impacts of a cyber-attack was conducted.

Infrastructure Systems

Mission Area:

Response, Recovery

Description:

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Corresponding Threats/Hazards:

This core capability is applicable to all threats and hazards. Those identified in the ND THIRA report include a cyber-attack on the energy sector, Lake Sakakawea oil spill (HazMat), Red River flood, winter storms, IED with armed assault attack, HazMat (Chemical), human pandemic, and summer storms.

Rationale:

Infrastructure Systems was also identified as a priority in the previous workshop in the fall of 2013, and continues rank as an area of high importance in training and exercising. To minimize the long term impact, critical infrastructure functions such as water and sewer systems, roads, health care, financial institutions, schools, and many others too numerous to mention need to be re-established as soon as possible following an incident.

Operational Communications

Mission Area:

Response

Description:

Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Corresponding Threats/Hazards:

This core capability is applicable to all threats and hazards. Those identified in the ND THIRA report include cyber-attack on energy sector, Lake Sakakawea oil spill (HazMat), Red River flood, winter storms, IED with armed assault attack, HazMat (Chemical), human pandemic, and summer storms.

Rationale:

Communication is the key to effective implementation of all mission areas. One of the strengths identified in our past exercises is the strong relationships between government and private agencies. The willingness to share information and resources is demonstrated in every exercise. However, it is important to maintain this attitude and preserve the knowledge of how a variety of communications systems are used to ensure a coordinated system of information sharing. Frequently mentioned in local jurisdictions after action reports is the need for refresher training on the Bank 5 structure for radio communications.

Critical Transportation

Mission Area:

Response

Description:

Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Corresponding Threats/Hazards:

Critical transportation capabilities will have an impact on the response to most threats and hazards, but are especially critical to secondary effects expected from a cyber-attack on the energy sector, flooding, winter storms, and pandemic.

Rationale:

Transportation capabilities are essential to successful evacuation; delivery of resources to save lives; and sustain the economy. Without roadways, railroads, air transportation, vehicles and fuel none of the above can be accomplished.

Mass Search and Rescue

Mission Area:

Response

Description:

Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Corresponding Threats/Hazards:

Mass search and rescue is applicable to winter storms, severe summer storms, tornadoes, floods, long term loss of electrical power as a result of a cyber-attack, IED attacks, and a crude oil rail incident.

Rationale:

Mass search and rescue efforts may come into play during winter storms when vehicles or individuals lost in the storm or are stranded on highways and rural country roads; trapped in residences during flooding or after a severe summer storm/tornado event; or unable to transport themselves to shelters during periods of long term power outages without heat. In addition, search and rescue of victims would be necessary following an IED incident or derailment and explosion of an oil train in a populated or commercial area.

Fatality Management Services

Mission Area:

Response

Description:

Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Corresponding Threats/Hazards:

Fatality Management Services is applicable to winter storms, severe summer storms, tornadoes, floods, long term loss of electrical power as a result of cyber-attack, IED attacks, and a crude oil rail incident

Rationale:

Mass fatality services will be applicable to the following threats: IED with armed assault attack, cyber-attack on the energy sector if it occurs during the winter, and human pandemic. Mass fatality services may also be needed in response to severe summer storms (tornado in a highly populated area), hazmat incidents, and crude oil rail incidents.

Situational Assessment

Mission Area:

Response

Description:

Provide all decision makers with decision relevant information regarding the nature & extent of the hazard, any cascading effects, and the status of the response.

Corresponding Threats/Hazards:

Situational Assessment is critical to all threats identified in the ND THIRA.

Rationale:

Situational assessment and the ability to maintain a common operating picture among all responders and decision makers was identified in our previous training and exercise plan and continues to be an area of importance. The ability to have the facts when decisions are made and actions taken impacts operational coordination and incident outcomes.

Methodology and Tracking:

All planned exercises will be developed by using the priorities and core capabilities described in the Program Priorities section. The building block method of exercise design will also be followed, as described in IS-120.a, An Introduction to Exercises.



Depending on the type and extent of each exercise, independent evaluators, and/or participants will provide exercise evaluations. When independent evaluators are used, they will fill out provided Exercise Evaluation Guides. Feedback from agency officials, evaluators, participant surveys, hot washes, and Exercise Evaluation Guides will then be compiled and collated. An After Action Report/Improvement Plan will then be written and filed after each exercise, in accordance with HSEEP recommendations.

MULTI-YEAR TRAINING SCHEDULE

A training event often applies to more than one capability; however for the purpose of this plan/schedule the event is listed next to the primary capability being addressed.

