

Veterinary Services Training and Exercise Strategy and Plan Fiscal Year 2014 – 16

November 2013



Preface

The U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) Veterinary Services (VS) leads the way in helping our Nation prepare for potential animal health events that can threaten the U.S. economy or quality of life for people or their animals. When faced with livestock and poultry health incidents, VS in partnership with State, Tribe, and Territory animal health officials leads the national and multi-state responses. VS also supports responses to other incidents and hazards, especially those involving animals, when requested and applicable resources are available. Training and exercises are critical elements to achieve preparedness and support the VS mission as the recognized animal health leader and trusted partner safeguarding the health of animals, people, and the environment.

VS adopts the principles of the Department of Homeland Security National Incident Management System preparedness cycle and the Homeland Security Exercise and Evaluation Program. All VS units are working together and with external partners throughout the training and exercise planning process which began in May 2013. The first VS training and exercise planning workshop was conducted in July 2013 in Beltsville, MD, resulting in the implementation of the first VS training and exercise strategy and plan in October 2013.

VS will continue to enhance capabilities to prepare for and respond to animal health problems. A well-conceived training and exercise strategy, and a methodical multi-year plan provide the roadmap that guides VS through the preparedness cycle to achieve the preparedness and response mission and goals.

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Veterinary Services Training and Exercise Strategy

Introduction

The U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) Veterinary Services (VS) has a long history of responding to animal health emergencies and incidents, and its mission continues to support the prevention and control of select domestic and foreign animal diseases (FAD) that can threaten U.S. public health, animal health, animal agriculture, the food supply, and the economy. Our Federal, State, Tribe, territory, private sector, non-governmental organization, and other partners have expectations that VS will to continue to lead emergency preparedness and response for FADs and emerging disease incidents (FAD/EDI). Comprehensive training and exercises (T&E) provide the much-needed practice before an actual animal disease incident occurs. VS recognizes the wisdom in developing a T&E strategy and identifying program-wide T&E priorities to assure the emergency preparedness and response mission will continue to be achieved. This process is particularly important in light of the VS re-organization and continued reduction in agency resources.

The Animal Health Protection Act provides VS the authority and foundation for emergency preparedness and response activities. Preparing VS employees to serve as animal health emergency responders through targeted T&E events will not only meet the statutory obligations but will provide VS with capabilities to potentially support other incidents.

VS Training and Exercise Planning Team

In May of 2013, the VS leadership team approved the VS T&E planning process using a team approach of representatives from each VS unit in both the current structure and the proposed re-organization. The planning team quickly formed under the leadership of the VS Professional Development Staff Director and the National Veterinary Stockpile State Federal Liaison. Additional experts in T&E planning from outside of VS (external stakeholders) also joined the planning process. See Appendix A for a list of members on the 2013 VS T&E planning team.

The team conducted a series of conference calls and live meetings in preparation for the first VS T&E workshop (TEPW) on July 30-31, 2013 in Beltsville, MD. The TEPW was designed to develop VS' first T&E strategy and plan (TEP) in accordance with principles and guidance from the Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP). The workshop successfully met its objectives to: (1) identify/develop the VS strategy that provides the foundation for VS T&Es and helps VS to enhance its emergency preparedness and response capabilities; (2) identify T&E priorities, objectives, and events that support the VS preparedness strategy; (3) discuss the FEMA core capabilities most relevant to achieving the VS training and exercise priorities; (4)

outline a multi-year schedule of implementable T&E events that are linked to the priorities and objectives; and (5) employ a building-block approach in which T&E activities focus on specific capabilities in a cycle of escalating complexity. The outcome of the TEPW and follow-on meetings is the first *Veterinary Services Fiscal Year 2014 – 16 Training and Exercise Strategy and Plan*.

The VS training and exercise team will be active year-round and serve as a cross-business team across all VS units. To maintain a high level of situational awareness and continuity, members will serve for an extended period (three years, for example) on a staggered schedule. The team can serve as a sounding board and advisor for T&E inquiries, including for example, the extent of VS involvement in T&E events sponsored by external organizations, and appropriate corrective actions for improvement plans.

Surveillance, Preparedness, and Response Services

In July 2013, VS received Departmental approval for reorganization. The newly-formed VS Surveillance, Preparedness, and Response Services (SPRS) organization improves the health, productivity, and quality of life for animals and people through the strategic development and implementation of VS' surveillance, preparedness, and response activities. The SPRS unit oversees the animal commodity centers, national preparedness and incident coordination, logistics, one health, and the six districts across the nation.

The VS T&Es support the SPRS vision as a national alliance for protecting and improving the health of animals and people. The T&Es uphold the SPRS mission to apply the competencies of our highly trained workforce to prepare and practice animal health and all-hazards response plans and to respond to animal health problems with solutions that meet our customers' needs and are appropriate in intensity and scope. Moreover, the T&Es help the SPRS organization meet the following goals:

- ◆ Form a culture of internationally recognized experts able to meet the evolving needs of animal health and integration with public health
 - △ Make training a priority and encourage employees to reach their professional goals.
- ◆ Strengthen and integrate preparedness and response services
 - △ Conduct comprehensive response training and exercises.

Although SPRS will lead the program's T&E planning efforts as a component of national preparedness and incident coordination, it is imperative that the other three VS units, National Import Export Services, Program Support Services, and Science Technology and Analysis Services, be equally engaged throughout the planning process, and support the plan. In an effort to accept the VS TEP as a VS-wide effort, it is important that the leaders of all VS units review, approve, and support the VS TEP each year.

Program Support Services

As a part of the Program Support Services unit, the Professional Development Staff (PDS) under Management Support Services will provide key functions for VS emergency management training.

The Professional Development Staff:

- ◆ Works closely with VS management to ensure that emergency management education and training needs are met. This is done in partnership with APHIS Emergency Management Safety & Security Division.
- ◆ Develops, delivers, and facilitates learning through various distribution methods which include classroom, webinar, video conference, laboratory, and online (AgLearn).
- ◆ Will soon be in a position to support VS exercises.

Although PDS will lead the program's emergency management training efforts, it is imperative that the other three VS units, National Import Export Services, Science Technology and Analysis Services, and Surveillance, Preparedness, and Response be equally engaged throughout the planning process, and support the training initiatives.

VS Vision and Science: A New Perspective

The VS T&E strategy supports the core principles, goals, objectives, and priorities of the new VS Vision and Science: A New Perspective. One core principle most applicable is to act immediately to address disease incidents and, at the same time, continue to evaluate the resources we need to respond. The VS Vision and Science initiative sets five broad yet complimentary goals. Those most relevant to building a comprehensive and targeted emergency preparedness and response T&E strategy are goals 1, 2 and 4, which are described below.

Goal 1 is to transform the culture of VS to meet the evolving needs of the animal health community. The VS T&E strategy is well aligned with the following objective and priorities of goal 1.

- ◆ 1.2 Develop a capable, effective, and flexible workforce.
 - Δ 1.2.1. Senior leaders focus on identifying priorities, setting strategies, and developing relationships with key stakeholders, and setting the ethical tone for VS through their actions

- Δ 1.2.4. Enrich the skills and expertise of all employees to meet current and future scientific and technical needs.

Goal 2 is to build new collaborations and partnerships while sustaining existing ones. Objective 2.2 is to establish strategies and processes that successfully build and maintain relationships. The VS T&E strategy enthusiastically embraces this objective and includes a diverse field of stakeholders in appropriate T&Es.

Goal 4 is to support readiness and response, balancing the needs of animal agriculture with the interests of people and the environment. The VS T&E strategy best supports the following objectives and priorities of goal 4:

- ◆ 4.1 Provide recognized Federal leadership for animal health incidents and act as a trusted partner/animal health advocate in all other incidents where animals are involved.
 - Δ 4.1.2. Refine collaboration with partner agencies and organizations
 - Δ 4.1.4. Develop and support preparedness programs following HSEEP principles.
- ◆ 4.2 Foster an animal health community that is prepared to rapidly and expertly respond to animal health incidents.
 - Δ 4.2.1. Develop a sufficient number of highly trained core responders
 - Δ 4.2.3. Identify and develop a resource pool of animal health workers, professionals, and technicians that will provide surge capacity for large incidents.

APHIS Training and Exercises

APHIS programs maintain the capability to prepare for and lead the Federal response to animal and plant health emergencies. In September 2012, APHIS drafted a two year TEP to support agency-wide priorities to (1) formalize T&E planning; (2) train APHIS staff; (3) conduct APHIS exercises; and (4) engage in stakeholder training and exercising. VS is engaged in the APHIS T&E planning initiative, and supports the APHIS efforts.

APHIS recognizes that capabilities developed to respond to emergencies under statutory authorities, such as subject matter expertise for animal emergency response, may be used, if available, to support other incidents.