Core Capability	Training
Planning	<i>L 0146 HSEEP: Jan. 2015</i>
	<i>G235 Emergency Planning: May 2015, 2016, 2017</i>
	<i>G489 Management of Spontaneous Volunteers: Aug. 2015</i>
	<i>MGT 418 Training Identification and Preparedness Planning: Feb. 2016</i>
Public Information and Warning	<i>G 290 Basic PIO: March 2015, Aug. 2015, March 2016, March 2017</i>
	<i>G 291 Joint Information Center/Joint Information Systems: March 2015, 2016, 2017</i>
	<i>NDPTC--Social Media for Natural Disaster Response and Recovery: Sept. 2016</i>
Operational Coordination	<i>ICS 300: March 2015, 2016, 2017</i>
	<i>ICS 400: April 2015, 2016, 2017</i>
	<i>Introduction to ND Emergency Services: June 2015, 2016, 2017</i>
	<i>G 775 EOC Management and Operations: Nov. 2015, 2016, 2017</i>
	<i>MGT 346 EOC Operations and Planning for All Hazards: Nov. 2015, 2017</i>
	<i>G191 - Incident Command System (ICS) Emergency Operations Center (EOC) Interface: Upon jurisdiction request up to four classes/year</i>
	<i>L 954 Safety Officer: Jan. 2016</i>
	<i>L 984 Task Force/Strike Team Leader: May 2016</i>
	<i>L 963 Planning Section Chief: July 2015</i>
	<i>L 959 Operations Section Chief: Sept. 2016</i>

Infrastructure Systems	<i>G 270.4 Recovery from Disaster—The Local Government Role: Jan. 2016, 2018</i>
	<i>NDPTC- Leveraging Tools for Conducting Damage Assessments (pending): June 2016, 2018</i>
Environmental Response/Health & Safety	<i>PER-240 Radiological/Nuclear Responder Operations: June 2016</i>
Operational Communications	<i>Bank 5 Refresher: various dates throughout 2015</i>
Critical Transportation	<i>TransCAER Training: Aug. 2016</i>
Mass Search and Rescue	<i>Search and Rescue Conference: Sept. 2015, 2017</i>
	<i>PER 213 Wide Area Search and Rescue: Sept. 2016, 2018</i>
Fatality Management Services	<i>AWR 232 Mass Fatalities Planning and Response for Rural Communities: August 2015</i>
Situational Assessment	<i>G 271 Hazardous Weather: Feb. 2015</i>
	<i>Homemade Explosives Awareness: July 2015</i>
	<i>AWR 140 Radiological/Nuclear Awareness: Oct. 2015</i>
Public Health and Medical Services	<i>NDPC-- Personal Protective Measures for Biological Events: Jan. 2015</i>
	<i>MGT 439 Pediatric Disaster Response and Emergency Preparedness: Sept. 2015</i>
Mass Care Services	<i>G 108 Community Mass Care: Feb. 2015, 2017</i>
	<i>Shelter Operations: Oct. 2015, 2017</i>
	<i>Integrating Access to Functional Needs in Mass Care: Feb. 2016, 2018</i>
Miscellaneous	<i>Grant Writing: Jan. 2015</i>
	<i>Group Facilitation: Dec. 2015, 2016, 2017</i>

NDDDES Multi-year Exercise Schedule January 1, 2015 – December 31, 2015

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
							<i>Director's Choice Unannounced Exercise</i>					
Cyber Security							Cyber Threat Functional					
Operational Coordination	East IMAT IAP Functional #1	Haz-Mat VTTX	Annual Flood Prep	Annual Flood Prep	East IMAT IAP Functional #2	Pandemic Flu VTTX	East IMAT Notification and Deployment Full Scale	West IMAT Notification and Deployment Full Scale		Pandemic Flu Functional/Full Scale		
Situational Assessment		West IMAT IAP Functional #1			Amber Alert Functional/Full Scale				West IMAT IAP Functional #2			
Infrastructure Systems			Deviils Breath Table Top									
Critical Transportation												
Mass Fatality Services												
Mass Search and Rescue												

Color Key: Based on threat/hazard

Cyber Security	Haz Mat	Flood	Winter Storm	IED	Pandemic	Summer Storm	TEPW
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NDDDES Multi-year Exercise Schedule January 1, 2017 – December 31, 2017

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
							<i>Director's Choice Unannounced Exercise</i>							
Cyber Security														
Operational Coordination	Training and Exercise Planning Workshop	East IMAT Functional	West IMAT Functional	Annual Flood Prep	Annual Flood Prep	Amber Alert Functional/Full Scale	WARNEX and Fraire Barracks Tornado Drill	Devil's Breath Full Scale Exercise						
Situational Assessment														
Infrastructure Systems														
Critical Transportation														
Fatality Management Services														
Mass Search and Rescue														

Some recurrent exercises listed on page 6.

Color Key: Based on threat/hazard

Cyber Security	Haz Mat	Flood	Winter Storm	IED	Pandemic	Summer Storm	TEPW
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