Presidential Policy Directive 8 – National Preparedness

The President issued Policy Directive 8 - National Preparedness in 2011. The Directive requires the following:

- ◆ Defining national preparedness as a shared responsibility of all levels of government, the private and nonprofit sectors and individual citizens
- ◆ Strengthening the security and resilience of the United States through systematic preparation for threats that pose the greatest risks
- ◆ Development of a national preparedness goal that identifies the core capabilities necessary for preparedness
- ◆ Development of a national preparedness system to guide activities that will enable the Nation to achieve the goal, and
- ◆ The Secretary of Homeland Security will prepare and submit an annual national preparedness report.

The national preparedness system required by the Directive contains six parts: (1) identifying and assessing risk, (2) estimating capability requirements, (3) building and sustaining capabilities, (4) planning to deliver capabilities, (5) validating capabilities, and (6) reviewing and updating. These six elements outline an organized process for all stakeholders to move forward with preparedness activities and to achieve the National Preparedness Goal. The VS T&E strategy supports three of the six elements to include building and sustaining capabilities, validating capabilities, and reviewing and updating capabilities.

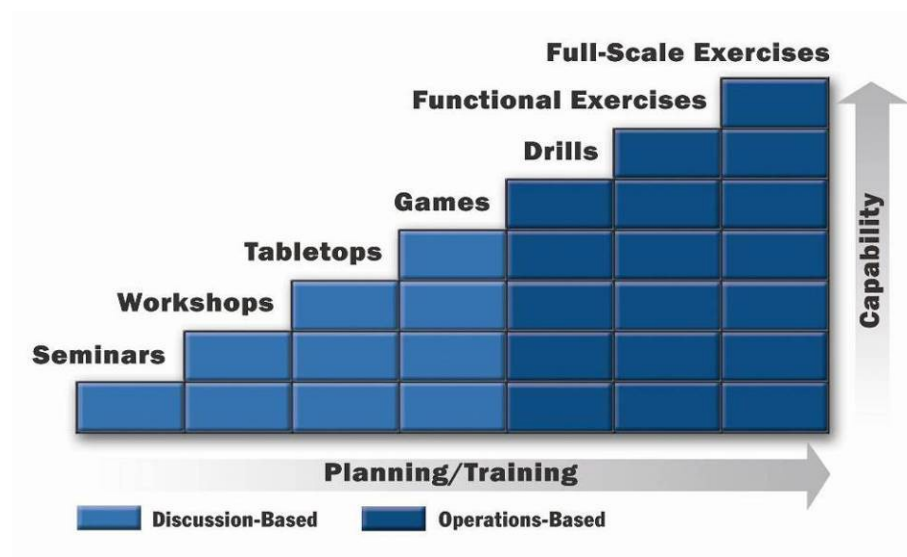
HSEEP Principles

VS will apply the standard methodology, terminology, and principles of the DHS HSEEP, including the four distinct performance requirements to (1) conduct an annual TEPW, and develop and maintain a multi-year TEP; (2) plan and conduct exercises in accordance with guidelines in HSEEP Volumes I-III; (3) develop and submit a properly formatted After Action Reports/Improvement Plans (AAR/IP); and (4) track and implement corrective actions identified in AAR/IP.

VS will use the HSEEP tools and resources to facilitate and manage its self-sustaining exercise program. VS exercises will be designed, developed, conducted, evaluated, and documented in accordance with HSEEP guidance. The first priority in the *Veterinary Services Fiscal Year 2014 – 16 Training and Exercise Strategy and Plan* is to formalize the VS T&E planning process following HSEEP principles.

Although each training and exercise event can be executed as a single activity, greater benefit can be achieved through a building-block approach that exposes participants to gradually increasing complexity of training and exercises. A multi-year plan employs a building-block approach in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity. For example, responders must first be trained and equipped to execute their capabilities, followed by a series of exercises to validate and test their skills. Exercises may begin with an executive-level seminar and progress towards a discussion-based tabletop exercise (TTX); or an exercise may begin with a TTX and progress to an operations-based functional or full-scale exercise. The VS T&E strategy will use the building block approach to build and sustain its preparedness and response capabilities.

Figure 1. The Building-Block Approach



Multi-year planning, stakeholder engagement, and resource management are essential ongoing processes that provide the basis for the planning, conduct, and evaluation of VS exercises.

National FEMA Core Capabilities

The national preparedness goal required by Presidential Policy Directive 8 – National Preparedness outlines core capabilities essential for the execution of each of the five mission areas defined below. The national core capabilities were established by FEMA and are listed in Appendix B. The 31 national FEMA core capabilities are needed collectively by the nation to prevent, protect against, respond to, and recover from incidents of national significance, including terrorism or natural disasters. All core capabilities may not be relevant to VS preparedness and response.

The national preparedness system describes how a Federal organization can identify and use applicable capabilities to help achieve the national preparedness goal. These steps involve identifying and assessing risk; estimating capability requirements; building and sustaining capabilities; planning to deliver capabilities; validating capabilities by participating in training, exercises, or other activities to identify gaps in plans and capabilities; and reviewing and updating capabilities, resources, and plans. VS will strive to identify and align its essential emergency management capabilities with the National FEMA core capabilities as the VS T&E process evolves.

The FEMA core capabilities are grouped into five mission areas:

- ◆ Prevention: comprises the capabilities necessary to avoid, prevent, or stop an act or threat of terrorism;
- ◆ Protection: comprises the capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters;
- ◆ Mitigation: comprises the capabilities necessary to reduce the loss of life and property by lessening the impact of disasters;
- ◆ Response: comprises the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred; and
- ◆ Recovery: comprises the capabilities necessary to assist communities affected by an incident to recover effectively.

Training and Exercise Resources

The highly talented and diverse personnel within VS is a core strength, and a critical part of the VS T&E strategy is to enhance our workforce's abilities to respond to animal health incidents. Many VS personnel, such as incident management teams, National Veterinary Stockpile logisticians and contractors, National Veterinary Services Laboratory personnel, and others have dedicated resources within their own unit to be in a constant state of readiness.

The reorganization of VS provides new opportunities to realign resources in support of the program-wide preparedness and response vision, mission, core values, and goals. Resources must be dedicated to support the implementation of the VS TEP if the VS priorities are to be upheld. This includes substantial support to plan, implement, and manage VS T&Es and the fiscal resources for personnel to participate in T&E events. The challenge will be to secure resources in the current context of the organization's competing interests and shrinking budgets.

The VS budget should fund the T&E priorities, objectives, and events in the VS TEP. The VS T&E planning team will develop a proposed, prioritized budget for activities in fiscal year 2015 and beyond to be approved in the annual budget planning process.

Conclusion

FAD/EDIs in the US are typically rare in occurrence, but have high consequences on the agricultural economy and trade. Due to this reality, training provides the critical knowledge, skills, and abilities to respond to emerging or other animal diseases not yet known, and exercises provide a mechanism for response personnel to maintain capabilities outside of a real emergency.

The VS T&E strategy is designed to enhance the preparedness of VS and its partners to respond to livestock and poultry health incidents, and other hazards. It follows the principles of the HSEEP and embraces a strong alliance with emergency preparedness and response partners. The VS TEP that follows is intended to support these strategic initiatives and outline a three year implementation of VS T&E priorities, objectives, and specific events.

Veterinary Services Training and Exercise Plan

Purpose

The *Veterinary Services Fiscal Year 2014-16 Training and Exercise Strategy and Plan* follows the principles of the DHS National Incident Management System (NIMS) preparedness cycle and the HSEEP. It translates VS' preparedness strategic goals and priorities into specific training and exercise activities, and coordinates all training and exercise activities on a schedule. The VS TEP:

- ◆ Identifies priorities in accordance with the VS preparedness and response strategy;
- ◆ References the national FEMA core capabilities to achieve those priorities;
- ◆ Outlines a multi-year schedule of training and exercises to enhance and validate VS' capabilities; and
- ◆ Employs a building-block approach in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity.

Personnel first need to be trained and equipped for their role in an emergency before it can be effectively exercised. Incident Command System (ICS) training is the cornerstone of emergency response. It is important that VS employees identified as emergency responders be familiar with the basic NIMS principles and ICS organization, and take advantage of additional ICS training as available. This knowledge won't be internalized however, unless it is exercised.

There are numerous training courses and curricula around identifying, investigating, and responding to an outbreak of transboundary animal diseases. Courses vary from an awareness level of the threat posed by these diseases to what steps need to be taken when faced with an outbreak of disease. Foreign Animal Disease Diagnosticians (FADD) need to keep their skills current after they leave the training at Plum Island. VS Guidance 12000.1 on FADD certification requirements, issued January 26, 2012, requires FADDs to complete continued education at least once every three years.

To have VS Incident Management Teams (VS IMT) that are certified as Type 3 responders requires training by credentialed trainers. This gold standard may be difficult for VS to achieve. Until this issue is resolved, VS will provide training opportunities that continue to develop knowledgeable and skilled IMT responders.

Exercises provide opportunities to practice and implement plans and procedures in a no-fault learning environment before an actual emergency. Exercises allow responders, senior officials, and others to validate training and practice strategic and tactical capabilities in a risk-reduced

environment. All seven types of HSEEP exercises may be conducted using the building-block approach. The type of exercise that best meets VS requirements is identified through analysis of existing capabilities; the training and exercises already conducted; and the resources available for exercise planning, execution, and evaluation. See Appendix C. HSEEP Exercise Types for a brief description of each type of exercise.

The VS TEP will help VS to meet its emergency preparedness and response mission and goals. Implementation of this first plan in October 2013 will help VS identify the current strengths and gaps in preparedness and response capabilities. As the plan is implemented, currently available T&E materials will be leveraged or new materials developed that address critical gaps. Well-planned and executed events will be delivered to provide the knowledge, skills, and attributes required to effectively and efficiently respond. It is expected that the VS TEP will be a component of the APHIS and USDA training and exercise initiatives.

Priorities and Objectives

The VS TEP forms the basis for coordinated training and exercises to prepare the VS staff, its support personnel, and external stakeholders to respond to an emergency. The TEPW in July 2013 identified the following fiscal year (FY) 2014–16 training and exercise priorities with specific objectives that support each priority. Specific training and/or exercise events are listed that will help meet each objective.

The VS National Veterinary Stockpile program maintains a separate multi-year training and exercise strategy and plan to support its priorities, objectives, and events.

Priority 1: Formalize the VS emergency management T&E planning process following HSEEP principles.

Engage all VS units in the T&E planning process. Capture and coordinate emergency management T&E events available to VS employees, including those sponsored by external VS stakeholders.

Objective 1.1 Identify the VS T&E strategy, priorities, objectives, activities, and resources for the next three years.

Event 1.1.1. Institutionalize the T&E planning process in VS reorganization, including resources and team with representatives from all VS units and other subject matter experts.

Event 1.1.2. VS T&E planning team conduct a VSTEPW each year.

Event 1.1.3. Publish a multi-year VS TEP each year.

Event 1.1.4. Implement the VS TEP beginning October 1 of each year.

Objective 1.2 Develop a process to collect and maintain data for T&E planning and events.

Event 1.2.1 Prior to the TEPW each year, survey all VS units for input on VS T&E priorities, objectives, and events for consideration in the VS TEP.

Event 1.2.2 Survey all VS units and external organizations known to provide T&E events available to VS employees, collate the responses, and include the information in the VS TEP as a readily available resource.

Priority 2: Train VS and external stakeholder emergency responders.

Train VS emergency responders and external stakeholder emergency responder partners to execute their preparedness and response responsibilities for FAD/EDIs.

Objective 2.1 Offer ICS training to VS personnel.

Event 2.1.1. Provide access to ICS distance-learning courses through AgLearn and FEMA websites.

Objective 2.2 Develop and deliver training on FAD/EDI preparedness and response.

Event 2.2.1. Develop and deliver a webinar on the *VS Fiscal Year 2014 – 16 Training and Exercise Strategy and Plan*.

Event 2.2.2. Identify training needs, develop training materials, and deliver training for the *Foreign Animal Disease Preparedness and Response Plans*.

Objective 2.3 Develop and deliver intermediate and advanced emergency preparedness and response training.

Event 2.3.1. Continue to promote and provide FAD/EDI response training through the VS PDS.

Event 2.3.2. Continue to train analysts in Emergency Management Response System (EMRS) 2.0.

Objective 2.4 Develop one health core competency capabilities.

Event 2.4.1. Develop training materials on one health core competencies and integrate them into future training events.

Priority 3: Exercise VS' and external stakeholders' capabilities to prepare for and respond to FAD/EDIs.

Exercise emergency responders' capability to execute plans and technical skills.

Objective 3.1 Conduct discussion-based exercises to test capabilities to support emergency preparedness and response.

Event 3.1.1. The National Veterinary Services Laboratories (NVSL) conduct a workshop to review existing NVSL and National Animal Health Laboratory Network (NAHLN) AARs, and build an improvement plan for corrective action.

Event. 3.1.2. The NVSL and NAHLN conduct follow-up TTX(s) to test plans for the NAHLN activation, surge capacity, and coordination with VS IMTs.

Event 3.1.3. VS T&E planning team conduct a workshop to evaluate existing AARs and real emergencies, and build an improvement plan for corrective action.

Event 3.1.4. Conduct TTXs in the each of the new SPRS Districts on the activation and transition of VS IMTs.

Event 3.1.5. Develop and make available to response partners a one health module that can be incorporated into tabletop exercise situation manuals, as appropriate.

Objective 3.2 Conduct a series of drills to test specific operational procedures and functions.

Event 3.2.1. Conduct drills in each new SPRS District to recall and dispatch responders for the ICS organizational structure in that District consistent with the APHIS Mobilization Guide.

Event 3.2.2. Conduct drills in each new SPRS District to test the readiness and use of foreign animal disease diagnostician go-kits.

Event 3.2.3. Conduct drills in each new SPRS District to test procedures for the investigation of potential FAD/EDIs.

Event 3.2.4. Conduct drills in each new SPRS District to test animal traceability functionality for a FAD/EDI investigation.

Event 3.2.5. Conduct drills in each new SPRS District to test proficiency in the EMRS 2.0 procedures.

Event 3.2.6 Conduct drills at APHIS headquarters to recall and mobilize personnel assigned to the APHIS Emergency Operation Center for an FAD/EDI consistent with the APHIS Mobilization Guide and APHIS Multiple Agency Coordination (MAC) Support Staffing Plan.

Objective 3.3 Participate and engage in T&Es sponsored by external stakeholders (organizations outside of VS) that support the VS T&E strategy.

Event 3.3.1 Collect and catalog events, including those international in scope.

Event 3.3.2. Notify emergency responders about upcoming events.

Fiscal Year 2014

Priority 1	
Priority 2	
Priority 3	

Fiscal Year 2014 continued

	Objec tive	Event		Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
		2.3.2.			2.3.2. EMRS for IMT Webinar			2.3.2. EMRS for Resource Management Webinar	2.3.2. EMRS for IMT (1) Kansas City, MO		2.3.2. EMRS for IMT (2) Ames, IA			2.3.2. EMRS Basic Distance Learning Course	2.3.2. VSIS Training Network for EMRS Fort Collins, CO
		2.3.3.			2.3.3. EuFMD E-learning Modeling Module										
	2.4.	2.4.1.	Event 2.4.1. Develop training materials on one health core competencies							Event 2.4.1. Incorporate One Health materials into training					
3	3.1.	3.1.1.					3.1.1. STAS NVSL WS								
		3.1.2.										3.1.2. STAS NVSL & NAHLN TTXs			
		3.1.3.							3.1.3. VS T&E IP WS (conduct immediately prior to VS TEPW)						
		3.1.4.	3.1.4. Develop SPRS District IMT TTX Planning Team	3.1.4. Conduct Planning Team SPRS District IMT TTX Concepts and Objectives Meeting		3.1.4. Conduct Planning Team SPRS District IMT TTX Initial Planning Conference			3.1.4. Conduct Planning Team SPRS District IMT TTX Final Planning Conference			3.1.4. Planning Team Complete SPRS District IMT TTX Situation Manual	3.1.4. Develop IMT TTX planning teams in each SPRS District		
		3.1.5	3.1.5. Begin to develop SPRS OH module for TTXs									3.1.5. Complete SPRS OH module and make available for future TTXs			
		3.1.6.													
	3.2.	3.2.1.	3.2.1. Develop planning team for drills in each new SPRS District to recall and dispatch responders for the ICS org structure in that District consistent wth APHIS Mob Guide.					3.2.1. Complete plan for drills in each new SPRS District to recall and dispatch responders for the ICS org structure in that District consistent wth APHIS Mob Guide.				3.2.1. 4th Qtr conduct drills in each new SPRS District to recall and dispatch responders for the ICS org structure in that District consistent wth APHIS Mob Guide.		3.2.1 Complete collated AAR/IP for drills in each new SPRS District to recall and dispatch responders for the ICS org structure in that District consistent wth APHIS Mob Guide.	
		3.2.2.	3.2.2 Develop planning team for drills in each new SPRS District to test the readiness and use of FADD go-kits.				3.2.2. Complete plan for drills in each new SPRS District to test the readiness and use of FADD go-kits.			3.2.2 3rd Qtr conduct drills in each new SPRS District to test the readiness and use of FADD go- kits.		3.2.2 Complete collated AAR/IP for drills in each new SPRS District to test the readiness and use of FADD go-kits.			
		3.2.3.													
				Priority 1											
			Priority 2												
			Priority 3												

Fiscal Year 2014 continued

Priority	Objective	Event	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
		3.2.4.												
		3.2.5.												
		3.2.6.	3.2.6. Develop planning team for drills in VS Riverdale to recall and mobilize VS personnel assigned to the APHIS EOC for an FAD/EDI consistent with APHIS Mob Guide and APHIS MAC Support Staffing Plan.					3.2.6. Develop plan for drills in VS Riverdale to recall and mobilize VS personnel assigned to the APHIS EOC for an FAD/EDI consistent with APHIS Mob Guide and APHIS MAC Support			3.2.6. Conduct drills in VS Riverdale to recall and mobilize VS personnel assigned to the APHIS EOC for an FAD/EDI consistent with APHIS Mob Guide and APHIS MAC Support Staffing Plan.		3.2.6. Complete AAR/IP for drills in VS Riverdale to recall and mobilize VS personnel assigned to the APHIS EOC for an FAD/EDI consistent with APHIS Mob Guide and APHIS MAC Support Staffing Plan.	
	3.3.	3.3.1.	3.3.1. Begin to collect and catalog events, including those international in scope.							3.3.1. Collect and catalog events, including those international in scope.				
		3.3.2.			3.3.2. Notify emergency responders about upcoming events.			3.3.2. Notify emergency responders about upcoming events.			3.3.2. Notify emergency responders about upcoming events.			
		Priority 1												
		Priority 2												
		Priority 3												

Fiscal Year 2015

Fiscal Year 2016

Priority	Objective	Event	First Qtr Oct-Nov-Dec	Second Qtr Jan-Feb-Mar	Third Qtr Apr-May-Jun	Fourth Qtr Jul-Aug-Sep	
		3.2.4.					3.2.4. Conduct drills in each new SPRS District to test animal traceability functionality for a FAD/EDI investigation.
		3.2.5.	3.2.5. Develop planning team for drills in each new SPRS District to test proficiency in EMRS 2.0	3.2.5. Complete plan for drills in each new SPRS District to test proficiency in EMRS 2.0	3.2.5. Conduct drills in each new SPRS District to test proficiency in EMRS 2.0	3.2.5. Complete collated AAR/IP for drills in each new SPRS District to test proficiency in EMRS 2.0	
		3.2.6.					
	3.3.	3.3.1.		3.3.1 Collect and catalog events, including those international in scope.			
		3.3.2.	3.3.2. Notify emergency responders about upcoming events.	3.3.2. Notify emergency responders about upcoming events.	3.3.2. Notify emergency responders about upcoming events.	3.3.2. Notify emergency responders about upcoming events.	
	Priority 1						
	Priority 2						
	Priority 3						

Appendix A: 2013 VS Training and Exercise Planning Team

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Mr. James Lord, APHIS PPQ

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Ms. Lisa Quiroz, California Department of Food and Agriculture

Ms. Workabeba Yigsaw, APHIS Legislative and Public Affairs

Appendix B: National FEMA Core Capabilities

National FEMA Core Capabilities by Mission Area³

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity 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	Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-scene Security and Protection Operational Communications Public and Private Services and Resources Public Health and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

³ Planning, Public Information and Warning, and Operational Coordination are core capabilities common to all mission areas.

Appendix C: HSEEP Exercise Types

DISCUSSION-BASED EXERCISES

These types of exercises:

- Provide a forum for discussing or developing plans, agreements, training, and procedures.
- Are generally less complicated than operations-based types.
- Typically focus on strategic, policy-oriented issues.
- Include seminars, workshops, tabletops, and games.
- Do not involve deployment of resources.

A facilitator or a presenter usually leads the discussions in these exercises, helping to keep participants on track and ensuring that exercise objectives are met.

1. Seminars

A seminar is an informal discussion-based exercise led by a presenter or facilitator, used to teach or orientate participants.

In a seminar:

- Orientate participants to new or existing plans, policies, or procedures.
- Research or assess interagency capabilities or inter-jurisdictional operations.
- Construct a common framework of understanding.

Conduct Characteristics

- Casual atmosphere.
- Minimal time constraints.
- Lecture-based.

2. Workshops

A workshop is a formal discussion-based exercise led by a facilitator or presenter, used to build or achieve a product.

In a workshop, participants:

- Develop new ideas, processes, or procedures.
- Develop a written product as a group in coordinated activities.
- Obtain consensus.

- Collect or share information.

Conduct Characteristics

- Involves more participant discussion than a lecture-based seminar.
- Often uses break-out sessions to explore parts of an issue with smaller groups.

Products that are often produced from a workshop include: Emergency Operations Plans (EOPs), Mutual Aid Agreements, and Standard Operating Procedures (SOPs). Findings from the workshop should be collected into a short After-Action Report (AAR) and distributed to all parties involved. The AAR for workshops act much like meeting minutes and will be discussed in more detail later in this course.

3. Tabletop Exercises

A tabletop exercise (TTX) involves senior staff, elected or appointed officials, or other key personnel in an informal group discussion centered on a hypothetical scenario.

In a TTX, participants:

- Identify strengths and shortfalls.
- Enhance understanding of new concepts.
- Seek to change existing attitudes and perspectives.

Conduct Characteristics

- Requires an experienced facilitator.
- In-depth discussion.
- Slow-paced problem solving.

The purpose of a TTX is to test existing plans, policies, or procedures without incurring the costs associated with deploying resources. A TTX also allows participants to thoroughly work through a problem without feeling as much pressure as they would in an operations-based exercise.

4. Game

A game is a simulation of operations using rules, data, and procedures designed to depict an actual or assumed real-life situation.

In game, participants:

- Explore the processes and consequences of decision-making.
- Conduct "what-if" analyses of existing plans.

- Test existing and potential strategies.

Conduct Characteristics

- Does not involve the use of actual resources.
- Often involves two or more teams.
- Includes models and simulations of increasing complexity as the game progresses.

OPERATIONS-BASED EXERCISES

These types of exercises:

- Involve deployment of resources and personnel.
- Are more complex than discussion-based types.
- Require execution of plans, policies, agreements, and procedures.
- Clarify roles and responsibilities.
- Improve individual and team performances.
- Include drills and both functional and full-scale exercises.

1. Drills

A drill is a supervised activity that tests a specific operation or function of a single agency.

In a drill, participants:

- Gain training on new equipment.
- Test new procedures.
- Practice and maintain skills.
- Prepare for more complex exercises.

Conduct Characteristics

- Immediate feedback.
- Realistic but isolated environment.

2. Functional Exercises

A functional exercise (FE) is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. In the past, FEs have occasionally been referred to as Command Post exercises (CPX).

In an FE, participants:

- Evaluate management of Emergency Operations Centers, command posts, and headquarters.
- Assess the adequacy of response plans and resources.

Conduct Characteristics

- Simulated deployment of resources and personnel.
- Rapid problem solving.
- Highly stressful environment.
- Drills involve a single function; FEs involve multiple functions.
- Drills involve actual deployment of resources and personnel; FEs use simulation.

3. Full-Scale Exercises

A full-scale exercise (FSE) is a high-stress multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response, as if a real incident had occurred.

In an FSE, participants:

- Assess plans and procedures under crisis conditions.
- Evaluate coordinated responses under crisis conditions.

Conduct Characteristics

- Mobilization of units, personnel, and equipment.
- Stressful, realistic environment.
- Scripted exercise scenario.

Appendix D: Abbreviations

AAR/IP:	After action report/improvement plan
APHIS:	Animal and Plant Inspection Service
CPX:	Command post exercises
DHS:	Department of Homeland Security
EDI:	Emerging disease incident
EMRS:	Emergency Management Response System
FAD:	Foreign animal disease
FADD:	Foreign animal disease diagnostician
FE:	Functional exercise
FEMA:	Federal Emergency Management Agency
FSE:	Full scale exercise
FY:	Fiscal year
HSEEP:	Homeland Security Exercise and Evaluation Program
ICS:	Incident command system
MAC:	Multiple Agency Coordination
NAHLN:	National Animal Health Laboratories Network
NIMS:	National Incident Management System
NVSL:	National Veterinary Services Laboratories
PDS:	Professional Development Staff
SPRS:	Surveillance, Preparedness, and Response Services
T&E:	Training and exercises
TEP:	Training and exercises plan
TEPW:	Training and exercises workshop
TTX:	Tabletop exercise
VS:	Veterinary Services